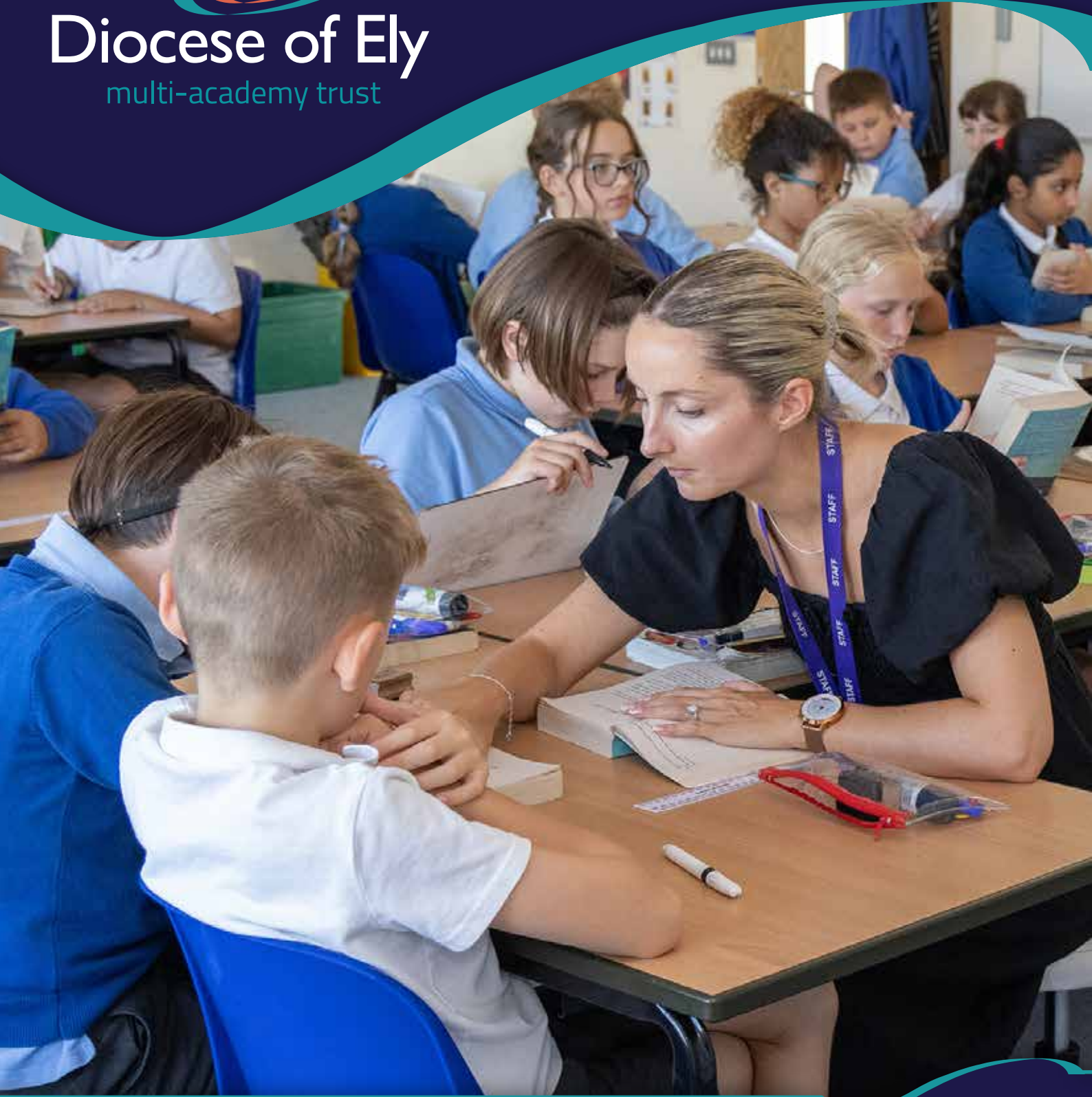




# Diocese of Ely

multi-academy trust



## Annual Report | 2022-2023

**To learn. To know. To lead out.**

*I can do all things through Christ who strengthens me - Philippians 4:13*

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**To learn. To know. To lead out.**

*I can do all things through Christ who strengthens me - Philippians 4:13*

# Introduction

Welcome to the DEMAT Annual Report for 2022-23. DEMAT is an organisation in which we want to see all our children and staff thrive and experience life in all its fullness. As Trustees we do of course celebrate our improved pupil outcomes, and excellent OFSTED and SIAMS results. However, we are equally keen that our academies reflect our Christian ethos and our values in all areas. Priorities are supporting staff well-being through our People Strategy, increasing our focus on green issues and managing our finances wisely to sustain and nourish the life of our schools in these uncertain times. We are delighted with the excellent progress reflected in this report.

