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**ENGAGE, ENRICH, EXCEL ACADEMIES**

(A company limited by guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2025**

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

<b>Members:</b>	SW Barker J L Brill D Camp S Norton N Estub
<b>Trustees:</b>	K Brown (appointed 11.10.2024) C Cavan (appointed 16.05.2025) E Dell C Earls (resigned 18.09.2025) D Harris J Lovell S Norton, Chair V Scannella (resignation 30.01.2025) J Wood G Jenkins (resignation 07.04.2025) G Spiller T Webb G Wolfe
<b>Company Registered Number:</b>	09279884
<b>Company Name:</b>	Engage, Enrich, Excel Academies
<b>Principal and Registered Office:</b>	181 Frimley Road, South Camberley Primary & Nursery School Junior Site, Camberley, Surrey, GU15 2QB
<b>Company Secretary:</b>	Michelmores Secretaries Limited
<b>Chief Executive Officer:</b>	Mr. D Harris
<b>Senior Management Team (SMT):</b>	M Bark, Chief Operating Officer B Carter – Headteacher – Hounsome Fields Primary School (took up post for the new school 01.04.2025) D Harris, Chief Executive Officer K Hing – Headteacher- Westfield Primary School (from 01.07.2018) S Kennedy- Headteacher- Cambridge Primary School (from 01.09.2018) S Legge Chief Financial Officer A Merritt – Headteacher- Maybury Primary School (from 01.06.2019) C Meyrick –Headteacher- Byfleet Primary School (from 01.05.2020) A Wells – Headteacher- Ravenscote Junior School (from 01.12.2014) N Wright – Executive Headteacher- South Camberley Primary & Nursery School (from 01.12.2017)

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Independent Auditors:** BKL Audit LLP  
Chartered Accountants  
Statutory Auditors  
35 Ballards Lane  
London  
N3 1XW

**Bankers:** Lloyds Bank Plc  
Queen Square  
Wolverhampton  
WV1 1TF

**Solicitors:** Michelmores LLP  
Woodwater House  
Pynes Hill  
Exeter,  
EX2 5WR

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

The Trustees present their Annual Report together with the financial statements and Auditor's Report, of the charitable company for the year 1 September 2024 to 31 August 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trust operates 6 schools in North West Surrey and Aldershot, Hampshire. All the schools are primary schools.

- Byfleet Primary School (BPS)
- The Cambridge Primary School (CPS)
- Maybury Primary School (MPS)
- Ravenscote Junior School (RJS)
- South Camberley Primary and Nursery School (SCPNS)
- Westfield Primary School (WPS)

The Multi Academy Trust was incorporated on 1 December 2014 with Ravenscote Junior School.

On the 1 December 2017, South Camberley Primary and Nursery School converted and joined the Trust.

On 1 July 2018, Westfield Primary School converted and joined the Trust.

The Cambridge Primary School joined the Trust when it opened on 1 September 2018.

On 1 June 2019 Maybury Primary School converted and joined the Trust.

On 1 May 2020 Byfleet Primary converted and joined the Trust.

Schools Capacity: Sept 2024

School	BPS	CPS	MPS	RJS	SCPNS	WPS
PAN – (Number on roll)	210	360	270	620	690	420
Current numbers	194	420	265	618	635	404

The schools have a combined pupil capacity of 2,536. This is for the age range 4 to 11 years old. There are two nursery settings with a total capacity of 130 and 128 children were registered at the settings.

In common with the whole sector, this has been a very challenging year for Engage, Enrich, Excel Academies (EEEE) and the Board would like to thank all the staff and governors within our schools who have helped to develop the Multi Academy Trust (MAT) and support the families within our care.

### **Structure, Governance and Management**

#### **Constitution**

The Multi Academy Trust is a charitable company limited by guarantee (Company Registration Number 09279884).

The charitable company's Trust Deed is the primary governing document of the Multi Academy Trust.

The Trustees of Engage, Enrich, Excel Academies are also the directors of the charitable company for the purpose of company law.

Details of the Trustees who served during the year are included in the reference and administrative details on page 1.

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

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Structure, Governance and Management (continued)**

**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.

**Method of Recruitment and Appointment or Election of Trustees**

The management of the Multi Academy Trust is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

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

Trustees are instructed to follow the Code of Conduct issued annually. New Trustees are provided with a mentor during the first year of their term of office and an induction program has been developed and documented.

**Organisational Structure**

The governance structure consists of 4 levels. The Members ensure the Trustees from the MAT Board are operating with the aims of the Multi Academy Trust (MAT). Under the MAT Board Trustees, each school has a Local Advisory Committee to oversee the running of the school which then operate their own sub-committees.

Each school's Local Advisory Committee has its own powers under a Scheme of Delegation designated by the Trustees, and every level of governance operates within the Multi Academy Trust agreed 'Terms of Reference'.

The Board of Trustees has considered its role thoughtfully and decided that the role of the Trustees is to approve the strategic direction and objectives of the Charitable Company and monitor its progress towards these objectives.

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

The Charitable Company has established a management structure to enable its efficient running. The structure consists of three levels:

- the Board (including the CEO) supported by the Chief Operating Officer;
- the Senior Management Team which consists of the Headteachers of each school within the MAT and the Chief Operating Officer, Chief Finance Officer;
- each school has its own Headteacher who manages their own school's Senior Leadership Team (SLT).

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

EEEE have no related parties or connected entities

There are currently the following committees for the Multi Academy Trust:

**Audit and Risk Committee**

**Terms of Reference**

EEEE will have an Audit and Risk Committee comprising no fewer than three members, with at least two being non-executive members.

- Members are appointed by the Trust Board at the start of each academic year.
- Quorum: two non-executive members.
- Committee is chaired by a non-executive member.
- Meets at least four times each year.
- The A&R chair reports to the Board of Trustees.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Structure, Governance and Management (continued)**

**Audit and Risk Committee (continued)**

**Committee responsibilities include:**

- Providing scrutiny, oversight, and assurance of risk management, internal control, and governance procedures to the CEO (as Accounting Officer) and the Board.
- Reviewing and recommending EEEA's annual report and financial statements for Board approval.
- Overseeing financial and accounting policies, processes, and practices, including IT.
- Assessing internal control systems, including anti-fraud policies and arrangements for internal audit.
- Appointing internal auditors, approving their work plan, reviewing reports, and management responses.
- Implementing recommendations from internal and external audit reports.
- Controlling and reporting EEEA expenditure.
- Assessing and managing risk, including compliance with laws and regulations, and reporting risk management to the Board.
- Considering annual audit results and management letters from external auditors, and management responses.
- Overseeing corporate governance arrangements and annually reporting on governance and committee effectiveness.
- Procurement arrangements
- Digital Strategy -assesses the financial sustainability of the digital strategy and monitors reports from the executive team.
- Reviewing and recommending changes to financial policies at least once per year.
- Approving significant changes to insurance cover that increase risk to EEEA.
- Approving changes to internal audit arrangements.
- Presents meeting minutes to the Board as soon as possible.
- Recommend the Central and School budgets for Board Approval.
- Assesses the catering contract across the schools and reports back to the board.
- Makes recommendations to the Board as appropriate.

**Education and Well Being Committee**

**Terms of Reference**

EEEA will have an Education and Well Being Committee with at least three members, two of whom are non-executive members.

- Members are appointed by the Trust Board at the start of each academic year.
- Quorum: two non-executive members.
- Meets at least three times each year.
- Committee is chaired by a non-executive member.
- The Education and Well Being chair reports to the Board of Trustees.

**Committee responsibilities include:**

- Receiving reports from the CEO and executive management on curriculum development and planning.
- Acting as a consultative body to head teachers on curriculum development.
- Ensuring the curriculum meets statutory national requirements and legislation.
- Ensuring the curriculum meets all children's needs and that appropriate resources are available.
- Receiving summary reports from the CEO (by Key Stage) on teaching quality and consulting with the CEO on necessary actions for improvement.
- Monitoring pupil progress overall, focusing on groups/cohorts in core areas.
- Monitors the effectiveness of safeguarding across the schools and decides on the external safeguarding consultant.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Structure, Governance and Management (continued)**

**Committee responsibilities include (continued)**

- Monitors the wellbeing and staff voice across the Trust, focusing on the annual staff survey.
- Monitors the impact of the catering contract and the healthy food choices for pupils, this includes breakfast clubs.
- Comparing school progress/attainment with national data for similar children (e.g., via IDSRs).
- Digital Strategy – monitors the effectiveness of the strategy on teaching and learning and the impact on attendance, exclusions and outcomes.
- Presents meeting minutes to the Board as soon as possible.
- Makes recommendations to the Board as appropriate.

**The Human Resources Committee**

**Terms of Reference**

The Trust HR Committee scrutinises policies, reviews performance, and makes recommendations to the Board per agreed Terms of Reference.

- Members are appointed by the Trust Board at the start of each academic year.
- Quorum: two non-executive members.
- Meets at least three times each year.
- Committee is chaired by a non-executive member.
- The HR Trustee chair reports to the Board of Trustees.

**Committee responsibilities include:**

- Approving school staffing structures within budget, including any restructuring.
- Determines the procedures for appointing senior leaders, based on reports from the CEO.
- Determines the process for appointing executive headteachers and headteachers.
- Determining the Trust's Pay Policy.
- Ratifying salary ranges and starting salaries for lead practitioners and leadership group members.
- Determining application of national inflationary pay increases as required.
- Overseeing Staff Disciplinary/Dismissal and Staff Appeals Committees (including pay appeals).
- Monitoring and reviewing Headteacher performance and pay across the Trust.
- Overseeing recruitment, induction, training, CPD, wellbeing, and other HR processes at a strategic level.
- Digital Strategy – monitors the impact on training and staff workload and wellbeing.
- Ratifying all HR policies for the Trust.
- Approving pay increases or awards for Headteachers.

