

**SHIRLEY HIGH SCHOOL**  
**(A COMPANY LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2021**

McCabe Ford Williams  
Statutory Auditors and Chartered Accountants  
Bank Chambers  
1 Central Avenue  
Sittingbourne  
Kent  
ME10 4AE

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

	<b>Page</b>
<b>Reference and Administrative Details</b>	<b>1 to 2</b>
<b>Report of the Trustees</b>	<b>3 to 17</b>
<b>Governance Statement</b>	<b>18 to 25</b>
<b>Statement on Regularity, Propriety and Compliance</b>	<b>26</b>
<b>Statement of Trustees' Responsibilities</b>	<b>27</b>
<b>Report of the Independent Auditors</b>	<b>28 to 31</b>
<b>Independent Accountant's Report on Regularity</b>	<b>32 to 33</b>
<b>Statement of Financial Activities</b>	<b>34 to 35</b>
<b>Balance Sheet</b>	<b>36 to 37</b>
<b>Cash Flow Statement</b>	<b>38</b>
<b>Notes to the Cash Flow Statement</b>	<b>39</b>
<b>Notes to the Financial Statements</b>	<b>40 to 64</b>
<b>Detailed Statement of Financial Activities</b>	<b>65 to 66</b>

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

<b>MEMBERS:</b>	Mr R Munn (appointed 23.3.21) Mr T D Myton (Principal and Accounting Officer) (resigned 23.3.21) Mr M West (Chair of Trustees) Mrs G Manson (Vice Chair of Trustees)
<b>TRUSTEES</b>	Mrs G Manson Vice Chair of Trustees Mr R Munn Community Trustee Mr M West Chair of Trustees Mr T D Myton Principal and Accounting Officer Miss P Quarcoo Mr O Sauba (resigned 6.10.21) Mrs S Smith Ms K A Stewart Staff Trustee Mr R Farquharson (resigned 29.9.20) Mr J Bajela (appointed 7.7.21) Mr B Kiabi Staff Trustee (appointed 23.10.20) (resigned 16.7.21) Mrs M N Adenaike (appointed 18.6.21)
<b>COMPANY SECRETARY</b>	Mrs M C Garcia
<b>SENIOR MANAGEMENT TEAM:</b>	J Rayner (Associate Vice-Principal) (appointed 1.1.21) S Thomas (Associate Vice-Principal) (appointed 1.1.21) K Powders (Vice-Principal) (appointed 1.1.21) Mr C Nicholson (Associate Vice-Principal) G Fair (Vice-Principal) S Hurst (Vice-Principal) B Doherty (Vice-Principal) (resigned 31.12.20) M Francis (Senior Vice-Principal) Mr P Templeman-Wright (Senior Vice-Principal) (resigned 31.8.21) Mr T D Myton (Principal)
<b>REGISTERED OFFICE</b>	Shirley Church Road Croydon Surrey CR0 5EF
<b>REGISTERED COMPANY NUMBER</b>	07837778 (England and Wales)
<b>INDEPENDENT AUDITORS</b>	McCabe Ford Williams Statutory Auditors and Chartered Accountants Bank Chambers 1 Central Avenue Sittingbourne Kent ME10 4AE

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**SOLICITORS**

Browne Jacobson  
Victoria Square House  
Victoria Square  
Birmingham, B2 4BU

**BANKERS**

Lloyds Bank PLC  
137 North End  
Croydon, CR0 1TN

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period 01 September 2020 to 31 August 2021.

The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 11-18 serving a catchment in LB Croydon. It has a pupil capacity of 1105 and had a roll of 984 in the school census in January 2021.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The principal object and activity of the charitable company in the operation of Shirley High School is to provide education for pupils between the ages of 11 and 18 with an emphasis on Performing Arts. The objects as specified in the Academy's Articles of Association are as follows:

a) 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 a school offering a broad and balanced curriculum ("the Academy"); and

b) where the facilities are made available to the community to promote for the benefit of the inhabitants or individuals living in Croydon and the surrounding areas who have need of such facilities by reason of their age, infirmity or disability, financial hardship or social and economic circumstances or for the public at large in the provision of facilities for recreation or other leisure activities in the interests of social welfare and with the object of improving the condition of life of the said individuals.