*Helen Jackson*

Helen Jackson  
Chair of Board of Trustees

I am pleased to present our annual report for 2022-23. As an organisation we have seen significant improvements in all aspects of our work and have welcomed Little Thetford into the family. Thanks must be given to our staff in every one of our forty schools, colleagues in the central team, members of local governing bodies, parents, and our Board of Trustees.

Our vision, "To learn. To know. To lead out." encompasses all we seek to deliver through our work and is supported by Philippians 4:13, "We can do all things through Christ, who strengthens us". We want our schools to be places where our children gain inspiring and powerful knowledge that they can carry with them always. We strive to empower our children to have high aspirations and to lead out making important contributions to the world around them. As we move past the halfway point of our 2025 strategic plan and are faced with the challenges seen throughout the sector, never has the importance of our vision been truer.

Our Trust values continue to reflect how we act throughout the organisation:  
Love, Community, Respect, Trust and Ambition

As we reflect on 2022-23 and look forward to 2023-24, we are all very proud of the DEMAT family and look forward to future successes.

*Adrian Ball*

Adrian Ball  
Chief Executive Officer



## Our Values

### Love

We engender love and tolerance between - and for - our staff, pupils and others to foster an inspiring atmosphere of mutual support.

### Community

We are committed to ensuring our schools are a living part of the community and contribute positively to its needs.

### Respect

We do everything possible to provide a caring, safe, and secure place for our staff and pupils to be happy and respected in our schools so they may achieve their potential.

### Trust

We acknowledge accountability and responsibility for our actions but ensure that we encourage each other to make brave decisions and then learn from any mistakes.

### Ambition

We are determined that our schools offer a place for the joy of learning, enabling those of all abilities to thrive and go on to lead rewarding lives.