**Connected Organisations, Including Related Party Relationships**

The following organisation's are connected organisations:

- Ravenscote Parent Teacher Association (PTA). The PTA raises money to enhance the education of the Ravenscote pupils. it is a charitable organisation, registered charity number 277432
- Friends of South Camberley (PTA). The PTA raises money to enhance the education of the South Camberley Primary and Nursery Pupils. It is a charitable organisation, registered charity number 1132294
- Friends of Westfield (PTA). The PTA raises money to enhance the education of the Westfield pupils. It is a charitable organisation, registered charity number 1186049
- Friends of Byfleet (PTA). The PTA raises money to enhance the education of the Byfleet Pupils. It is a charitable organisation, registered charity number 1177432
- Friends of Cambridge (PTA). The PTA raises money to enhance the education of the Cambridge Pupils. It is a charitable organisation, registered charity number 1198305

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Engagement with Employees**

All staff attend a whole Trust inset day where we provide information on the strategy of the MAT and the schools' contribution to this. A staff survey is sent to all schools to identify and address any issues and we welcome staff views when making decisions for the whole Trust. Subject specific networks have been established for teachers, including, safeguarding, assessment and inclusion groups. The MAT holds three Town Hall events termly to update employees of our work. Termly monitoring visits inform our work and help to engage with employees.

**Equality and Diversity.**

The Trust recognises that it has clear obligations towards all its employees and the community at large to ensure that people with disabilities are afforded equal opportunities to enter employment and progress within the organisation. In addition to complying with the requirements of the Equality Act 2010, the organisation follows procedures designed to provide for fair consideration and selection of disabled applicants and to satisfy their training and career development needs. When an employee becomes disabled in the course of their employment, reasonable steps will be taken to accommodate their disability by considering adjustments to working practices and arrangements, or by considering redeployment and appropriate retraining to enable them to remain in employment within the organisation wherever reasonably possible.

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

Regular communication via school newsletters to our parents helps inform and build our relationships with the families served by the Trust.

To build and maintain our relationships with our suppliers, we communicate regularly and effectively so they can gain a more complete understanding of our Trust, allowing them to meet our needs more effectively. We regularly review the deliverables and performance and ensure we understand the contractual obligations for both the supplier and the Trust.

**Trustees' Indemnities**

The Multi Academy Trust has opted into the Department of Education's Risk Protection Assurance (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and Officers from claims arising from negligent acts, errors or omissions occurring whilst on MAT business and provides cover up to £10m. It is not possible to quantify the Trustee and Officer indemnity element from the overall cost of the RPA scheme.

**Objectives and Aims**

Objectives and Aims

The primary objective and activity of the MAT is the operation of its schools to provide education for children of different abilities between the ages of 2 to 11. The Multi Academy Trust is an inclusive group of schools which welcomes applications from all pupils, as outlined by the MAT's admissions policies.

In accordance with the Articles, the MAT's objective is to advance, for the public benefit, education in the United Kingdom in particular but without prejudice to the generality of the foregoing by establishing, maintaining and carry on, managing design and the built environment and their principal applications.

The Key Aims for the MAT are:

1. Empower School Leadership to Improve Pupil Outcomes
2. Capacity Building for Improved Pupil Outcomes
3. Growth and Collaboration for Improved Pupil Outcomes

**Objectives, Strategies and Activities**

The main objectives of the Multi Academy Trust during the period ended 31 August 2025 are summarised below.

Our overall objectives can be broken down as follows:

- To achieve consistently high standards of teaching and learning
- To manage and develop our staff to ensure we invest in our 'social capital'
- To develop and provide leadership capacity and support

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Objectives, Strategies and Activities (continued)**

- To strengthen governance at every level to ensure our schools continue to improve
- To achieve best value in service delivery especially where partnership working can add value
- To work with other schools to provide support and develop their curriculum and pupil outcomes
- To engage with key stakeholders, for example, the Regional Director and recruit high calibre Trustees and Governors
- To engage in discussions with other schools that may be interested in joining the MAT
- To develop our 'cultural capital' to ensure that our pupils receive a depth in learning and experiences
- To continue to develop our buildings and estates to enable pupils and staff to learn and work in well-maintained environments
- To develop a whole Trust digital strategy to help maintain high standards

**Public Benefit**

The purpose of the Multi Academy Trust is to advance for public benefit, education as described in the principal activities above. The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their duties.

**Main Activities Undertaken to Further the Charity's Purpose for Public Benefit**

Through our governance model, we ensure we are transparent and follow clear lines of accountability.

The Key Activities for achieving our objectives are summarised below:

- Consistent and regular monitoring has resulted in high standards in teaching and learning. Members of the School Improvement Team undertake regular reviews and assessments of performance and outcomes
- The development of quality assurance systems to help develop capacity. This system is being developed across other schools interested in joining the Trust and schools further afield
- The development of consistent reporting formats for school evaluation, governance and reporting to Trustees
- Strengthening MAT governance with the committee structure at Trust level
- An independent staff survey allowing the MAT to examine the development of staff and the effectiveness of leadership and management
- External surveys allowing the MAT to examine the effectiveness of safeguarding across the Trust
- Termly financial reviews enabling the MAT to monitor our finances and account for cost efficiencies
- As a Trust we have worked with 5 different schools, external to the Trust to develop their standards, work which has helped improve our curriculum and develop our well-being agenda
- As a Board, we have developed our Key Performance Indicator sheets and developed our systems for recruiting new Trustees
- Our due diligence and integration documents have developed and enabled us to make clear decisions on schools wanting to join the Trust
- Providing a good quality of remote education and support to schools and staff with this objective
- Ensuring all risk assessments for each school are thorough and comply with DFE guidance
- As a Board, we have developed our reporting formats to assess school data
- Continue to have discussions with schools interested in the work of the Trust

**Volunteers**

Our volunteers associated with our Trust are PTA (Parent Teacher Associations). Volunteers follow our school guidelines and enable the PTA to raise charitable funds which are separate from these accounts.

**Going Concern**

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Multi Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Going Concern (continued)**

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 Accounting Policies.

The Trust has managed to retain its reserves and has strong financial stewardship to ensure it avoid deficits. Committed projects where possible have been completed and the Trust Central Team monitors the monthly finances of each school and reports any concerns to the Audit and Risk Committee.

**Strategic report**

**Achievements and Performance**

Academic Performance 2025

	<b>BPS</b>	<b>CPS</b>	<b>MPS</b>	<b>RJS</b>	<b>SCPNS</b>	<b>WPS</b>	<b>Nation av</b>
School Capacity	210	420	264	620	660	450	276
Nos on Roll	190	417	209	618	563	404	-
Nursery Provision capacity			62		104		-
Nos in Nursery			44		57		-
% Absence	96.3%	94.6%	94.6%	96.5%	94.4%	94.05	
EYFS GLD	71%	68%	71%		70%	81%	
Y1 Phonics	93%	79%	83%		86%	85%	81%
	<b>KS2 EX+</b>						
Reading	93%	80%	70%	81%	79%	63%	75%
Writing	90%	55%	70%	83%	87%	72%	72%
Math's	90%	75%	70%	75%	77%	65%	74%
GPS	90%	73%	82%	79%	71%	61%	73%
RWM	87%	45%	59%	67%	70%	56%	62%
	<b>KS2 GDS</b>						
Reading	47%	27%	39%	41%	36%	26%	-
Writing	27%	0%	14%	23%	3%	11%	-
Math's	30%	18%	29%	34%	28%	13%	-
	<b>BPS</b>	<b>CPS</b>	<b>MPS</b>	<b>RJS</b>	<b>SCPNS</b>	<b>WPS</b>	<b>Nation av</b>
GPS	30%	20%	39%	39%	34%	22%	-
RWM	27%	0%	14%	18%	2%	4%	-

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Achievements and Performance (continued)**

**EEEE Key Stage 2 data overtime**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Reading</b>	76% (74%)	76% (73%)	77% (74%)	78% (75%)
<b>Writing</b>	72% (69%)	75% (71%)	78% (72%)	76% (72%)
<b>Mathematics</b>	66% (71%)	75% (73%)	78% (73%)	75% (74%)
<b>Grammar, spelling Punctuation</b>	74% (72%)	75% (72%)	78% (72%)	75% (73%)
<b>RWM combined</b>	59% (59%)	62% (60%)	66% (61%)	65% (62%)

**Key:**

<i>EYFS GLD</i>	<i>Early years Good Level of Development</i>
<i>Y1</i>	<i>Year 1</i>
<i>KS1</i>	<i>Key Stage 1</i>
<i>KS2</i>	<i>Key Stage 2</i>
<i>RWM</i>	<i>Reading, Writing and Mathematics combined</i>
<i>EX+</i>	<i>Expected Attainment and Above</i>
<i>GDS</i>	<i>Great Depth Attainment</i>
<i>-</i>	<i>Indicate that the school does not have children at this age</i>

- Safeguarding systems were amended to ensure our schools supported our most vulnerable pupils.
- Regular parent surveys enabled us to modify our work and support parents.
- The MAT has engaged with a range of stakeholders to ensure strong communication in our schools.
- Regular monitoring when the pupils returned enabled us to identify gaps
- All schools were fully staffed for the start of the new school year.
- Attendance at governance meetings was high.

**Key performance Indicators**

During the year, the Multi School Trust achievements were as follows:

1. Continuing to meet the objects of the MAT
2. Reviewing and updating relevant policies relating to the MAT for 2024/2025
3. Continuing the tight financial management of the MAT
4. Embedding MAT structures and systems following conversion
5. Continuing to develop our leadership capacity and improve the standard of teaching
6. Continuing to develop a skills-led Trustee Board
7. Appointment of two new Trustees
8. Continuing to develop the schools' environments
9. The appointment of new staff to senior positions
10. A highly positive staff review on workload and well-being
11. Working with Hampshire and the DFE to build and deliver two brand new schools, Stanhope Primary School (Aldershot) and Hounsome Fields Primary School (Basingstoke)
12. The recruitment of staff for both new schools to open Stanhope Primary School with two reception classes and Hounsome Fields Primary School with one reception class
13. Delivering school improvement work for the DFE for two schools in the South East.

