

Ambitions Academies Trust
(A Company Limited by Guarantee)
Annual Report and Financial Statements
Year Ended 31 August 2018

Company Registration Number:

07977940 (England and Wales)

Ambitions Academies Trust - Year ended 31 August 2018

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Ambitions Academies Trust - Year ended 31 August 2018

Reference and Administrative Details

Members

Mrs Pat Marchiori (resigned 01/05/18)
Mr Richard Smith (resigned 01/05/18)
Mrs Marilyn Bramford (resigned 01/05/18)
Mr Nigel Smith (appointed 01/05/18)
Ms Lesley Spain (appointed 01/05/18)
Mr Alan Connell (appointed 01/05/18)

Trustees

Mrs Pat Marchiori (Chair of Trustees) #
Mr Richard Smith #
Mrs Marilyn Bramford*
Mrs Caroline Sard #
Mrs Berni Catling #
Mr Jonathan Badger*
Miss Louise Parker *
Mr Ted Taylor*
Mrs Roz Scammell* (Appointed 24/09/2018)

*Membership of Finance Committee

Membership of Audit & Risk Management Committee

Company Secretary

Sherri Hawkins

Senior Management Team:

- Chief Executive Officer and Accounting Officer Sian Thomas
- Director of Special Education Nicki Morton
- Director of Primary Education Alex Prout
- Director of Outcomes and Performance Improvement Paul Holman
- Business Director Sherri Hawkins
- Finance Director/Chief Financial Officer Michael Reid
- Estates Director Ian Hawkins

Company Name

Ambitions Academies Trust

Principal and Registered Office

Evering Avenue
Parkstone
Poole
BH12 4JG

Company Registration Number

07977940 (England and Wales)

Ambitions Academies Trust - Year ended 31 August 2018

Reference and Administrative Details *(continued)*

Auditors

Filer Knapper LLP
Chartered Accountants and Statutory Auditor
10 Bridge Street
Christchurch
Dorset
BH23 1EF

Bankers

Lloyds Bank Plc
PO Box 1000
Andover
BX1 1LT

Solicitors

Michelmores LLP
Woodwater House
Pynes Hill
Exeter
EX2 5WR

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report

The Trustees present their annual report together with the Financial Statements and auditor's report of the charitable company for the period 1 September 2017 to 31 August 2018. The annual report serves the purposes of both a Trustees' Report, and a Directors' Report under company law.

The Academy Trust operates 5 primary, 2 secondary, 1 studio school and 2 special academies within the Bournemouth and Poole area. It had a combined roll of 3,418. The Trust also operates Ambitions Teaching School and Ambers Group Ltd, a trading subsidiary that is wholly owned by the Trust.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Academy Trust is a private company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The Trustees of Ambitions Academies Trust are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Ambitions Academies Trust.

Details of the Trustees who served during the year are included in the Reference and Administrative Details on page 3.

Members' Liability

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

Trustees' Indemnities

In accordance with normal practice, the Trust insures its Trustees and Academy Advisory Committee members against errors, negligent acts or omissions relating to their work for the Trust, with no limit on any single claim.

Method of Recruitment and Appointment or Election of Trustees

The Trust has a total of eight Trustees. Trustees serve a term of office of four years. New Trustees are appointed by the Members and Academy Advisory Committee (AAC), members are appointed by the Board of Trustees. When new Trustees or AAC members are to be appointed, the Members or the Board approve at that time an appropriate process and criteria for recruitment, based on an analysis of the current skill and capability requirements of the Board or Academy Advisory Committee, the current needs of each of the Academies and governance good practice at Trust level.

Policies and Procedures Adopted for the Induction and Training of Trustees

When new Trustees or Academy Advisory Committee members are appointed, an analysis of the requirements of their role and their current skills determine their induction process. The induction process is set out in the Governance Handbook.