# Our Schools



**All Saints Academy**  
King's Lynn - Norfolk  
Pupils: 84



**Ermine Street Church Academy**  
Alconbury Weald - Cambridgeshire  
Pupils: 282



**Little Thetford Primary School**  
Ely - Cambridgeshire  
Pupils: 95



**Anthony Curton CofE Primary School**  
Wisbech - Norfolk  
Pupils: 198



**Farcet CofE Primary School**  
Peterborough - Cambridgeshire  
Pupils: 103



**Marshland St James Primary & Nursery School**  
Wisbech - Norfolk  
Pupils: 108



**Babraham CofE Primary School**  
Babraham - Cambridgeshire  
Pupils: 92



**Guilden Morden CofE Primary Academy**  
Royston - Hertfordshire  
Pupils: 64



**Mepal & Witcham CofE Primary School**  
Ely - Cambridgeshire  
Pupils: 123



**Bury CofE Primary School**  
Huntingdon - Cambridgeshire  
Pupils: 201



**Guyhirn CofE Primary School**  
Wisbech - Cambridgeshire  
Pupils: 84



**Milton CofE Primary School**  
Milton - Cambridgeshire  
Pupils: 315



**Duchy of Lancaster CofE Primary School**  
Thetford - Norfolk  
Pupils: 86



**Hilgay Riverside Academy**  
*- Part of the Riverside Partnership*  
Downham Market - Norfolk  
Pupils: 54



**Oakington CofE Primary School**  
Oakington - Cambridgeshire  
Pupils: 102



**Elm CofE Primary School**  
Wisbech - Cambridgeshire  
Pupils: 240



**Holme CofE Primary School**  
Peterborough - Cambridgeshire  
Pupils: 114



**Orchards CofE Academy**  
Wisbech - Cambridgeshire  
Pupils: 402



**Ely St Mary's CofE Junior School**  
Ely - Cambridgeshire  
Pupils: 246



**Holy Cross CofE Primary School**  
King's Lynn - Norfolk  
Pupils: 46



**St Andrew's CofE Primary School**  
Soham - Cambridgeshire  
Pupils: 468



**St Botolph's  
CofE Primary  
School**  
Peterborough -  
Cambridgeshire  
Pupils: 376



**St Christopher's  
CofE Primary  
School**  
Bury St. Edmunds -  
Suffolk  
Pupils: 322



**St John's  
CofE Primary  
School**  
Huntingdon -  
Cambridgeshire  
Pupils: 346



**St Luke's  
CofE Primary  
School**  
Cambridge -  
Cambridgeshire  
Pupils: 97



**St Martin  
at Shouldham CofE  
Primary Academy**  
King's Lynn -  
Norfolk  
Pupils: 176



**St Mary's  
CofE Primary  
School**  
St Neots -  
Cambridgeshire  
Pupils: 72



**St Peter's  
CofE Junior School**  
Wisbech -  
Cambridgeshire  
Pupils: 226



**Stanground  
St John's CofE  
Primary School**  
Peterborough -  
Cambridgeshire  
Pupils: 202



**Stilton  
CofE Primary  
Academy**  
Stilton -  
Cambridgeshire  
Pupils: 155



**Swaffham Bulbeck  
CofE Primary  
School**  
Swaffham Bulbeck -  
Cambridgeshire  
Pupils: 94



**Swaffham Prior  
CofE Primary  
School**  
Swaffham Prior -  
Cambridgeshire  
Pupils: 111



**Ten Mile Bank  
Riverside Academy**  
- Part of the Riverside  
Partnership  
Downham Market -  
Norfolk  
Pupils: 28



**The Norman  
CofE Primary  
School**  
- Part of the Trinity Partnership  
Northwold - Norfolk  
Pupils: 111



**The Pathfinder  
Primary School**  
Northstowe -  
Cambridgeshire  
Pupils: 450



**Thriplow  
CofE Primary  
School**  
Thriplow -  
Cambridgeshire  
Pupils: 102



**Tilney All Saints  
CofE Primary School**  
King's Lynn -  
Norfolk  
Pupils: 85



**Weeting  
CofE Primary  
School**  
- Part of the Trinity Partnership  
Weeting - Norfolk  
Pupils: 90



**William de Yaxley  
CofE Academy**  
Peterborough -  
Cambridgeshire  
Pupils: 212



**Wisbech St Mary  
CofE Academy**  
Wisbech -  
Cambridgeshire  
Pupils: 213



# Our Trustees



**Helen Jackson**  
Chair of Board of Trustees



**Wendy Garrard**  
Trustee



**Dr (Thomas) Keith Carne**  
Deputy Chair of Board  
of Trustees



**Kate Griffiths-Lambeth**  
Trustee



**Adrian Ball**  
CEO



**The Ven Dr Alex Hughes**  
Archdeacon of Cambridge



**John Bradshaw**  
Trustee



**Dr Peter Jarritt**  
Trustee

# 2022-2023 Priorities



## 1

### Improve pupil outcomes

*The Trust continues to ensure they are providing a high quality, knowledge-rich curriculum to all pupils, recognising that external benchmarks such as Ofsted and KS2 outcomes are critical success factors of this provision.*

In seeking to be prepared for the external outcome measures in the financial year, the Trust built upon the standardised assessment processes established in the previous year and supported all schools in their identification and provision of scaffolded support for all pupils. This supports early intervention in individual schools if results are not as expected, wider Trust approaches if a whole area is identified as weaker and the opportunity to share best practice from schools within the Trust where outcomes are stronger.

A well sequenced, knowledge-rich curriculum underpins the success for our pupils. During the year the Trust has continued to develop and refine the Primary Knowledge Curriculum (PKC) with a number of schools trialing the PKC music curriculum. The Trust also launched the DEMAT Writing curriculum across all schools. Headteachers and teachers have universally acknowledged the improvements in retention of knowledge, quality of work, pupil confidence within these subjects, and increased subject expertise and confidence of the teaching staff.

## 2

### Improved Ofsted outcomes

*The development of a consistent curriculum across all Trust schools has been a key factor in preparing for the rigour of inspection. Whilst we are clear that we do not undertake any activity for the benefit of Ofsted we will be and are prepared for any inspection.*

The continued growth and confidence of the subject communities provides a wider network and increased reach of best practice, facilitating the strengths in individual schools through the collective collaboration of the group.