In accordance with the Articles of Association the charitable company has entered into a funding agreement with the Secretary of State for Education. The Funding Agreement specifies, amongst other things, the basis for admitting students to the school, arrangements for pupils with SEND and disabilities and that the curriculum provided to pupils up to the age of 16 shall be broad and balanced with an emphasis in its secondary curriculum on Performing Arts.

**Objectives, Strategies and Activities**

The Academy Trust was set up to advance, for the public benefit, education by maintaining, operating and developing Shirley High School.

Our Vision, Mission, Values and Golden Rule:

Vision: "To develop aspirational learners who strive for excellence academically, creatively and culturally benefiting from a wide range of opportunities led by inspirational educators."

Mission: "To offer a high quality education to all learners within an inclusive and respectful environment where all are consistently challenged and supported to be successful well rounded global citizens."

Values: Compassionate, Respectful, Creative, Relentless, Aspirational, Resilient

Golden Rule: Students are expected to show consideration and respect to all members of the school and the local community at all times.

Shirley High School is a co-educational 11 - 18 school which serves, and is an integral part of, the local community. The school participates in a number of productive partnerships and has at its heart the school values of 'compassionate, respectful, creative, relentless, aspirational and resilient'. This is reflected in our ethos, aims and practice.

It is our aim to develop our students to the best of their ability and to prepare them for life after school.

We place a strong emphasis on high standards of achievement amongst all of our students. We believe that such standards are achieved in a happy, well ordered atmosphere where good attendance, punctuality and the development of sound personal relationships are encouraged.

We aim to:

Teaching and Learning - Living the Shirley Learning Journey:

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

- Continue to develop our remote learning provision due to the impact COVID 19 has had on "normal" education;
- Maintain and improve academic outcomes for groups of students;
- Fully embed the Shirley Learning Journey across all faculties;
- Embed the culture of google workspace into student learning;
- Ensure areas identified in previous inspections have now been fully addressed.

**Behaviour for Learning**

- Embed high expectations of behaviour for learning through consistent reinforcement of policy and procedures;
- Ensure that rewards and sanctions are used consistently as a tool to improve behaviour for learning;
- Provide bespoke CPD to ensure consistent application of policies throughout the school;
- Ensure that attendance & punctuality is in line with the school expectations and gaps between identified groups of students are reduced so that all students can access their education.

**Mental health and Well-being (Staff and students):**

- Maintain strong pastoral care of students;
- Embed our Personal Development expectations and teaching protected characteristics in school;
- Continue to work collaboratively with staff to ensure an appropriate wellbeing offer;
- Ensure the health and safety of staff and students as we manage COVID-19 and reduce the risk of its transmission.
- Establish a robust and clearly communicated mental health and wellbeing plan for staff and students.

**Marketing and Recruitment:**

- Emphasise our standalone status and our unique position within the borough of Croydon. Demonstrate our ability to work collaboratively but also with the autonomy due to our status;
- Ensure that all interactions with students and families demonstrate our high expectations;
- Increase recruitment numbers into year 7;
- Increase the retention number of Year 11 into 12;
- Create and maintain a positive environment where students share their experience with friends and family;
- Continue to engage and support our local primary schools;
- Establish internal programmes to help retain our HPA students in Year 12;
- Establish and promote our Performing Arts scholarship programme;
- Continue our significant investment in the learning environment and experience of our school.

**Culture and Ethos:**

- Strong culture of safeguarding in the school;
- Improve QA and monitoring of internal policies and systems;
- Ensure a safe working environment for all; particularly addressing the impact of COVID-19.
- Reinforce the solution focussed approach to the challenges of education for the benefit of our students, particularly addressing the impact of COVID-19;
- Provide several channels of communication for students and staff to share ideas and provide feedback.

**Development Plan Objectives for the Academic Year 2021/22**

Outcomes for Children and Learners: Consistently high expectations of what students can achieve in particular underperforming groups, disadvantaged students or those receiving pupil premium and catch-up premium; improvement of progress in KS4 English and Maths. All Post-16 students placed on appropriate courses.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

Quality of Teaching, Learning and Assessment: To continue to develop quality first teaching, ensuring all teaching provides well-paced learning with probing questioning, engaging activities and appropriate challenge.

Personal Development, Behaviour and Welfare: To ensure that all students are highly adept at managing their own conduct in the classroom and in social situations both in school and whilst travelling to/from school and that attitudes to learning are of an equally high standard across subjects, years, classes and with different staff. Attendance and Punctuality: to ensure attendance is above national average and that students are consistently punctual in arriving at school. To ensure that the promotion of SMSC development and British Values enables students' to thrive in a supportive, highly cohesive school community and successfully prepares them for life in modern Britain.