Organisational Structure

For the period of these financial statements, the Trust's decisions are taken on behalf of all Academies by the Board of Trustees, in respect of governance, financial control and procedure and staffing structure. Principals under the guidance of Directors of Education, and Academy Advisory Committees lead individual Academies, making decisions on the direction of teaching and learning and achievement. The CEO is the Accounting Officer of the Trust.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Arrangements for setting pay and remuneration of key management personnel

Arrangements for setting the pay and remuneration of the Trust's key management personnel are approved by the Remunerations & Nominations Committee. The Trust's teachers' pay policy is based on the national agreed pay scale as outlined in the School Teachers Pay and Conditions Document. The Trust adheres to Local Government pay arrangements for support staff and follows the Local Government pay spine.

Pay and remuneration for all personnel except the Chief Executive Officer is set by the Remunerations and Nominations Committee, which is a sub-committee of the Trustees. The Chief Executive Officer's pay and remuneration is set by an annual committee held solely for the appraisal and setting of pay and remuneration of the Chief Executive Officer.

Trade Union Facility Time

Relevant Union Officials

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

Percentage of time spent of facility time

Percentage of time	Number of employees
0%	4
1%-50%	2
51%-99%	
100%	

Percentage of pay bill spent on facility time

Provide the total cost of facility time	£373.33
Provide the total pay bill	£14,472,718
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time / total pay bill) x 100	0.0026%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours, calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period / total paid facility time hours) x 100	44.95%
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Related Parties and other Connected Charities and Organisations

The Trust seeks to avoid related party transactions. In this period, there are no related parties with which the Trust has transacted with, the exception of Ambers Group Ltd (the trading subsidiary) which began trading in September 2017 and has been consolidated within these accounts.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Objectives and Activities

Objects and Aims

The Ambitions Academies Trust objectives are set out in the Articles of Association. In summary it is to improve the level of education provision in Bournemouth and Poole whether directly through our own Academies or indirectly through working with other education providers in the region.

The aim of the Trust is to operate as a group of collaborating Academies for the benefit of young people. Academies are geographically close which offers the Trust the opportunity to develop a common ethos, share best practice and combine resources. Ambitions Academies Trust exists to provide outstanding education for pupils and young people, improving the life chances of all pupils and young people across the Trust. The Trust provides an outstanding education across all sectors, early years, primary, secondary and special, ensuring that pupils and young people are given a broad and balanced education which prepares them well for success in their future lives. The Trust provides strong challenge and support to Academies and ensures they deliver success for all.

Professional development, challenge and support are at the heart of ensuring that staff are some of the finest teachers so they can deliver outstanding teaching. The mainstream and special classes benefit greatly from working collaboratively across the Trust. Ambitions Academies Trust has been appointed as a Teaching School since 2014 which has enabled us to build on our successful outreach and teacher training work. This now enables us to provide extensive support to many schools and Academies across Dorset.

Objectives, Strategies and Activities

The aims of the Trust during the year ended 31 August 2018 are summarised below:

Early Years & Primary Sector

- Maintain outstanding outcomes - leaders robustly monitor, support and challenge outstanding teaching
- Strengthen leadership and widen the provision - introducing wrap around care through the Ambers Group and the retention of middle leaders
- Improve the inclusion systems - improving the provision for those with SEMH and improving successes of primary pupils as they move through to secondary school

Special Sector

- Pupil outcomes – staff will hold high expectations and develop clear shared understanding of what constitutes Outstanding and Good rates of progress.
- Leadership and Management – leadership knowledge and skills are developed at all levels to ensure best outcomes for students and to ensure succession planning for the future
- Teaching, Learning & Assessment – accurate assessment information informs SEMH plans/ pupil profile on entry.
- Personal development, behaviour and welfare – to develop and maintain a good level of positive engagement with families.