The recruitment and expansion of the central education team was realised when three new Hub Directors joined the team. This provided greater capacity to both support our school leaders with the challenges of school leadership and also challenge the rate of improvement. The additional capacity also ensured that the demands of fifteen inspections did not detract from the day to running of the Trust.

# 2022-2023 Priorities



## 3

### Publication of the People Strategy

Linked to the strategic plan, this academic year saw the publication of the Trust's People Strategy. Led and developed by the Head of HR, this document was launched through the new Trust magazine DEMAT Together. The strategy's co-construction with support staff, teachers, Headteachers and central team members was a vital part of providing a strong position to launch the strategy.

The People Strategy sets out the four pillars in which the objectives will be delivered, these cover all aspects of the Trust and are designed to promote the importance of our people and the contribution they make to improving the quality of education in all our schools.

## 4

### IT Transformation Project

Financially supported through a successful TCaF grant, the Trust commissioned an external report to fully audit the Trust's IT and digital activities and identify priorities for the transformation project. The audit was received by Trustees and a number of activities begun including the procurement of a new Management Information System, the rationalisation of the number of Managed Service providers, and the development of a single platform for the Trust.





# Trust in Numbers



At the end of August 2023:

78% of schools were rated as Good or better by Ofsted, up from 48% in August 2019.

97% of schools were rated as Good or better by SIAMS, up from 92% in August 2019.

School	Overall	Quality of Education	Behaviour	Personal Development	Leadership	EYFS
Guyhirn CofE Primary School	Good	Good	Outstanding	Outstanding	Good	Outstanding
Stilton CofE Primary Academy	Good	Good	Outstanding	Outstanding	Good	Good
Duchy of Lancaster CofE Primary School	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Good
St Christopher's CofE Primary School	Good	Good	Good	Good	Good	Good
Swaffham Prior CofE Primary School	Good	Good	Good	Good	Good	Good
Tilney All Saints CofE Primary School	Good	Good	Good	Good	Good	Good
Ely St Mary's CofE Junior School	Good	Good	Good	Outstanding	Outstanding	-
Weeting CofE Primary School <small>- Part of the Trinity Partnership</small>	Good	Good	Good	Good	Good	Outstanding
St Botolph's CofE Primary School	Good	Good	Good	Good	Good	Good
Wisbech St Mary CofE Academy	Good	Good	Good	Good	Good	Good
Holy Cross CofE Primary School	Good	Good	Good	Good	Good	Good
St Andrew's CofE Primary School	Remains Good (s8)	-	-	-	-	-
St Luke's CofE Primary School	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
All Saints Academy	Monitoring visit	-	-	-	-	-
Mepal & Witcham CofE Primary School	Remains Good (s8)	-	-	-	-	-

# Trust in Numbers



Schools

39



Ofsted inspections

15



DEMAT CPD courses

129



Schools Teaching Latin

24



SIAMs inspections

7



Pupils

6842



Phonics

77%

(2022 – 73%) (national 79%)



Staff

1037



Reading  
Ranked  
**7<sup>th</sup>**

nationally in  
large MATs

Reading  
progress

**0.4**

average



Writing  
Ranked  
**19<sup>th</sup>**

nationally in  
large MATs

Writing  
progress

**-0.5**

average



Maths  
Ranked  
**13<sup>th</sup>**

nationally in  
large MATs

Maths  
progress

**-0.1**

average



KS2  
combined  
Ranked  
**14<sup>th</sup>**

nationally in  
large MATs

KS2  
combined

**57%**

(national 59%)



# Green DEMAT



## UK Greenhouse gas emissions and energy use data for the period

1 September 2022  
to 31 August 2023

1 September 2021  
to 31 August 2022

### Energy consumption used to calculate emissions

(kWh)	5,836,750	6,217,617
(Litres)	117,175	119,635
(Miles)	90,724	45,307

### Energy consumption break down

Gas (kWh)	3,511,016	3,730,149
Electricity (kWh)	2,219,908	2,487,468
Burning Oil (Litres)	117,175	119,636
LPG (Litres)	30,729	12,225
Transport fuel (Miles)	90,724	45,307