Leadership & Management: Impact on Outcomes, Quality of Teaching & Learning, Personal Development, Behaviour and Welfare: To develop a culture where leaders at all levels have the confidence and determination to hold all members of their teams to account for consistently implementing academy improvement strategies effectively and rapidly. Senior and middle leaders' monitor the quality and impact of teaching and this leads to intervention including focused professional development and sharing best practice.

Premises: To develop the school premises and facilities to improve teaching & learning and staff and student well-being in order to support the school mission statement and meet the needs of all our students so that all achieve and enjoy.

**Public Benefit**

The Trustees confirm that in setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit. The key public benefit delivered by Shirley High School is the maintenance and development of the high quality education provided by the school. Key objectives are:

- to raise the standard of educational achievement of all students
- to ensure every student enjoys the same high-quality education with regard to resourcing, tuition and care
- to improve the effectiveness of the school by keeping the curriculum and organisational structure under review
- to ensure value for money for funds expended
- to comply with statutory and curriculum requirements
- to conduct business in accordance with the highest standards of integrity, probity and openness
- to grow and develop strong and effective links with the local community that supports student achievement.

In doing this Shirley High School not only delivers a broadly-based academic education but aims to educate the whole individual. A wide range of extra-curricular activities, educational trips and visits are offered and undertaken.

In particular, in respect of its performing arts specialism, the School undertakes a continuing programme of performances which are available to the public including local primary schools who benefit from matinée performances. We also undertake a programme of workshops, mentoring and supporting in class at local primary schools. This programme involves not only members of the School's staff but also senior students.

The benefits to the local community from the Academy are considerable. The Academy makes the premises available to a variety of outside organisations for participation in sport, fitness classes, dance and drama classes, a gymnastics club and a church and is therefore open 7 days a week for community use.

The school also hosts the Croydon LA Hearing impaired centre for secondary aged students. Based in two adjoining rooms the centre caters for severe and profoundly deaf students both within the school and acts as a centre for the peripatetic staff who support children at other schools.

The students at the Academy regularly participate in local community events.



**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Achievement and performance**

**Charitable activities**

Shirley High School is a proud multicultural school with an established reputation of integrity and excellence. Our school is at the heart of a vibrant and diverse community, with approximately 950 students benefiting from our fabulous site and leafy surroundings. Coupled with our clear vision and values the outcome is a positive learning environment for both students and staff.

The school has been under new leadership since September 2019 and significant changes in the progress, achievement and the learning environment has taken place. This is against the backdrop of COVID-19 and national lockdowns.

We have high expectations in all we do and believe that all our students can be the best in the world at whatever they decide to pursue through living the values that underpin our school. We teach students to display compassion, creativity, relentless drive, resilience, high aspirations and to be respectful at all times. We strive for excellence through a broad curriculum and a wide range of extra-curricular opportunities, with the aim to develop both students and staff both in and out of the classroom.

**Achievement and Performance**

This year the process of examination results has again not followed the "normal" expectations. However, we are delighted that our students continue to achieve the qualifications required that allows them choice and opportunities for their future. Students achieving strong and standard passes in English and Maths have increased and more students are achieving high grades at Post 16 in both academic and vocational qualifications. 10% of our Year 13 students go onto Russell Group Universities and we have seen an increase in those showing an interest in the national apprenticeship programmes. All students applying for university received an offer. We continue to achieve excellent results in separate sciences and creative arts at GCSE and we are delighted that through our achievements more students are joining us in year 7 and staying with us in year 12.

Given the impact COVID19 had on the exam process throughout the pandemic the same level of performance analysis is not comparative. However, we strongly believe that the results achieved matched and exceeded predictions and reflects the transformation that is taking place at Shirley High School. Our results show overall positive progress with students from targeted backgrounds performing in line and above their peers nationally.

**Investment performance**

We continue with our relentless focus on improving teaching and learning. Despite the disruption of COVID-19 and national lockdowns, we continue to implement our Shirley Learning Journey as our primary vehicle to promote high quality teaching and consistency across our school.