Secondary sector

- Pupil outcomes – progress to be positive in all year groups, progress and attainment to be above average in year 11 and 13
- Quality of teaching – to improve quality of teaching so 100% is at least consistently good.
- Promote students' spiritual, moral, social and cultural development – provide additional extra-curricular opportunities for students and implement the L4L curriculum and Jigsaw project.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Objectives and Activities *(continued)*

Objectives, Strategies and Activities *(continued)*

Business

- Review data protection – ensure the Trust is fully GDPR compliant
- Improved HR processes and practices – to review current HR processes and make improvements and ensure these are embedded fully across the Trust
- Introduction of Alcumus – implement the electronic handling of all personnel files

Estates

- Pro-active medium and long term maintenance program – to develop pro-active maintenance programmes for each academy which ensures all plant and equipment meets safety standards with planned replacement programme budgeted.
- Use of Alcumus to develop generic reporting – to develop generic reports across the Trust in all Academies to demonstrate levels of compliance.
- Identify possible capital bids – new opportunities to bid for plant, building and grounds improvements

Finance

- All Academies remain within budget – through monthly meetings with both the finance team and Finance Committee
- ParentPay in use throughout the Trust – convert all Academies onto the same ParentPay system to allow the Trust to go cashless
- Ensure all new Academies fully integrate into the Trust's financial procedures

Public Benefit

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charitable Company's objective and aims and in planning activities for the period. The Trustees consider that the Nolan Principles and Charitable Company's aims are demonstrably to the benefit of the public. During the year the Trust has been working to support Kinson Academy and Wey Valley Academy.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report

Educational Achievements and Performance – Key Performance Indicators

In 2017-18 all educational sectors across the Trust have shown improvement in student outcomes in line with their setting and the length of the Academy tenure within the Trust.

With the embedding of the KS2 Primary Progress key performance indicators nationally, a true picture of comparative progress is now emerging and this shows positive growth for AAT within this sector.

For secondary schools, this is the first year where the vast majority of subjects join English and maths on the new 9-1 grading system. The 'Progress 8' key performance indicator is now becoming more widely understood alongside the more traditional 'Basic' attainment measure of English and maths at the legacy grade C and now the revised grade 4. All secondary academies have shown improvement which is reflective of their current school improvement journey.

The Special Sector academies within AAT continue to offer an outstanding educational provision for their vulnerable learners within their bespoke setting.

Key Performance Indicators

The key financial performance indicators during the year were as follows:

Key Financial Performance Indicator 2017-18		Ambitions Academies Trust	Primary Academies	Secondary Academies	Special Academies
Year End Reserves: (excluding long term liabilities)	Target Actual	8 - 12% (2%)	8 - 12% 36%	8 - 12% (46%)	8 - 12% (1%)
Number of months' reserves:		(0.2)	5.4	(-5.6)	(0.2)
Direct Staff cost as % of Income:	Target Actual	60-70% 57%	60-70% 58%	60-70% 61%	60-70% 66%
Total Staff cost as % of Income:	Target Actual	70-75% 78%	70-75% 77%	70-75% 82%	70-75% 87%

Summary of Primary Academy Results

Bayside officially joined AAT with a term of the 2017-18 academic year remaining. Staff were working with the Academy prior to this date and supported the significant improvement in progress for reading, writing and maths. Expected attainment in writing and maths also showed year on year improvement in this short space of time.

Elm Academy, now in its second full year within the Trust, showed significant improvement in progress of writing and maths. The attainment of reading, writing and maths is now broadly in line or above national average at both expected and exceeding.

King's Park Academy achieved positive progress scores across all three disciplines. The Academy focus on reading, resulting in a significant progress increase of 0.9. Attainment levels are also pleasing and broadly in line with national average at expected and exceeding benchmarks given the low starting point of the cohort. King's Park Academy was also graded 'Good' by Ofsted in April 2018.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report *(continued)*

Summary of Primary Academy Results *(continued)*

The progress of Year 6 students at Manorside Academy in 2018 was similar to the previous year for writing and maths. The progress of reading however dipped and is now a key focus for this coming year. Attainment is broadly in line with national average and the previous year's results. Manorside Academy was graded 'Outstanding' by Ofsted in February 2018.

The progress and attainment outcomes at Queen's Park Academy are all above national average and show the impact of the AAT primary system over time. It is particularly impressive to note that 37% of students reached the exceeding benchmark for reading compared to the national average of 28%.

Please note that all 2018 KS2 data is currently unvalidated, awaiting national confirmation.