### Scope 1 emissions in metric tonnes CO<sub>2</sub>e

Gas consumption	640.97	667.25
Burning oil consumption	30.29	30.15
LPG consumption	7.42	2.56

### Owned transport – mini-buses

Total scope 1	678.68	365.54
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### Scope 2 emissions in metric tonnes CO<sub>2</sub>e

Purchased electricity	459.69	459.56
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### Scope 3 emissions in metric tonnes CO<sub>2</sub>e

Business travel in employee-owned vehicles	24.41	12.06
Total gross emissions in metric tonnes CO <sub>2</sub> e	1,162.78	1,171.58

### Intensity ratio

Tonnes CO <sub>2</sub> e per pupil	0.145	0.146
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# Green DEMAT

We have been working with schools to improve the operational energy efficiencies of their sites by controlling their heating correctly in seasonal times to reduce usage. We have also implemented controls to turn off lights in areas when not in use.



As a Trust we have continued with our capital program to improve heating systems and insulation of our buildings to reduce heat loss and improve efficiencies.

We are working to implement a Trust wide Environmental policy which will continue to reduce our footprint further.

Other specific measures include;

- Working through a capital schedule to improve insulation within schools by;
  - Renewing/adding insulation in roofs and wall spaces.
  - Replacing roofs as deemed necessary.
  - Replacing windows and doors as deemed necessary.
  - Replacing lights in schools with energy efficient LED systems.
  - Updating heating control systems to improve control of heating systems.

- Monitoring utility use across the portfolio to understand where reduction in usage can be made.
- Working with individual academies to highlight where reductions can be made.
- Replacing all worn equipment with a higher energy rating equivalent.
- Opening satellite offices to reduce mileage. These are in use within school sites so do not show more than cursory energy increase.

The Facilities team are also reviewing available grants to increase the funds for accelerating the energy efficiency development of the Trust estate.



# Balance Sheet



Registered Number: 8464996  
Balance Sheet As At 31 August 2023

	<b>2023</b>	<b>2023</b>	<b>2022</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Fixed Assets</b>				
Tangible assets		1,020,949		1,100,878
<b>Current Assets</b>				
Debtors	2,149,109		1,319,386	
Cash at bank and in hand	5,401,410		4,809,517	
	<u>7,550,519</u>		<u>6,128,903</u>	
<b>Creditors: amounts falling due within one year</b>	<u>(3,946,555)</u>		<u>(2,473,495)</u>	
<b>Net Current Assets</b>		3,603,964		3,655,408
<b>Total Assets Less Current</b>		4,624,913		4,756,286
<b>Liabilities Creditors:</b>				
amounts falling due after more than one year		<u>(70,648)</u>		<u>(89,177)</u>
<b>Net Assets Excluding Pension Scheme Liabilities</b>		4,554,265		4,667,109
Defined benefit pension scheme liability		<u>(4,991,000)</u>		<u>(7,699,000)</u>
<b>Net Liabilities Including Pension Scheme Liabilities</b>		<u>(436,735)</u>		<u>(3,031,891)</u>
<b>Funds Of The Academy</b>				
Restricted funds	(1,108,301)		(489,481)	
Restricted fixed asset funds	1,359,176		1,200,342	
Restricted funds excluding pension liability	250,875		710,861	
Pension reserve	(4,991,000)		(7,699,000)	
Total restricted funds	<u>(4,740,125)</u>		<u>(6,988,139)</u>	
Unrestricted funds	4,303,390		3,956,247	
<b>Total Deficit</b>		<u>(436,735)</u>		<u>(3,031,891)</u>

# Financial Activities



## Operating income



£43,479k

## Capital income



£2,171k

## Operating expenditure



£44,538k

## Capital expenditure



£2,012k

## Net operating loss before adjustments



-£1,059k

## Number of schools which benefited from capital expenditure



74 projects 31 schools

## One-off pension and exit costs



£1,096k

## Top 5 schools capital expenditure

St Andrews	£450k
St Botolph's	£225k
Guilden Morden	£160k
Swaffham Bulbeck	£135k
Elm	£79k



## Adjusted operating result



£37k



# Diocese of Ely

multi-academy trust

01353 656760

[www.demat.org.uk](http://www.demat.org.uk)

The Diocese of Ely  
Multi-Academy Trust (DEMAT)

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**To learn. To know. To lead out.**

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