Over the last 12 months, we have overhauled and redesigned our whole school teaching and learning expectations. Our new Shirley Learning Journey and Shirley Values now form the foundation of our drive for consistent, creative and innovative lessons across the school. To support our drive for high quality education for all, we have invested in new IT hardware and software, improved the learning environment, increased capitation for departments, identified barriers that prevent our most disadvantaged from making good progress and maximised the expertise of our teaching staff to support learning. This investment will continue as we tirelessly work to improve all aspects of our school.

We have established a new link with Harris City Academy for the training of our new ECTs'. This link also allows scholarship access to NPQ courses to provide career and personal development support for our staff. We have also enhanced our support for encouraging new teachers into the profession via the "Assessment Only" route through our continued partnership with Bromley Schools Collegiate. Our developing culture promotes a solution-focussed approach and our professional training provides the skills and strategies required for those passionate to educate all students regardless of background and barriers.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Achievement and performance**

**Impact and management of COVID-19**

All areas of the school have been reviewed taking into account the safety implications of COVID-19. A full risk assessment has been carried out and is continuously updated to meet the changes in society and education. We are now operating as "normal" within our current risk assessment. However, a contingency plan is in place should there need to be a return to full bubble restrictions and additional measures to prevent the spread of the virus, such as the compulsory wearing of face masks, increased social distancing and additional staggered periods within the school day.

The academic and well-being impact of COVID-19 has been assessed by feedback, baseline assessment and the review of all curriculums. Actions have already taken place through summer school and additional catch up plans. Other actions include:

- Online tutoring for targeted students across Key Stage 3 and 4
- Team building and academic support residentials for PP and HPA students across Key Stage 3 and 4;
- Increased Saturday School offer for all phases of learning;
- Increased mentoring and independent supervision of Post-16;
- Additional and bespoke resources for identified departments across all phases of learning;
- External support for subjects and departments, providing specific information on key areas of performance and development.

As with many schools, staff absences at the height of the pandemic (pre lockdowns) impacted on our daily operations. This was managed through online learning and resources. Live lessons were our primary source of teaching. However, where required physical resources were provided and delivered to families. Those entitled to Free School Meals were supported throughout via the National Food Voucher programme. The school remained open throughout the pandemic for all students identified as vulnerable and those of critical and key workers.

**Key financial performance indicators**

An analysis of the school's financial performance undertaken through the examination of the following:

- 1) the school's budget and the relating situation in terms of financial soundness;
- 2) the comparative data of spending by similar schools indicates that the school has performed as expected in financial terms. For this accounting period the school has incurred a deficit of £105,806 (2020: £502,275) excluding movement on the Local Government Pension Scheme provision.
- 3) regular quarterly reviews of financial practice and control by UHY Hacker Young as the Internal Scrutineer.
- 4) Completion of the School Resource Management Self-Assessment Tool Checklist and reference to the DfE's Benchmarking Report Card.

An analysis of the school's spending pattern against benchmarking data from other similar schools indicates that spending is broadly in line with the national picture. This will be kept under review along with all aspects of funding and expenditure given the national economic outlook and the likely cost cutting pressures evident in the public sector.

**Extra-Curricular and Extended Learning:**

The school has enhanced and centralised its extended learning offer to give more opportunities to students. Due to the impact of COVID-19 we have prioritised the allocation of funds to Saturday

School, holiday intervention and additional online support such as My Tutor, GCSEpod and Tassomai. These online resources will support the school remote learning offer. Our extra-curricular clubs offer has now been extended and investment in technology allows us to record attendance quickly and efficiently in line with safeguarding expectations.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Financial review**

**Financial position**

Most of the school's income is obtained from the Department for Education, via the Education Funding Agency, in the form of its General Annual Grant (GAG), the use of which is restricted to particular purposes; i.e. the objects of the Academy Trust. The GAG received during the period covered by this report and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

On conversion on 1st January 2012, all of the fixed assets of the former foundation school were transferred to the new Academy Trust, and are shown as restricted fixed asset funds. The balance sheet restricted fixed asset fund is reduced by depreciation charges over the expected useful life of the assets concerned, as explained in Note 1 to the Financial Statements.

Expenditure for the period covered by this report was covered by the GAG received from the ESFA and other income, such as voluntary income, activities for generating funds and investment income.