Progress

Academy	Date Joined AAT	Subject	Progress 2016	Progress 2017	Progress 2018*
BA	1 st April 2018	Reading			-6.95
		Writing			-0.23
		Maths			-3.98
EA	1 st September 2017	Reading			-0.72
		Writing			0.87
		Maths			1.18
KPA	1 st March 2015	Reading	1.9	-0.6	+0.3
		Writing	4.2	3.7	+2.4
		Maths	3.6	1.3	+0.5
MA	1 st April 2015	Reading	-3.04	2.1	-1.3
		Writing	-1.34	0.2	0.0
		Maths	-1.01	1.7	+1.4
QPA	1 st October 2012	Reading	0.8	0.0	+0.7
		Writing	3.6	2.3	+1.8
		Maths	2.9	1.4	+0.2

*Unvalidated

Attainment - Expected

Academy	Date Joined AAT	Subject	Attainment 2016	National Ave. 2016	Attainment 2017	National Ave. 2017	Attainment 2018*	National Ave 2018*
BA	1 st April 2018	Reading					32	75
		Writing					70	78
		Maths					46	76
EA	1 st September 2017	Reading					73	75
		Writing					82	78
		Maths					77	76
KPA	1 st March 2015	Reading	55	66	59	71	70	75
		Writing	81	74	79	76	81	78
		Maths	76	70	73	75	71	76
MA	1 st April 2015	Reading	42	66	64	71	72	75
		Writing	61	74	64	76	62	78
		Maths	62	70	65	75	79	76
QPA	1 st October 2012	Reading	68	66	81	72	81	75
		Writing	94	74	95	76	90	78
		Maths	87	70	92	75	80	76

*Unvalidated

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report *(continued)*

Summary of Primary Academy Results *(continued)*

Attainment - Exceeding

Academy	Date Joined AAT	Subject	Attainment 2016	National Ave. 2016	Attainment 2017	National Ave. 2017	Attainment 2018*	National Ave 2018*
BA	1 st April 2018	Reading					8	28
		Writing					14	20
		Maths					2	24
EA	1 st September 2017	Reading					27	28
		Writing					19	20
		Maths					24	24
KPA	1 st March 2015	Reading	9	19	10	25	24	28
		Writing	17	15	17	18	27	20
		Maths	15	17	15	23	19	24
MA	1 st April 2015	Reading	16	19	18	25	10	28
		Writing	13	15	5	18	21	20
		Maths	16	17	10	23	19	24
QPA	1 st October 2012	Reading	19	19	28	25	37	28
		Writing	21	15	28	18	34	20
		Maths	19	17	33	23	28	24

*Unvalidated

Summary of Secondary Academy Results

LEAF Studio had a small cohort of just 56 students in the 2017-18 academic year. The Progress 8 score of -0.52 reflects legacy of a narrow curriculum on offer and quality of teaching. Under AAT's tenure this has been rectified and improved results are expected next year. Attainment outcomes for English was an impressive 82% for grade 4+ however maths remain an area of focus.

Oak Academy again suffered from a narrow curriculum with only half the cohort following a Progress 8 compliant curriculum. Hence the Progress 8 score was low at -0.67. This have been remedied for future cohorts. Encouragingly the attainment for English and maths at both grade 4 and 5 improved year on year for a second year running and demonstrates the sustained capacity for improvement.

St Aldhelm's Academy has now been in the Trust for 3 complete academic years and the school improvement journey continues to go from strength to strength. This year they improved their Progress 8 score further to 0.38, considerably above national average. The lower attainment levels on entry mean that despite the impressive progress the levels of attainment are below average for this cohort.