**Promoting the Success of the Company**

**Vision:**

Inspire **belonging** through **respectful** collaboration, **empowering** all to achieve excellence.

**Mission:**

Nurturing possibilities, growing stronger together

**Values:**

Belong, respect, empower: unlocking futures

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Promoting the Success of the Company (continued)**

**Values**

Each value is expanded below:

**Belong:**

- The value of belonging fosters a positive climate, that enhances emotional well-being and promotes academic success.
- If children and staff feel like they belong they will engage effectively and develop a strong sense of happiness and fulfilment.
- If staff feel a sense of belonging, they know they can rely upon everyone in the Trust to support, care and respect them. This leads to them being the best version of themselves.
- Our schools are inclusive environments where all pupils feel like they belong regardless of their ability, background or interests.

**Respect:**

- The value of respect is about treating each other with kindness, empathy and fairness. Respect in our schools is crucial to enable all staff and children to feel connected and it links intrinsically to the value of belonging.
- We teach our pupils to respect each other and we model this as professionals in our day to day life.
- Respect is at the core of our positive and supportive learning community.

**Empower:**

- The value of empower enables us to equip our pupils and staff with the knowledge, skills and confidence to take control of their learning and make positive choices in their lives.
- We empower our staff in three key ways; enrich them with opportunities for professional growth, fostering a supportive working environment and recognising and valuing their contributions.
- As a Trust we recognise the importance of open communication and know that this enables our staff and communities to excel.

**Definition of excellence:**

Excellence is not just a destination but a continuous journey fueled by a clear sense of **belonging**, a commitment to improvement, and a focus on **empowering** confident, resilient, and curious young individuals.

It hinges on understanding our fundamental role in teaching and learning, directing our efforts towards every child, staff member, and family, with **respect** and equity as its guiding principle, recognising the inherent worth of every child as we strive for ongoing excellence.

**EEEE Pledge to our families:**

We are dedicated to:

- safeguarding, nurturing, and cherishing your children, fostering **belonging**;
- delivering outstanding teaching across all subjects while relentlessly pursuing excellence;
- prioritising high standards in English and Mathematics within a diverse and engaging curriculum;
- valuing and **respecting** your children's creativity, individuality, and voices, supporting their self-belief and confidence as they grow;
- and **empowering** them to confidently embrace their next educational and life endeavours as they transition from primary education.

These values ensure that the MAT treats all stakeholders and suppliers with integrity and respect. As a company we pay close regard to our school communities and our structures enable schools to retain their unique ethos.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Promoting the Success of the Company (continued)**

The MAT has a clear Code of Conduct to which all Governors and Trustees sign up. This is based on the Nolan Principles. Our Staff Charter clearly explains the behaviours we expect from all members of the MAT.

Our staff have illustrated throughout how they live our values and exemplify high expectations. Pupil and staff well-being are at the heart of our work and integral to our culture.

**Financial Review**

**Review of Activities**

During the year the MAT achievements were as follows:

- Embedding our vision, values and mission with trustees and headteachers
- Detailed school teaching and learning reviews in our 6 schools, working with all leaders to develop their curriculum and evidence the impact of each school's quality assurance processes.
- An improvement in key stage data so the overall Trust data is above the national average
- Strong financial capacity, given government funding cuts
- Retention and development of key staff
- Working with Hampshire and the DFE to help build and staff two brand new schools in Hampshire; Stanhope Primary School and Hounsome Fields Primary School
- 6 external safeguarding reports to independently review the effectiveness of safeguarding
- Establishing and embedding the safeguarding network and the inclusion network.
- EEEA Leaders providing school to school support across Surrey and the South East
- EEEA Leaders contributing to national conferences to share good practice
- Two highly positive Ofsted inspections at Ravenscote Junior School and Byfleet Primary School. This now means all EEEA schools are good or better.
- The development of specialisms for the headteachers to ensure a Trust wide impact
- Celebrating 150 years of Maybury Primary School
- Completion of Condition Improvement Fund (CIF) Project works at Byfleet Primary , Boiler & Heating Distribution Replacement and Fire Safety & Electrical
- Completion of CIF Project works at Ravenscote Junior School, Water Quality Improvements and Fire Safety & Electrical
- Completion of CIF Project works at South Camberley Primary, Fire Door Replacement & Compartmentation Works
- Completion of CIF Project works at Westfield primary school, Heating Distribution Replacement
- Implementation of new MIS system Arbor
- Installation of Solar panels at Byfleet and South Camberley Primary & Nursery school ( two sites )
- Successful outcome of CIF Project works at Byfleet Primary school, Fire Door Replacement & Compartmentation Works
- Successful outcome of two CIF Project works at Maybury Primary school, Roof Refurbishment & Fire Door Replacement
- Successful outcome of CIF Project works at South Camberley Primary & Nursery School, Fire Safety & Electrical Improvements -three sites

**Fundraising Activities/Income Generation**

All Schools within the MAT follow the same financial policy. Income is generated within the schools through a range of strategies which include:

- Before and After School Clubs
- Holiday Clubs
- Lettings
- School Consultancy Support
- Training courses for school leaders

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Financial Risk Management Objectives and Policies**

The main financial risks to which Trust schools are exposed, taking into account the mitigations in place, relate to the risk of income shortfall due to the prospect of further government spending reductions affecting our general annual grant.

A risk also arises in relation to the defined benefit pension scheme in which the MAT currently has a pension deficit in five out of the six schools. This is being addressed through additional contributions.

The Trust have risk policy that is reviewed annually, and incorporates the Trust's Risk appetite.

Principal Risks and Uncertainties

The major risks to which the MAT is exposed are:

- Shortfalls in funding which may not have been anticipated
- Systems failures
- Falling rolls
- Staffing shortages and the retention of staff
- Changes in funding formulas
- Increases in support staff pay
- Increases in teacher pay
- Increase in the level of special educational needs across our schools
- Rising energy costs
- Being unable to recruit teaching assistants due to low applications
- Increases in costs leading to staff restructuring
- Estate's maintenance

**Fraud and Mismanagement of Funds**

The Trust has engaged external auditors to perform a program of work aimed at checking and reviewing its financial systems and records as required by the Academies Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and to develop their skills in this area.

Throughout the period, the Trust has continued to strengthen its risk management process throughout the period by improving the process and ensuring staff awareness.

**Principal Risks and Uncertainties**

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

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

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

The Trust has an effective system of internal financial controls. It should also be noted that procedures are in place to ensure compliance with the health and safety regulations, pertaining to both staff and pupils. The trustees also are fully aware of their responsibilities to ensure that the trust's estate is safe, well maintained and compliant with the relevant regulations.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Objectives and Aims (continued)**

**Reserves Policy**

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

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

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

The level of reserves held takes into account the nature of income and expenditure streams, the need to match them with commitments, including future capital projects, and the nature of reserves. The Trustees will keep this level of reserves under review at each board meeting and aim to build and maintain the reserves level by entering into cost effective agreements whilst in keeping with the principal object of the Academy.

The Trust's Reserve Policy means that schools reserves are set between 5% and 8% of an in-year budget and levels are considered regularly throughout the year. However, it reserves the right to allocate reserved expenditure for larger projects. These projects are approved by the Trustees at full Board Meetings.

Trustees are conscious of the need to provide a cushion to cover financial risks facing the Trust from reductions in funding and increases in costs.

**Investment Policy**

Investment policies are determined by the Trust Board. This ensures the level of funds the Trust holds can cover any immediate expenditure, without exposing the Trust to additional risk. Should any potential investment opportunity arise this would be escalated to the Trust Board for consideration. As at 31 August 2025, no investments were held.

**Pay Policy for Key Management Personnel**

The Pay Policy for key management personnel has been approved and is available on request. It is accessible on the EEEA's closed site and discussed regularly through the appropriate governance procedures.

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Streamlined Energy and Carbon Reporting**

As the Trust is a large company, as determined by sections 465 and 466 of the Companies Act 2006, and consumes more than 40,000 KWh of energy (in the UK) in a reporting period, we have included our UK energy use and associated greenhouse gas emissions, relating to gas, purchased electricity and transport fuel in the period.

The following summarises the energy and carbon use for EEEA Multi-Academy Trust for the academic year 2024-2025. The MAT is comprised of six academies, employs 309 staff members (actual staff) and has 2536 pupils registered.

**Streamlined Energy and Carbon Reporting Report**

<b>UK Greenhouse gas emissions and energy use data for the period 1 September 2024 to 31 August 2025</b>	<b>2023 / 24</b>	<b>2024 / 25</b>
Energy consumption used to calculate emissions (kWh)	2,140,955	2,389,902
Energy consumption break down (kWh) (optional):		
• gas	1,507,035	1,775,474
• electricity	622,864	602,441
• transport fuel	11,056	11,987
<b>Scope 1</b> emissions in metric tonnes CO <sub>2</sub> e		
Gas consumption	275.08	324.84
Owned transport – mini-buses	0.44	0.59
Total Scope 1	275.52	325.43
<b>Scope 2</b> emissions in metric tonnes CO <sub>2</sub> e		
Purchased electricity	128.52	106.63
<b>Scope 3</b> emissions in metric tonnes CO <sub>2</sub> e		
Business travel in employee-owned vehicles	2.10	2.13
Total gross emissions in metric tonnes CO <sub>2</sub> e	406.59	434.19
Intensity ratio Tonnes CO <sub>2</sub> e per pupil	0.17	0.18

**Quantification and reporting methodology**

We have followed the 2020 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2025 UK Government's Conversion Factors for Company Reporting.

**Intensity measurement**

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per pupil, the recommended ratio for the sector.