Schools have incurred additional Covid-19 spend throughout the pandemic including setting up additional learning resources for remote learning and additional premises and cleaning costs. As Covid-19 continues to pose a threat we have had to take additional measures to avoid the spread of infection. In the periods of school opening, costs have increased on hiring supply staff where teachers are self-isolating and support staff to facilitate social distancing and as an additional support throughout all areas of the school including the school kitchen to ensure sufficient staff to provide lunch which is critical to student health and well-being. Additional cost and time pressures were also incurred on setting up, undertaking and staffing Covid-19 testing in school. Income from facilities hire has been severely impacted. However, the school has ended the year in a more positive financial position than expected at the start of the year. This is due to not being in a position to undertake some planned residential trips and provide scheduled extra-curricular activities to lessen the impact on students learning and education. During the Covid-19 pandemic and the lockdown period, the school has communicated regularly with key contractors (cleaning) to follow the guidance in PPN 02/20 and PPN 04/20. Our in house catering provision has enabled us to ensure our vulnerable and eligible students had access to meals without having to support an at risk catering provider. During lockdown there have been savings in supply cover and delaying recruitment of staff where there were vacancies or vacancies have arisen. There have also been savings on classroom resources and examination fees and invigilation costs.

The combined General Restricted Fund and Unrestricted fund show a surplus, before actuarial losses on defined benefit pension schemes, of £1,561,978 (2020: £1,215,541).

**Investment policy and objectives**

Apart from the cash held for the operation of the school, Shirley High School has £50,000 of private funds held in a no-risk fixed term investment account. In addition during 2020-21 the school has held £516,406 (2020 £516,135) held in a no-risk 32 day notice investment account.

With respect to its cash holdings the Board of Trustees has adopted a low risk strategy and currently all public funds are held in an interest bearing current account. The trustee's want to ensure the best financial return available whilst ensuring that security of deposits takes precedence over revenue maximisation. This will be reviewed by Trustees during the forthcoming financial year.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Financial review**

**Reserves policy**

Under its Funding Agreement with the Secretary of State for Education, the academy trust was not subject to a limit on the amount of GAG that it could carry forward as at 31 August 2021.

Academies are expected to hold contingency reserves from their annual GAG funding or other income. The Board of Trustees require a revenue reserve to be created to fund future expenditure related to the Academy Development Plan's strategic long-term aims and developments. The policy of the Academy is to carry forward a prudent level of resources designed to meet the long-term cyclical needs of renewal and any other unforeseen contingencies, subject to the constraint that the level of resources does not exceed the level permitted by the DfE. The school wishes to ensure that funding is used to actively benefit the students and enhance educational provision. The Board of Trustees will agree a revenue reserve annually. The reserve is designed to provide sufficient working capital and provide funding to deal with unexpected emergencies such as urgent major building maintenance. The reserve may not be spent without the approval of the Finance Committee. The target level of revenue reserve will be at least £500,000. The in-year level of reserves will be set by the Board of Trustees when the budget is approved.

The Academy held fund balances at 31st August 2021 of £16,379,325 (2020: £16,908,132) comprising £17,775,893 of restricted funds (before accounting for the pension) (2020: £17,752,936) and £1,123,431 of unrestricted general funds (2020: £982,196) and a pension reserve deficit of £2,520,000 (2020: £1,827,000 deficit). Restricted funds (excluding restricted fixed asset funds) show a deficit at the period end of £(2,081,453) after accounting for the deficit on the local government pension scheme (2020: £1,593,655 deficit). The deficit on the scheme as at 31st August 2021 was £(2,520,000). It should be noted however that this deficit will not crystallise in the foreseeable future and that the academy follows the advice of the pension scheme actuary and makes contributions in accordance with the rates advised. This level of contributions has been taken into account when preparing the academy's budgets for the year ending 31 August 2021. The combined balance of restricted general funds (excluding pension's reserve) plus unrestricted funds at 31 August 2021 was £1,561,978 (2020: £1,215,541). The academy trust continues to strategically invest surplus reserves, above the target level of revenue reserves, into capital projects to improve the facilities and technology of the school.

Trustees are keen to ensure there are sufficient funds in reserves. This will be kept under review to ensure reserves levels keep pace with current budget, plans and the operating environment.

**Going concern**

The Trustees have considered the detailed budget forecast for the next 3 years to understand how the academy plans to manage increasing cost pressures against a backdrop of uncertainty around future funding for schools. 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.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Fundraising**

The school raises funds for a small number of registered charities. These funds are raised through donations; there is no obligation for any student/parent to donate. All funds/donations collected are given to the relevant charity in a timely manner. No professional fundraisers are used. The guiding fundraising principle is a simple one - we will only use techniques that we would be happy to be used on ourselves.