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report *(continued)*

Summary of Primary Academy Results *(continued)*

Progress

Academy	Date Joined	Subject	Progress 2016	Progress 2017	Progress 2018*
LeAF Studio	1 st September 2017	Overall P8			-0.52
		English			-0.37
		Maths			-0.55
		EBacc			-0.59
		Open			-0.48
Oak Academy	1 st September 2017	Overall P8			-0.67
		English			-0.73
		Maths			-0.26
		EBacc			-0.37
		Open			-1.16
St Aldhelm's Academy	1 st June 2015	Overall	-0.51	+0.22	+0.38
		English	-0.36	+0.21	+0.17
		Maths	-0.42	+0.14	+0.13
		EBacc	-0.93	-0.13	+0.4
		Open	-0.21	+0.62	+0.81

*Unvalidated

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report *(continued)*

Summary of Primary Academy Results *(continued)*

Attainment

Academy	Date Joined	Subject	School 2016	National Ave 2016	School 2017	National Ave 2017	School 2018*	National Ave 2018*
LeAF Studio	1 st Sept 2017	English 4+	89	74	73	67	82	67
		Maths 4+	59	68	68	69	63	60
		English & Maths 4+	57	62	56	63	54	65
		English 5+	N/A	N/A	53	51	61	51
		Maths 5+	N/A	N/A	36	48	32	40
		English & Maths 5+	N/A	N/A	29	42	27	43
Oak Academy	1 st Sept 2017	English 4+	47	74	44	67	49	67
		Maths 4+	45	68	54	69	63	60
		English & Maths 4+	35	62	39	63	49	65
		English 5+	N/A	N/A	25	51	39	51
		Maths 5+	N/A	N/A	25	48	33	40
		English & Maths 5+	N/A	N/A	20	42	24	43
St Aldhelm's Academy	1 st June 2015	English 4+	47	74	57	67	54	67
		Maths 4+	43	68	57	69	42	60
		English & Maths 4+	32	62	48	63	35	65
		English 5+	N/A	N/A	39	51	38	51
		Maths 5+	N/A	N/A	48	48	19	40
		English & Maths 5+	N/A	N/A	30	42	18	43

*Unvalidated

Summary of Special Sector Results

The two Academies within the Special Sector of education, Longspee Academy and Tregonwell Academy offer tailored learning opportunities to support the individual needs of their learners. A bespoke academic and enriching curriculum is taught to ensure students are provided with the best possible chances of engaging with and fulfilling a purposeful role in society. Within this sector, student targets and achievements are set in relation to the individual needs of each child.

Both schools are currently judged as Outstanding by Ofsted, with Tregonwell Academy retaining its grading in December 2017.

Longspee Academy

KS3	Students Entered	On Target	% met or exceeded targets
Maths	48	44	92
English	48	41	85
Science	48	40	54

Ambitions Academies Trust - Year ended 31 August 2018

Trustees' Report *(continued)*

Strategic Report *(continued)*

Summary of Primary Academy Results *(continued)*

Tregonwell Academy

KS3	Students Entered	On Target	% met or exceeded targets
Reading	37	36	97%
Writing	37	34	92%
Maths	37	35	96%

KS4	Students Entered	On Target	% met or exceeded targets	GCSE Pass	GCSE Grade 4+
English	22	22	100%	14	3
Maths	22	22	100%	12	2
Science	22	22	100%	4	0
Art	7	7	100%	0	0
Construction	6	6	100%	4	4
Cooking	16	16	100%	12	12
Hair & Beauty	5	5	100%	1	1
IT	2	2	100%	3	3
Sport	7	7	100%	5	5

Tregonwell Academy ensured that 84% of their year 11 students progressed on to either full time education, apprenticeship or employment at Post 16.

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

In order to maintain the financial stability of the Trust budget monitoring process has been reviewed and adjusted, cashflow is monitored on a daily basis and the budgets now are reworked 3 times a year to ensure all budgeted income and expenditure remain relevant.

The Trustees recognise that St Aldhelm's Academy has significant legacy issues dating back to December 2012, resulting in a current deficit of £3.6m, of which £1.2m represents cash drawn down from the Education & Skills Funding Agency (ESFA) as per the Financial Notice to Improve issued in April 2012, the £1.2m represents the underlying deficit financial performance. The Trust continues to work closely with the ESFA on its financial recovery plan, with quarterly reviews and detailed financial submissions to both the ESFA and Trustees.