**Measures taken to improve energy efficiency**

WPS - Installation of new heating system via CIF project.  
 SCPNS - new fire doors helping with insulation of schools  
 RJS - project has been undertaken to replace all lighting and electrics  
 BPS - Installed Solar Panels, energy efficient lights  
 CPS - Additional meter reads - even when monitored by external agency. Maintenance check on solar panels. Heating only turned onto timer when really needed.  
 MPS - New Hot water Boiler. Automated lights

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Plans for Future Periods**

**Future Developments**

The future plans for the MAT include the following objectives:

- To continue to engage with schools interested in joining the Trust.
- To further develop our school improvement offer for all Trust schools.
- To build on our digital strategy research and plan for the digital roll out in September 2026.
- To develop and embed phase 1 of our subject networks, appointing chairs to lead the core subjects.
- To continue to develop positive stakeholder relationships in connection with the Cambridge Primary School.
- To develop positive stakeholder relationships in connection with Hounsome Fields Primary School and Stanhope Primary School.
- To continue to develop the quality of progress and outcomes for the children in our care. To review and embed all governance processes as we evolve.
- To continue to work with community groups, strengthening the links between school and home.
- To continue to develop our due diligence and integration documentation as we incorporate new schools into the Trust. To develop our governance structure and ensure all governance meetings take place during the day to support staff work-life balance.
- To engage positively with Hampshire and Surrey Local Authorities. To continue to have a system wide impact for schools external to the Trust.
- To submit further CIF bids .
- To conduct a Trust board external review of governance.
- To work with the local authorities to provide school improvement support.
- To be active members within our local authorities to help influence policy.
- To develop strong relationships with our local Members of Parliament.
- To support our Early Career Teachers with their induction.
- To conduct detailed reviews on all our schools to assess the impact of their curriculum.
- To retain our best staff and grow our reputation as a Trust that attracts the best quality staff.
- To focus on the mental health and well-being of all our families and staff.

**Employee Involvement and Employment of the Disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committees and staff meetings and have been kept informed on specific matters directly by management. The MAT carries out exit interviews and has adopted a procedure of upward feedback for senior management and the Trustees.

The Multi Academy Trust has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal Opportunities Policy.
- Volunteers' Policy.
- Health & Safety Policy.

In accordance with its Equal Opportunities Policy, the Multi Academy Trust has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the Multi Academy Trust offices.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Disclosure of Information to Auditors**

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit-information and to establish that the charitable company's auditors are aware of that information.

The Trustees' Report was approved by order of the Board of Trustees, as the Company Directors, on 12 December 2025 and signed on its behalf by:

*Stephen Norton*

**S Norton**  
**Chair of Trustees**

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Scope of Responsibility**

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

The Board of Trustees has delegated the day-to-day responsibility to the CEO, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management, in accordance with the requirements and responsibilities assigned to it in the funding agreement between Engage, Enrich, Excel Schools and the Secretary of State for Education. The CEO is also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 5 times during the year, Attendance during the year at meetings of the Board of Trustees was as follows:

<b>Trustee</b>	<b>Meetings Attended</b>	<b>Out of a possible</b>
D Harris (Accounting Officer)	5	5
J Lovell	4	5
S Norton	5	5
V Scannella	2	2
C Earls	5	5
E Dell	2	5
J Wood	5	5
G Wolfe	5	5
G Jenkins	1	2
G Spiller	5	5
T Webb	4	5
K Brown	2	3
C Cavan	1	1

The Chair of Trustees and the CEO have invested considerable resources into recruiting skilled Trustees with the right skill set. We believe that we have achieved this and continually monitor ourselves to ensure we maintain the desired profile.

The Board has developed its due diligence processes and this has proved highly effective in enabling Trustees to make clear strategic decisions to develop the Trust. The committees have provided the Board with key performance information.

The Board has devised a clear key performance indicator (KPI) document that enables it to access the effectiveness of schools clearly and concisely. The KPI document has been approved by all Trustees and is being shared with schools outside of the Trust for school improvement purposes. Documentation produced by the Board enables Trustees to self-evaluate Trust governance.

The MAT has a conflicts of interest policy which sets out the framework for ensuring all decisions and decision-making processes of EEEA are, and are seen to be, free from personal bias and do not favour any individual, company, subsidiary, joint venture partner, associates or other organisation connected with the MAT.

Trustees have an obligation to act in the best interests of the MAT and its constituent schools and, in accordance with the MAT's Articles of Association, to avoid situations where there may be a conflict of interest.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

The Board implemented the committee structure and attendance for these committees was as follows for 2024/2025:

**Audit & Risk**

<b>Trustee</b>	<b>Meetings Attended</b>	<b>Out of a Possible</b>
D Harris (Accounting Officer)	5	5
J Lovell	5	5
S Norton	5	5
C Earls (Chair)	5	5

**Human Resources Committee**

<b>Trustee</b>	<b>Meetings Attended</b>	<b>Out of a Possible</b>
D Harris (Accounting Officer)	3	3
G Wolfe	3	3
S Norton	3	3
T Webb	3	3
K Brown	1	1

**Education and Wellbeing Committee**

<b>Trustee</b>	<b>Meetings Attended</b>	<b>Out of a possible</b>
E Dell	2	4
D Harris (Accounting Officer)	4	4
S Norton	4	4
V Scannella	2	2
J Wood	3	4
G Spiller	4	4
G Jenkins	2	4

**Review of Value for Money**

As Accounting Officer, the CEO has responsibility for ensuring that the Multi Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the tax payers' resources received.

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

- Continuing to meet the objectives of the Trust
- Reviewing and updating any relevant policies relating to the Trust for 2024/25
- Maintaining and developing the teaching standards and the high outcomes achieved for pupils at Key Stage 2 with an increased focus on the progress score
- Embedding the Trust structures and systems
- Continuing to develop leadership capacity and improve the standard of teaching. Central to this has been the development of a clear quality assurance system
- Ensuring the improvement of the quality of learning and teaching and making good progress from pupil starting points
- Developing the capacity of the Board
- Developing due diligence and integration documents to enable the Board to make effective decisions
- Developing relationships with interested schools

**The Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure in achieving 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 Multi Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised, and the impact, should they be realised, and to manage

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**The Purpose of the System of Internal Control (continued)**

them efficiently, effectively and economically. The system of internal control has been in place in Engage, Enrich, Excel Schools for the year 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 Trustees has reviewed the key risks to which the Multi Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing significant risks to the Multi Academy Trust that has been in place for the year 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 Trustees.

**The Risk and Control Framework**

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

- Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- Regular reviews by the Audit and Risk Committee of reports which indicate financial performance against the forecast and of major purchase plans, capital works and expenditure programmes
- Setting targets to measure financial and other performance
- Clearly defined purchasing (asset purchase or capital investment) guidelines
- Delegation of authority and segregation of duties
- Identification and management of risks

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint Strictly Education 4S as Internal Auditor.

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

- Payroll
- Control Account & Bank Reconciliations
- VAT Reimbursement
- Sundry Debtors
- Creditors Control
- Month End Procedures
- Lettings
- Staff Contracts
- Pay statements
- Personnel files

On a quarterly basis, the Chief Operating Officer reports to the Board of Trustees through the Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

Internal assurance visits/reports are carried out by Strictly Education. Strictly Education has delivered the schedule of work as planned, provided comprehensive reports and has identified no issues arising or any remedial actions needing to be taken.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Review of Effectiveness**

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

- The work of the Internal Auditor
- The work of the External Auditors
- The financial management and governance self-assessment process
- The work of the Chief Operating Officer and Executive Managers within the Multi Academy Trust who have responsibility for the development and maintenance of the internal control framework

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

Approved by order of the members of the Board of Trustees on 12 December 2025 and signed on their behalf by:

*Stephen Norton*

**S Norton**  
**Chair of Trustees**



**D P Harris**  
**Accounting Officer**

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of Engage, Enrich, Excel Academies, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust'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 academy trust board of trustees 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 Academy Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy, or material non-compliance with the 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 Trustees and DfE.



**DP Harris**  
**Accounting Officer**  
Date: 12 December 2025

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 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 Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

Approved by order of the members of the Board of Trustees on 12 December 2025 and signed on its behalf by:

*Stephen Norton*

**S Norton**  
**Chair of Trustees**

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
ENGAGE, ENRICH, EXCEL ACADEMIES**

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**Opinion**

We have audited the financial statements of Engage, Enrich, Excel Academies (the 'academy') 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 Academy'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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Academy in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
ENGAGE, ENRICH, EXCEL ACADEMIES (CONTINUED)**

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**Other information**

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

**Matters on which we are required to report by exception**

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

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

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

**Responsibilities of trustees**

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

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

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
ENGAGE, ENRICH, EXCEL ACADEMIES (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

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

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

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

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

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty.
- We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

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

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

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

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.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
ENGAGE, ENRICH, EXCEL ACADEMIES (CONTINUED)**

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

**Use of our report**

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

*Edward Passmore*

**Edward Passmore FCA (Senior statutory auditor)**

for and on behalf of

**BKL Audit LLP**

Chartered Accountants  
Statutory Auditor

35 Ballards Lane  
London  
N3 1XW

Date: 16/12/2025

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO ENGAGE,  
ENRICH, EXCEL ACADEMIES AND THE SECRETARY OF STATE FOR EDUCATION**

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In accordance with the terms of our engagement letter dated 6 December 2023 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 Engage, Enrich, Excel Academies 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 Engage, Enrich, Excel Academies 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 Engage, Enrich, Excel Academies 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 Engage, Enrich, Excel Academies and the Secretary of State for Education, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Engage, Enrich, Excel Academies's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Engage, Enrich, Excel Academies's funding agreement with the Secretary of State for Education dated 25 May 2012 and the Academy Trust Handbook, extant from 1 September 2024, 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.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO ENGAGE,  
ENRICH, EXCEL ACADEMIES AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)**

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

The work undertaken to draw to our conclusion includes:

- review of management reporting documents;
- review of Trustees/Governors meeting minutes;
- consideration of whether any personal benefit has been derived from the Academy Trust's transactions by staff or related parties;
- consideration of the Academies Trust Handbook regularity requirements and related documents; and
- review of internal controls.