In doing so, Shirley High School will adhere to the following standards:

- The Governors will have regard to the Charity commissions publication 'Charity Fundraising' (CC20)
- Any communications to the public made in the course of carrying out a fundraising activity shall be truthful and non-deceptive.
- All monies raised via fundraising activities will be for the stated purpose of the appeal and will comply with the school's stated mission and purpose.
- All personal information collected by the school is confidential and is not for sale or to be given away or disclosed to any third party without consent.
- Nobody directly or indirectly employed by or volunteering for the school shall accept commissions, bonuses or payments for fundraising activities on behalf of the organisation.
- No general solicitations shall be undertaken by telephone or door-to-door.
- Fundraising activities should not be undertaken if they may be detrimental to the good name or community standing of the school.
- All Governors, casual, permanent and contract staff and volunteers are responsible for adhering to these procedures.
- The Academy Trust does not use any external fundraisers. All fundraising undertaken during the year was monitored by the Trustees.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Principal risks and uncertainties**

The Board of Trustees has a risk management process in place to assess strategic risks and implement appropriate risk management strategies. This has involved identifying the key risks across the academy and scoring and prioritising them in terms of their potential impact, assessing the likelihood of occurrence and identifying means of mitigating the risks, then considering the costs of implementing controls relative to the benefit contained. The Risk Register is a live document, is updated as risks evolve and has been formally reviewed by the trustees 3 times within the year. The Scheme of Delegation determines what authority the Board has delegated to committees and staff which is pivotal in order to secure effective systems of leadership, management, operation and control and to manage risk effectively and secure required outcomes. There are clear segregation of duties documented in the academy's Financial Procedures Manual to ensure oversight and review and prevent fraud and Board Level oversight of monthly management accounts, cash flow, balance sheet and Key Financial Performance Indicators to ensure the academy is managing resources and finances effectively. Independent assurance is provided via a robust programme of internal scrutiny to provide the board with further assurance that the academy's system of internal control is effective and contributes to strong governance, risk management and control arrangements. The Board's agreed scope of internal scrutiny work covered payroll, purchasing system, income, VAT, management accounts, Governance, The Academies Financial Handbook compliance, a review of the website to ensure adherence with ESFA and DfE requirements and cyber security.

The chief risks identified include:

- The costs and risks of maintaining ageing buildings. The academy has an asset management plan to ensure a plan is in place for operating, maintaining, repairing and refurbishing the buildings in a cost effective manner and with due regard to Health & Safety. Capital works are agreed annually and costings obtained which are approved by the Finance & Audit Committee within the confines of the schools budget and reserves. Applications are submitted annually to the Condition Improvement Fund.
- Maintaining pupil numbers and a viable school roll in light of competition from other providers. The trustees are informed about student numbers and challenge estimates to ensure revenue projections are accurate. There are more school places than there are students in Croydon and a formal staffing adjustment restructure was undertaken within the year to ensure funds are used to target key areas of investment whilst creating economies of scale with regards to staff and resources. A marketing strategy is in place to maximise student's recruitment and retention and therefore income. The school is networking with local primary feeder schools and strengthening links with the local community to enhance the academy's reputation and ensure Shirley High School is the school of choice within the borough.
- The financial impact of providing a broad, balanced, relevant and appropriate choice of subjects within the 6th Form curriculum. The 6th Form Curriculum offer is reviewed annually to ensure a balance between intake numbers, the breadth of subjects in order to attract appropriate numbers and the ability of students to complete the course. The offer is adjusted accordingly.
- LGPS deficit. The risk resulting from the company's share of the LGPS deficit is managed by following the advice of the scheme's actuaries, specifically as regards the level of contributions payable, ensuring that annual budgets are drawn up to reflect the actuary's advice
- Covid-19. As part of managing the spread of infection whole school risk assessments and a social distancing policy statement were completed to identify the control measures implemented to keep students and staff safe. These plans and risk assessments are frequently reviewed and modified in response to changes in government regulations and guidance. DfE guidance was followed to ensure a safe learning and working environment in terms of social distancing and hygiene. All staff and students are aware of the signs and symptoms of Covid-19, how it can be transmitted, how to follow infection control procedures and what to do if they or someone around them, becomes unwell.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRATEGIC REPORT**

**Future plans**

The priorities for 2021-22 include a continued focus on the impact of Covid-19 in school and to ensure that our students achieve their potential and are emotionally and academically prepared for the next stage of their lives.