**Conclusion**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*BKL Audit LLP*

**Reporting Accountant**

**BKL Audit LLP**

Chartered Accountants  
Statutory Auditor

35 Ballards Lane  
London  
N3 1XW

Date: 16/12/2025

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>						
Donations and capital grants	3	45,383	22,509	3,280,061	3,347,953	3,481,054
Other trading activities	5	294,755	137,539	-	432,294	411,047
Investments	6	18	24,318	-	24,336	256
Charitable activities	4	539,130	15,642,269	-	16,181,399	14,788,374
<b>Total income</b>		<b>879,286</b>	<b>15,826,635</b>	<b>3,280,061</b>	<b>19,985,982</b>	<b>18,680,731</b>
<b>Expenditure on:</b>						
Charitable activities	7	785,654	15,610,182	3,483,348	19,879,184	16,192,258
<b>Total expenditure</b>		<b>785,654</b>	<b>15,610,182</b>	<b>3,483,348</b>	<b>19,879,184</b>	<b>16,192,258</b>
<b>Net income/(expenditure)</b>		<b>93,632</b>	<b>216,453</b>	<b>(203,287)</b>	<b>106,798</b>	<b>2,488,473</b>
Transfers between funds	17	-	(65,139)	65,139	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>93,632</b>	<b>151,314</b>	<b>(138,148)</b>	<b>106,798</b>	<b>2,488,473</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	24	-	2,854,000	-	2,854,000	234,000
Pension surplus not recognised	24	-	(2,881,000)	-	(2,881,000)	-
<b>Net movement in funds</b>		<b>93,632</b>	<b>124,314</b>	<b>(138,148)</b>	<b>79,798</b>	<b>2,722,473</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		1,022,486	542,856	33,853,171	35,418,513	32,696,040
Net movement in funds		93,632	124,314	(138,148)	79,798	2,722,473
<b>Total funds carried forward</b>		<b>1,116,118</b>	<b>667,170</b>	<b>33,715,023</b>	<b>35,498,311</b>	<b>35,418,513</b>

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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

The notes on pages 34 to 65 form part of these financial statements.

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 09279884**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	14	<b>30,442,946</b>	30,818,142
		<u>30,442,946</u>	<u>30,818,142</u>
<b>Current assets</b>			
Debtors	15	<b>3,787,072</b>	2,534,519
Cash at bank and in hand		<b>2,131,503</b>	2,909,562
		<u>5,918,575</u>	<u>5,444,081</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	16	<b>(863,210)</b>	(843,710)
<b>Net current assets</b>		<b>5,055,365</b>	4,600,371
<b>Total assets less current liabilities</b>		<b>35,498,311</b>	35,418,513
Defined benefit pension scheme liability	24	-	-
<b>Total net assets</b>		<b>35,498,311</b>	35,418,513
<b>Funds of the Academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	17	<b>33,715,023</b>	33,853,171
Restricted income funds	17	<b>667,170</b>	542,856
Pension reserve		-	-
<b>Total restricted funds</b>	17	<b>34,382,193</b>	34,396,027
<b>Unrestricted income funds</b>	17	<b>1,116,118</b>	1,022,486
<b>Total funds</b>		<b>35,498,311</b>	35,418,513

The financial statements on pages 30 to 65 were approved by the Trustees, and authorised for issue on 12 December 2025 and are signed on their behalf, by:

*Stephen Norton*

**S Norton**  
**Chair of Trustees**

The notes on pages 34 to 65 form part of these financial statements.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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	<b>Note</b>	<b>2025</b> <b>£</b>	2024 £
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	19	<b>(3,199,767)</b>	220,755
<b>Cash flows from investing activities</b>	20	<b>2,421,708</b>	700,800
<b>Change in cash and cash equivalents in the year</b>		<b>(778,059)</b>	921,555
Cash and cash equivalents at the beginning of the year		<b>2,909,562</b>	1,988,007
<b>Cash and cash equivalents at the end of the year</b>	21, 22	<b>2,131,503</b>	2,909,562

The notes on pages 34 to 65 form part of these financial statements

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

The financial statements of the Academy, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

Engage, Enrich, Excel Academies meets the definition of a public benefit entity under FRS 102.

**1.2 Going concern**

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

**1.3 Income**

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

• **Grants**

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

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

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

• **Donations**

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

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.3 Income (continued)**

- **Other income**

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

**1.4 Expenditure**

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.5 Tangible fixed assets**

Assets costing £3,000 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:

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.5 Tangible fixed assets (continued)**

Depreciation is provided on the following bases:

Long-term leasehold land	- 125 years straight line
Leasehold property	- 50 years straight line
Furniture and equipment	- 10 years straight line
Computer equipment	- 3 years straight line
Motor vehicles	- 5 years straight line

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

**1.6 Debtors**

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

**1.7 Cash at bank and in hand**

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

**1.8 Liabilities**

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

**1.9 Financial instruments**

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 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.

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.10 Operating leases**

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

**1.11 Pensions**

Retirement benefits to employees of the Academy are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes.

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

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

**1.12 Fund accounting**

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

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

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

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

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

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

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

Critical areas of judgment:

Tangible fixed assets are depreciated over their 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. Residual value assessments consider issue such as the remaining life of the asset and projected values.

**3. Income from donations and capital grants**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Restricted fixed asset funds 2025 £</b>	<b>Total funds 2025 £</b>
Donations	45,383	22,509	-	<b>67,892</b>
Capital grants	-	-	3,280,061	<b>3,280,061</b>
	<u>45,383</u>	<u>22,509</u>	<u>3,280,061</u>	<u><b>3,347,953</b></u>

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

**3. Income from donations and capital grants (continued)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Donations	41,278	25,950	-	67,228
Capital grants	-	-	3,413,826	3,413,826
	<u>41,278</u>	<u>25,950</u>	<u>3,413,826</u>	<u>3,481,054</u>

**4. Funding for the Academy's charitable activities**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
<b>Educational Activities</b>			
<b>DfE/ESFA grants</b>			
General annual grant (GAG)	-	11,875,133	<b>11,875,133</b>
Other DfE grants			
Teachers' pay grant	-	196,823	<b>196,823</b>
Teachers' pension grant	-	238,558	<b>238,558</b>
Pupil premium	-	736,948	<b>736,948</b>
UIFSM	-	274,365	<b>274,365</b>
Others	-	885,068	<b>885,068</b>
	-	<u>14,206,895</u>	<b>14,206,895</b>
<b>Other Government grants</b>			
Local authority grants	-	717,583	<b>717,583</b>
Other LA Income	-	681,828	<b>681,828</b>
	-	<u>1,399,411</u>	<b>1,399,411</b>
<b>Other income from the Academy's educational activities</b>	<u>539,130</u>	<u>35,963</u>	<b>575,093</b>
	<u>539,130</u>	<u>15,642,269</u>	<b>16,181,399</b>

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

**4. Funding for the Academy's charitable activities (continued)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
<b>Educational Activities</b>			
<b>DfE/ESFA grants</b>			
General annual grant (GAG)	-	10,955,191	10,955,191
Other DfE grants			
Teachers' pay grant	-	194,589	194,589
Teachers' pension grant	-	97,797	97,797
Pupil premium	-	745,982	745,982
UIFSM	-	280,076	280,076
Others	-	698,649	698,649
	-	12,972,284	12,972,284
<b>Other Government grants</b>			
Local authority grants	-	516,630	516,630
Other LA income	-	713,423	713,423
	-	1,230,053	1,230,053
<b>Other income from the Academy's educational activities</b>	528,120	57,917	586,037
	528,120	14,260,254	14,788,374

**5. Income from other trading activities**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Before & after school clubs	274,167	-	274,167
Hire of facilities	20,588	99,792	120,380
Other income	-	37,747	37,747
	294,755	137,539	432,294

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**5. Income from other trading activities (continued)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Before & after school clubs	228,854	-	228,854
Hire of facilities	148,819	-	148,819
Other income	-	33,374	33,374
	<u>377,673</u>	<u>33,374</u>	<u>411,047</u>

**6. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Investment income	18	318	<b>336</b>
Pension income	-	24,000	<b>24,000</b>
	<u>18</u>	<u>24,318</u>	<u><b>24,336</b></u>

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Investment income	16	240	256

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**7. Expenditure**

	<b>Staff Costs 2025 £</b>	<b>Premises 2025 £</b>	<b>Other 2025 £</b>	<b>Total 2025 £</b>
Educational Activities:				
Direct costs	10,868,525	-	997,434	<b>11,865,959</b>
Allocated support costs	1,896,234	3,926,335	2,190,656	<b>8,013,225</b>
	<u>12,764,759</u>	<u>3,926,335</u>	<u>3,188,090</u>	<u><b>19,879,184</b></u>
	<b>Staff Costs 2024 £</b>	<b>Premises 2024 £</b>	<b>Other 2024 £</b>	<b>Total 2024 £</b>
Educational Activities:				
Direct costs	9,651,193	-	1,078,851	10,730,044
Allocated support costs	1,727,884	1,573,867	2,160,463	5,462,214
	<u>11,379,077</u>	<u>1,573,867</u>	<u>3,239,314</u>	<u>16,192,258</u>

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>
Educational Activities	<u>11,865,959</u>	<u>8,013,225</u>	<u><b>19,879,184</b></u>
	<b>Activities undertaken directly 2024 £</b>	<b>Support costs 2024 £</b>	<b>Total funds 2024 £</b>
Educational Activities	<u>10,730,044</u>	<u>5,462,214</u>	<u>16,192,258</u>

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**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Educational Activities 2025 £</b>	<b>Total funds 2025 £</b>
Staff costs	10,487,419	<b>10,487,419</b>
Staff development	79,605	<b>79,605</b>
Technology costs	188,990	<b>188,990</b>
Educational supplies	728,280	<b>728,280</b>
Other direct costs	559	<b>559</b>
Teaching supply costs	381,106	<b>381,106</b>
	<b>11,865,959</b>	<b>11,865,959</b>
	<b>11,865,959</b>	<b>11,865,959</b>
	<b>Educational Activities 2024 £</b>	<b>Total funds 2024 £</b>
Staff costs	9,276,404	9,276,404
Staff development	88,905	88,905
Technology costs	219,192	219,192
Educational supplies	768,614	768,614
Other direct costs	2,140	2,140
Teaching supply costs	374,789	374,789
	<b>10,730,044</b>	<b>10,730,044</b>
	<b>10,730,044</b>	<b>10,730,044</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Educational Activities 2025 £</b>	<b>Total funds 2025 £</b>
Staff costs	1,864,097	<b>1,864,097</b>
Depreciation	656,049	<b>656,049</b>
Recruitment and support	71,583	<b>71,583</b>
Technology costs	216,969	<b>216,969</b>
Maintenance of premises and equipment	3,162,088	<b>3,162,088</b>
Cleaning	328,141	<b>328,141</b>
Rent and rates	77,498	<b>77,498</b>
Insurance	62,181	<b>62,181</b>
Security and transport	51,267	<b>51,267</b>
Catering	820,724	<b>820,724</b>
Bank interest and charges	11,356	<b>11,356</b>
Other support costs	316,284	<b>316,284</b>
Support staff supply costs	35,137	<b>35,137</b>
Energy costs	268,063	<b>268,063</b>
Non cash pension costs	(3,000)	<b>(3,000)</b>
Governance costs	74,788	<b>74,788</b>
	<hr/> <b>8,013,225</b> <hr/>	<hr/> <b>8,013,225</b> <hr/>

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**FOR THE YEAR ENDED 31 AUGUST 2025**

**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs (continued)**

	Educational Activities 2024 £	Total funds 2024 £
Pension finance costs	11,000	11,000
Staff costs	1,653,500	1,653,500
Depreciation	696,194	696,194
Recruitment and support	69,622	69,622
Technology costs	168,133	168,133
Maintenance of premises and equipment	771,864	771,864
Cleaning	298,325	298,325
Rent and rates	76,599	76,599
Insurance	55,718	55,718
Security and transport	32,433	32,433
Catering	768,258	768,258
Bank interest and charges	11,612	11,612
Other support costs	309,951	309,951
Support staff supply costs	43,384	43,384
Energy costs	411,882	411,882
Non cash pension costs	31,000	31,000
Governance costs	52,739	52,739
	<b>5,462,214</b>	<b>5,462,214</b>
	<b>5,462,214</b>	<b>5,462,214</b>

**9. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	<b>2025</b> £	2024 £
Operating lease rentals	<b>15,018</b>	14,117
Depreciation of tangible fixed assets	<b>656,049</b>	696,194
Fees paid to auditors for:		
- audit	<b>24,000</b>	12,250
- other services	<b>4,000</b>	3,150
	<b>687,067</b>	825,711
	<b>687,067</b>	825,711

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**10. Staff**

**a. Staff costs and employee benefits**

Staff costs during the year were as follows:

	<b>2025</b>	2024
	£	£
Wages and salaries	<b>9,197,021</b>	8,320,640
Social security costs	<b>936,813</b>	729,327
Pension costs	<b>2,217,682</b>	1,845,018
	<b>12,351,516</b>	10,894,985
Agency staff costs	<b>416,243</b>	418,173
Staff restructuring costs	-	34,919
Non cash pension costs	<b>(3,000)</b>	31,000
	<b>12,764,759</b>	11,379,077

Staff restructuring costs comprise:

	<b>2025</b>	2024
	£	£
Redundancy payments	-	6,919
Severance payments	-	28,000
	-	34,919

**b. Staff numbers**

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

	<b>2025</b>	2024
	No.	No.
Teachers	<b>103</b>	101
Administration and support	<b>175</b>	176
Management	<b>30</b>	30
	<b>308</b>	307

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**10. Staff (continued)**

**c. Higher paid staff**

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

	<b>2025</b>	2024
	<b>No.</b>	No.
In the band £60,001 - £70,000	<b>5</b>	4
In the band £70,001 - £80,000	-	2
In the band £80,001 - £90,000	<b>2</b>	1
In the band £90,001 - £100,000	<b>3</b>	2
In the band £100,001 - £110,000	<b>1</b>	1
In the band £140,001 - £150,000	-	1
In the band £150,001 - £160,000	<b>1</b>	-

**d. Key management personnel**

The key management personnel of the Academy comprise the Trustees and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £1,454,838 (2024 - £1,015,453).

**11. Central services**

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

- Administration support to prospective new academies;
- Human resources;
- Financial services;
- Others as arising

The Academy charges for these services on the following basis:

Contribution rates are charged to the Academies on the basis of their annual statement. During the year, the following percentages were charged during the year;

Ravenscote Junior School - 5%  
South Camberley Primary and Nursery School - 5%  
Westfield Primary School - 5%  
Maybury Primary School - 5%  
Bayfleet Primary School - 5%  
The Cambridge Primary - 5%

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**11. Central services (continued)**

The actual amounts charged during the year were as follows:

	2025 £	2024 £
Ravenscote Junior School	142,910	140,982
South Camberley Primary and Nursery School	145,904	134,295
Westfield Primary School	100,626	102,623
Byfleet Primary School	61,581	51,181
Maybury Primary School	56,561	55,085
The Cambridge Primary School	97,799	81,828
<b>Total</b>	<b>605,381</b>	565,994

**12. Trustees' remuneration and expenses**

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

		2025 £	2024 £
D Harris (CEO and Accounting Officer)	Remuneration	150,000 - 155,000	145,000 - 150,000
	Pension contributions paid	40,000 - 45,000	35,000 - 40,000

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - £Nil).

**13. Trustees' and Officers' insurance**

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

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**14. Tangible fixed assets**

	Long-term leasehold property £	Furniture and equipment £	Plant and machinery £	Computer equipment £	Motor vehicles £	Total £
<b>Cost or valuation</b>						
At 1 September 2024	33,597,503	702,723	50,549	877,500	63,845	35,292,120
Additions	-	78,989	-	201,864	-	280,853
Disposals	-	-	-	(40,560)	-	(40,560)
At 31 August 2025	<u>33,597,503</u>	<u>781,712</u>	<u>50,549</u>	<u>1,038,804</u>	<u>63,845</u>	<u>35,532,413</u>
<b>Depreciation</b>						
At 1 September 2024	3,366,105	265,196	16,269	784,365	42,043	4,473,978
Charge for the year	512,361	71,791	5,055	57,872	8,970	656,049
On disposals	-	-	-	(40,560)	-	(40,560)
At 31 August 2025	<u>3,878,466</u>	<u>336,987</u>	<u>21,324</u>	<u>801,677</u>	<u>51,013</u>	<u>5,089,467</u>
<b>Net book value</b>						
At 31 August 2025	<u><u>29,719,037</u></u>	<u><u>444,725</u></u>	<u><u>29,225</u></u>	<u><u>237,127</u></u>	<u><u>12,832</u></u>	<u><u>30,442,946</u></u>
At 31 August 2024	<u><u>30,231,398</u></u>	<u><u>437,527</u></u>	<u><u>34,280</u></u>	<u><u>93,135</u></u>	<u><u>21,802</u></u>	<u><u>30,818,142</u></u>

**15. Debtors**

	2025 £	2024 £
<b>Due within one year</b>		
Other debtors	130,481	173,278
Prepayments and accrued income	3,656,591	2,361,241
	<u><u>3,787,072</u></u>	<u><u>2,534,519</u></u>

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

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**16. Creditors: Amounts falling due within one year**

	<b>2025</b>	2024
	£	£
Trade creditors	<b>1,327</b>	-
Other taxation and social security	<b>205,607</b>	178,649
Other creditors	<b>246,706</b>	164,437
Accruals and deferred income	<b>409,570</b>	500,624
	<u><b>863,210</b></u>	<u>843,710</u>
	<u><b>863,210</b></u>	<u>843,710</u>
	<b>2025</b>	2024
	£	£
Deferred income at 1 September 2024	<b>341,229</b>	211,287
Resources deferred during the year	<b>238,898</b>	341,229
Amounts released from previous periods	<b>(341,229)</b>	(211,287)
	<u><b>238,898</b></u>	<u>341,229</u>
	<u><b>238,898</b></u>	<u>341,229</u>

At the balance sheet date the academy trust was holding funds received in advance for school trips for the year 2025/26.

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

**17. Statement of funds**

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
<b>Unrestricted funds</b>						
General Funds - all funds	1,022,486	879,286	(785,654)	-	-	1,116,118
<b>Restricted general funds</b>						
General annual grant (GAG)	542,856	11,875,133	(11,685,680)	(65,139)	-	667,170
Teachers pay grant	-	196,823	(196,823)	-	-	-
Teachers pension grant	-	238,558	(238,558)	-	-	-
Pupil premium	-	736,948	(736,948)	-	-	-
UIFSM	-	274,365	(274,365)	-	-	-
Other DfE grants	-	885,068	(885,068)	-	-	-
Local authority grant	-	717,583	(717,583)	-	-	-
Other LA fundings	-	681,828	(681,828)	-	-	-
General funds	-	196,329	(196,329)	-	-	-
Pension reserve	-	24,000	3,000	-	(27,000)	-
	<b>542,856</b>	<b>15,826,635</b>	<b>(15,610,182)</b>	<b>(65,139)</b>	<b>(27,000)</b>	<b>667,170</b>
	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
<b>Restricted fixed asset funds</b>						
Condition improvement fund	3,017,401	3,055,377	(2,780,897)	(8,569)	-	3,283,312
Devolved formula capital	17,628	51,596	-	(67,077)	-	2,147
Other capital	-	173,088	(46,402)	(140,068)	-	(13,382)
Fixed assets	30,818,142	-	(656,049)	280,853	-	30,442,946

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

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
	<u>33,853,171</u>	<u>3,280,061</u>	<u>(3,483,348)</u>	<u>65,139</u>	<u>-</u>	<u>33,715,023</u>
<b>Total Restricted funds</b>	<u>34,396,027</u>	<u>19,106,696</u>	<u>(19,093,530)</u>	<u>-</u>	<u>(27,000)</u>	<u>34,382,193</u>
<b>Total funds</b>	<u><u>35,418,513</u></u>	<u><u>19,985,982</u></u>	<u><u>(19,879,184)</u></u>	<u><u>-</u></u>	<u><u>(27,000)</u></u>	<u><u>35,498,311</u></u>

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

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes.

Restricted general funds are resources for educational purposes.

Under the funding agreement with the Secretary of State, the Academy was not subject to a limit on the amount of GAG it could carry forward at 31 August 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 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
<b>Unrestricted funds</b>						
General funds	953,608	947,087	(778,209)	(100,000)	-	1,022,486
<b>Restricted general funds</b>						
General annual grant (GAG)	548,114	10,955,191	(10,890,486)	(69,963)	-	542,856
Teachers pay grant	-	194,589	(194,589)	-	-	-
Teachers pension grant	-	97,797	(97,797)	-	-	-
Pupil premium	-	745,982	(745,982)	-	-	-
UIFSM	-	280,076	(280,076)	-	-	-
Other DfE grants	-	698,649	(698,649)	-	-	-
SEN funding	-	516,630	(516,630)	-	-	-
Other LA funding	-	713,423	(713,423)	-	-	-
General funds	-	117,481	(117,481)	-	-	-
Pension reserve	(192,000)	-	(42,000)	-	234,000	-
	<u>356,114</u>	<u>14,319,818</u>	<u>(14,297,113)</u>	<u>(69,963)</u>	<u>234,000</u>	<u>542,856</u>
<b>Restricted fixed asset funds</b>						
Condition improvement fund	16,318	3,413,826	(582,706)	169,963	-	3,017,401
Devolved fomula capital	17,628	-	-	-	-	17,628
Fixed assets	31,352,372	-	(534,230)	-	-	30,818,142
	<u>31,386,318</u>	<u>3,413,826</u>	<u>(1,116,936)</u>	<u>169,963</u>	<u>-</u>	<u>33,853,171</u>

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

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
<b>Total Restricted funds</b>	31,742,432	17,733,644	(15,414,049)	100,000	234,000	34,396,027
<b>Total funds</b>	32,696,040	18,680,731	(16,192,258)	-	234,000	35,418,513

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**FOR THE YEAR ENDED 31 AUGUST 2025**

**17. Statement of funds (continued)**

**Total funds analysis by academy**

Fund balances at 31 August 2025 were allocated as follows:

	2025 £	2024 £
Ravenscote Junior School	427,293	344,693
South Camberley Primary and Nursery School	360,562	245,467
Westfield Primary School	262,224	245,168
The Cambridge Primary School	311,409	275,981
Maybury Primary School	165,040	156,821
MAT Central Fund	81,974	142,260
Byfleet Primary School	174,786	154,952
	<u>1,783,288</u>	<u>1,565,342</u>
Total before fixed asset funds and pension reserve	1,783,288	1,565,342
Restricted fixed asset fund	33,715,023	33,853,171
	<u>35,498,311</u>	<u>35,418,513</u>
<b>Total</b>	<b><u>35,498,311</u></b>	<b><u>35,418,513</u></b>

**Total cost analysis by academy**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2025 £
Ravenscote Junior School	2,460,540	365,846	277,760	1,357,207	4,461,353
South Camberley Primary and Nursery School	2,599,095	359,785	286,012	966,168	4,211,060
Westfield Primary School	1,691,150	211,893	158,770	977,574	3,039,387
The Cambridge Primary School	1,896,481	252,860	154,042	314,401	2,617,784
Maybury Primary School	1,111,921	306,360	117,364	248,958	1,784,603
Byfleet Primary School	815,870	165,040	98,772	990,213	2,069,895
MAT Central fund	293,468	237,450	41,520	469,615	1,042,053
FRS102 LGPS adjustments	-	(3,000)	-	-	(3,000)
	<u>10,868,525</u>	<u>1,896,234</u>	<u>1,134,240</u>	<u>5,324,136</u>	<u>19,223,135</u>
	<b><u>10,868,525</u></b>	<b><u>1,896,234</u></b>	<b><u>1,134,240</u></b>	<b><u>5,324,136</u></b>	<b><u>19,223,135</u></b>

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

**17. Statement of funds (continued)**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2024 £
Ravenscote Junior School	2,289,978	327,961	284,964	567,576	3,470,479
South Camberley Primary and Nursery School	2,184,183	360,996	286,130	834,170	3,665,479
Westfield Primary School	1,612,967	207,937	129,544	659,611	2,610,059
The Cambridge Primary School	1,474,318	193,909	122,884	404,061	2,195,172
Maybury Primary School	997,462	260,382	89,405	295,124	1,642,373
Byfleet Primary School	860,858	157,357	66,937	447,944	1,533,096
MAT Central fund	231,427	188,342	10,082	(92,445)	337,406
FRS102 LGPS adjustments	-	31,000	-	11,000	42,000
	<u>9,651,193</u>	<u>1,727,884</u>	<u>989,946</u>	<u>3,127,041</u>	<u>15,496,064</u>

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

**18. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	30,442,946	<b>30,442,946</b>
Current assets	1,116,118	1,530,380	3,272,077	<b>5,918,575</b>
Creditors due within one year	-	(863,210)	-	<b>(863,210)</b>
<b>Total</b>	<b>1,116,118</b>	<b>667,170</b>	<b>33,715,023</b>	<b>35,498,311</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	-	30,818,142	30,818,142
Current assets	1,022,486	1,386,566	3,035,029	5,444,081
Creditors due within one year	-	(843,710)	-	(843,710)
<b>Total</b>	<b>1,022,486</b>	<b>542,856</b>	<b>33,853,171</b>	<b>35,418,513</b>

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

**19. Reconciliation of net income to net cash flow from operating activities**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net income for the year (as per Statement of financial activities)	<b>106,798</b>	2,488,473
<b>Adjustments for:</b>		
Depreciation	<b>656,049</b>	696,194
Capital grants from DfE and other capital income	<b>(3,280,061)</b>	(3,413,826)
Interest receivable	<b>(336)</b>	(256)
Defined benefit pension scheme cost less contributions payable	<b>(3,000)</b>	31,000
Defined benefit pension scheme finance cost	<b>(24,000)</b>	11,000
(Increase)/decrease in debtors	<b>(674,717)</b>	428,269
Increase/(decrease) in creditors	<b>19,500</b>	(20,099)
<b>Net cash (used in)/provided by operating activities</b>	<b>(3,199,767)</b>	220,755

**20. Cash flows from investing activities**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Dividends, interest and rents from investments	<b>336</b>	256
Purchase of tangible fixed assets	<b>(280,853)</b>	(161,964)
Capital grants from DfE and other capital income	<b>2,702,225</b>	862,508
<b>Net cash provided by investing activities</b>	<b>2,421,708</b>	700,800

**21. Analysis of cash and cash equivalents**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash in hand and at bank	<b>2,131,503</b>	2,909,562
<b>Total cash and cash equivalents</b>	<b>2,131,503</b>	2,909,562

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
(A company limited by guarantee)

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

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**22. Analysis of changes in net debt**

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	2,909,562	(778,059)	2,131,503
	<u>2,909,562</u>	<u>(778,059)</u>	<u>2,131,503</u>

**23. Capital commitments**

	2025 £	2024 £
<b>Contracted for but not provided in these financial statements</b>		
Acquisition of tangible fixed assets	<u>3,272,022</u>	<u>3,069,302</u>

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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**24. Pension commitments**

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

The latest valuation of the TPS related to the period ended 31 March 2020 and the latest triennial valuation for LGPS related to the period ended 31 March 2022. The Trust has received an actuarial report relating to the valuation of the LGPS as at 31 August 2025.

Contributions amounting to £205,607 were payable to the schemes at 31 August 2025 (2024 - £178,649) 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.

**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). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- 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 was implemented on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

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

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**24. Pension commitments (continued)**

The employer's pension costs paid to TPS in the year amounted to £1,651,638 (2024 - £1,332,777).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the academy trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy has set out above the information available on the scheme.

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £745,000 (2024 - £522,000), of which employer's contributions totalled £563,000 (2024 - £396,000) and employees' contributions totalled £182,000 (2024 - £126,000). The agreed contribution rates for future years are between 18.9 and 19.8 per cent for employers and 5.5 and 12.5 per cent for employees.

As described in note 1.11 the LGPS obligation relates to the employees of the Academy, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy at the balance sheet date.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

**Principal actuarial assumptions**

Surrey Pension Fund

	<b>2025</b>	2024
	%	%
Rate of increase in salaries	<b>3.70</b>	3.65
Rate of increase for pensions in payment/inflation	<b>2.70</b>	2.65
Discount rate for scheme liabilities	<b>6.10</b>	5.00

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

**24. Pension commitments (continued)**

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

	<b>2025</b>	2024
	<b>Years</b>	Years
Retiring today		
Males	<b>22.0</b>	19.3
Females	<b>24.5</b>	24.7
Retiring in 20 years		
Males	<b>22.7</b>	21.6
Females	<b>25.9</b>	25.8
	<b>=====</b>	<b>=====</b>
Hampshire Pension Fund		
	<b>2025</b>	2024
	<b>%</b>	<b>%</b>
Rate of increase in salaries	<b>3.70</b>	3.95
Rate of increase for pensions in payment/inflation	<b>2.70</b>	2.95
Discount rate for scheme liabilities	<b>6.10</b>	5.20
	<b>=====</b>	<b>=====</b>

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

	<b>2025</b>	2024
	<b>Years</b>	Years
Retiring today		
Males	<b>22.2</b>	19.3
Females	<b>24.7</b>	24.7
Retiring in 20 years		
Males	<b>22.7</b>	21.6
Females	<b>25.8</b>	25.8
	<b>=====</b>	<b>=====</b>

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

**24. Pension commitments (continued)**

**Share of scheme assets**

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

	<b>At 31 August 2025</b>	At 31 August 2024
	£	£
Equities	<b>8,158,000</b>	6,898,000
Corporate bonds	<b>152,300</b>	1,305,000
Property	<b>761,000</b>	746,000
Cash and other liquid assets	<b>435,000</b>	373,000
<b>Total market value of assets</b>	<b>9,506,300</b>	9,322,000

The actual return on scheme assets was £589,000 (2024 - £701,000).

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

	<b>2025</b>	2024
	£	£
Current service cost	<b>(560,000)</b>	(427,000)
Interest income	<b>503,000</b>	415,000
Interest cost	<b>(479,000)</b>	426,000
<b>Total amount recognised in the Statement of financial activities</b>	<b>(536,000)</b>	414,000

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

	<b>2025</b>	2024
	£	£
<b>At 1 September</b>	<b>8,901,000</b>	7,949,000
Current service cost	<b>560,000</b>	427,000
Interest cost	<b>479,000</b>	426,000
Employee contributions	<b>182,000</b>	126,000
Actuarial (gains)/losses	<b>(2,265,000)</b>	46,000
Benefits paid	<b>(95,000)</b>	(73,000)
Asset ceiling cap	<b>383,000</b>	-
<b>At 31 August</b>	<b>8,145,000</b>	8,901,000

**ENGAGE, ENRICH, EXCEL ACADEMIES**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**24. Pension commitments (continued)**

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

	2025 £	2024 £
<b>At 1 September</b>	<b>8,901,000</b>	7,757,000
Interest income	<b>503,000</b>	415,000
Actuarial gains	<b>589,000</b>	280,000
Employer contributions	<b>563,000</b>	396,000
Employee contributions	<b>182,000</b>	126,000
Benefits paid	<b>(95,000)</b>	(73,000)
Asset ceiling cap	<b>(2,498,000)</b>	-
<b>At 31 August</b>	<b>8,145,000</b>	8,901,000

**25. Contingent asset**

As at 31 August 2025, the actuarial valuation of the Local Government Pension Scheme was calculated as a surplus of £3,337k (2024: £421k surplus). As this valuation does not give rise to a virtually certain economic benefit for the trust, either in the form of a reduction in future contributions or a cash settlement, any surplus arising on the valuation is recognised solely as a contingent asset.

**26. Operating lease commitments**

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

	2025 £	2024 £
Not later than 1 year	<b>12,421</b>	14,639
Later than 1 year and not later than 5 years	-	12,421
	<b>12,421</b>	27,060

**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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**ENGAGE, ENRICH, EXCEL ACADEMIES**  
**(A company limited by guarantee)**

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

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**28. Related party transactions**

Owing to the nature of the Academy and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the 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 Academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

No other related party transactions took place in the period of account, other than certain Trustees' remuneration and expenses already disclosed in note 12.

**29. Post balance sheet event**

Two primary schools, Hounsome Fields Primary School and Stanhope Primary School, joined the Trust on 1 September 2025.

# ***Engage Excel Enrich Academy Trust***

*181 Frimley Road, Camberley, Surrey, GU15 2QB*

Date: 16/12/2025

Your ref: **Engage Excel Enrich Academy Trust**

BKL Audit LLP  
35 Ballards Lane  
London  
N3 1XW

Dear Sirs

## **Engage Excel Enrich Academy Trust**

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the academy trust's financial statements and, as relevant, your assurance engagement on regularity for the year ended 31 August 2025. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

### **General**

1. We have fulfilled our responsibilities as Trustees as set out in the terms of your engagement letter, under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.
2. All the transactions undertaken by the academy trust have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit and regularity assurance engagement. We have provided you with unrestricted access to all appropriate persons within the academy trust, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with the Education and Skills Funding Agency, Department for Education and the Charity Commission.
4. The financial statements are free of material misstatements, including omissions.
5. We approve all adjustments as set out in Appendix A, and all decisions on issues requiring the exercise of judgement. We believe that those uncorrected misstatements identified during the audit are immaterial both individually and in aggregate to the financial statements as a whole. A list of these items will also be included in Appendix A, if applicable, together with our reasons for not correcting them.

**Internal Control and Fraud**

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error and which conform to the requirements both of propriety and good financial management. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

**Assets and Liabilities**

9. The academy trust has satisfactory title to all assets and there are no liens or encumbrances on the academy trust's assets, except for those that are disclosed in the notes to the financial statements.
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
12. We consider that the actuarial assumptions made in connection with the valuation of the deficit on the local government defined benefit pension scheme, are appropriate and representative of the scheme members.

**Accounting Estimates**

13. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
14. All accounting policies adopted are appropriate for the academy trust and are adequately disclosed.

**Loans and arrangements**

15. The academy trust has not granted any advances or credits to, or made guarantees on behalf of directors other than those disclosed in the financial statements.

**Legal claims**

16. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

**Laws and regulations**

17. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

18. All relevant correspondence with the academy trusts regulators, including serious incident reports, has been made available to you.

#### **Related parties**

19. Related party relationships and transactions, comply with the academy trust's financial regulations, relevant requirements of the Academy Trust Handbook and have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements and guidance set out in the Companies Act 2006, the Charities SORP and the Academies Accounts Direction issued by the Education and Skills Funding Agency.

#### **Subsequent events**

20. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

#### **Going concern**

21. We believe that the academy trust's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the academy trusts needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the academy trust's ability to continue as a going concern need to be made in the financial statements.

#### **Grants and donations**

22. Grants made by the Department of Education and Education and Skills Funding Agency have been applied for the purposes intended and the Accounting Officer has ensured regular and proper use and value for money of monies received from government.
23. All other grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.
24. The academy trust has not been in receipt of any income relating to the year ended 31 August 2024 other than that recorded within the books.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

We confirm that so far as we are aware, there is no relevant other information needed by you in connection with preparing your reporting accountant's assurance report on regularity of which you are unaware.

Each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make themselves aware of any relevant audit other information and to establish that you are aware of that information.

Yours faithfully

*Stephen Norton*  
.....

Signed on behalf of the Board of Trustees

# **Engage Excel Enrich Academy Trust**

181 Frimley Road, Camberley, Surrey, GU15 2QB

16/12/2025  
Date: .....

Your ref: **ENG001**

BKL Audit LLP  
35 Ballards Lane  
London  
N3 1XW

Dear Sirs

## **Engage Excel Enrich Academy Trust**

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as I consider necessary in connection with your assurance report on regularity to Engage Excel Enrich Academy Trust and the Department for Education (DfE) for the year ended 31 August 2025. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy me that I can make each of the following representations. All representations are made to the best of my knowledge and belief.

### **General**

1. I have fulfilled my responsibilities as accounting officer under the requirements of the funding agreement between Engage Excel Enrich Academy Trust and the Secretary of State for Education and the Academy Trust Handbook 2024.
2. I acknowledge my personal responsibility to Parliament for the regularity and propriety of the public finances for which I am answerable; for the keeping of proper accounts; for effective internal controls; for prudent and economical administration; for the avoidance of waste and extravagance; for achieving value for money; and for the efficient and effective use of all the resources in my charge.
3. I acknowledge my responsibility to notify the Trustee Board and the DfE of any instances of material irregularity or impropriety, or non-compliance with the terms of the academy trust's funding agreement and have had due regard to the requirements of the Academy Trust Handbook 2024 in performing this duty.
4. Any instances of material irregularity, impropriety, or non-compliance discovered to date have been notified to the governing body and the DfE.
5. Significant matters of which you should be aware have been brought to your attention including any instances of irregularity, impropriety or non-compliance with laws and regulations specific to the academy trust's authorising framework.

6. Full and free access has been granted to all records, correspondence, information and explanations that you have considered necessary to enable you to perform your work.

Yours faithfully



.....  
**Accounting Officer**  
**Engage Excel Enrich Academy Trust**

## Subsequent Events Confirmation

As part of our completion work for the audit of the trust, we are required to obtain confirmation regarding subsequent events following the balance sheet date. Therefore, we would be grateful if you could confirm whether there are any events or conditions including, but not limited to, any potential legal proceedings against the trust which have been brought to your attention following 31 August 2025. Events/conditions could also include fraud within or external to the trust.

Please either state **N/A** or **enter details below**.

*Please note the text will be enlarged at the point of typing, but this will appear smaller once submitted.*

N/A



.....  
**Accounting Officer**  
**Engage Excel Enrich Academy Trust**











# ENG001 Engage Enrich Excel Academies BKL accounts pack YE 31.08.2025


Final Audit Report

2025-12-16

Created:	2025-12-15
By:	Majella Brooks (Majella.Brooks@bkl.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAA7CGI6b7WGQLHuPJJoCHCxhhijSDIXEPN8

## "ENG001 Engage Enrich Excel Academies BKL accounts pack YE 31.08.2025" History


-  Document created by Majella Brooks (Majella.Brooks@bkl.co.uk)  
2025-12-15 - 9:21:47 PM GMT- IP address: 86.25.169.228
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-  Signer snorton@eeee.co.uk entered name at signing as Stephen Norton  
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-  Signer dharris@eeee.co.uk entered name at signing as D Harris  
2025-12-16 - 8:11:20 AM GMT- IP address: 81.106.74.3
-  Document e-signed by D Harris (dharris@eeee.co.uk)  
Signature Date: 2025-12-16 - 8:11:22 AM GMT - Time Source: server- IP address: 81.106.74.3
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2025-12-16 - 8:11:25 AM GMT

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 Signer ed.passmore@bkl.co.uk entered name at signing as BKL Audit LLP

2025-12-16 - 9:59:44 AM GMT- IP address: 84.71.218.186

 Document e-signed by BKL Audit LLP (ed.passmore@bkl.co.uk)

Signature Date: 2025-12-16 - 9:59:46 AM GMT - Time Source: server- IP address: 84.71.218.186

 Agreement completed.

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