The academy will continue to work to improve the performance of students at all levels and has consistently high expectations of what students can achieve. To support our drive for high quality education for all we have invested in new IT hardware and software, improved the learning environment, increased capitation for departments, identified barriers that prevent our most disadvantaged from making good progress and maximised the expertise of our teaching staff to support learning. This investment will continue as we tirelessly work to improve all aspects of our school.

Additionally, it will continue in its efforts to improve the achievements of its students and continues to develop quality first teaching to ensure well-paced learning with probing questioning, engaging activities and appropriate challenge not only in academic subjects but also in extra-curricular activities and in essential life skills; so as to increase the number of opportunities open to its students when they move on to higher education or employment and prepare them for life in modern Britain.

The Trustees recognise that through good financial management they have been able to invest in and improve the quality of the built environment. They recognise, however, that there are further improvements that are necessary and using the five-year Annual Maintenance Plan prioritise devolved capital spending and any revenue funding that can be directed to this purpose. Works and projects take place throughout the year to keep the school in a good state of repair and decoration and fulfil statutory Health & Safety responsibilities. Trustees will seek to bid for capital monies in order that the building improvement/development plan can progress.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Charity constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust.

The Trustees of Shirley High School are also the directors of the Charitable Company for the purposes of company law. The charitable company operates as Shirley High School.

Details of the Trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on Page 1.

**Members' liability**

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

**Trustees' indemnities**

Since the incorporation of the charitable Company on 7th November 2011 the Trustees (Directors) have been indemnified in respect of their legal liability for financial loss arising as a result of a negligent act, accidental error or omission in the course of their official duties. The limit of this indemnity is £10,000,000 in the aggregate.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Recruitment and appointment of new trustees**

The processes for appointing or electing the various types of Trustees at Shirley High School are as follows:

1) Appointed Trustees - The Members of the Trust have the right to appoint up to 6 Trustees. Such appointments are usually made following consultation by the Members with the Trustees of the school.

2) Parent Trustees - The Articles of Association require that there shall be 2 Parent Trustees. Parents of registered pupils at the school are eligible to stand as individuals for election as Parent Trustees. They are elected by other parents at the school as individuals who are representative of the parental body. Suitable procedures have been put in place for the conduct of Parent Trustee elections.

If insufficient parents stand for election, the Board of Trustees must appoint Parent Trustees to bring their number up to that required by the Articles of Association. Such appointed Parent Trustees would preferentially be parents of registered pupils at the school. If however, no such parents are willing to undertake the role then the Board of Trustees can appoint any person who is a parent of one or more school-age children.

3) Staff Trustees - The Board of Trustees shall make all necessary arrangements for, and determine all matters relating to, the election and removal of Staff Trustees. The total number of individuals appointed as Trustees (including the Principal) who are employees of the Trust may not exceed one third of the total number of Trustees. Both teaching and support staff paid to work at the school are eligible for staff Trusteeship.

4) Principal - the Articles of Association require that the Principal will be a Trustee.

The Secretary of State may appoint additional Trustees as he sees fit if a warning notice has been given to the Trustees because the standards of performance are unacceptably low, there is a serious breakdown in the way the school is managed and the safety of staff and pupils is threatened.

The Secretary of State may also appoint additional Trustees following an inspection by the Chief Inspector in accordance with the Education Act 2005 where the Ofsted grading has dropped from one inspection to the next, or within a five year period, of two Ofsted grades. They may also appoint additional Trustees if a Special Measures Termination Event occurs.

**Induction and training of new trustees**

Following their appointment all new Trustees receive an introduction to their role from the Chair and Principal, this introduction includes a tour of the school and the opportunity to meet other members of the Senior Leadership Team.

All trustees are provided with a comprehensive induction pack containing all the information needed (policies, minutes, and other key documents which underpin the workings of academy governance) to undertake their role as trustees.

The Board of Trustees at Shirley High School is committed to providing adequate opportunities for Trustees to undertake and receive suitable training so as to enable them to undertake their role more effectively.

To this end the Board of Trustees maintains a Service Level Agreement, which allows for any or all of the members to attend any of the training courses provided by The Octavo Partnership (Croydon Council) in both the London Borough of Croydon and The London Borough of Bromley as well as a bespoke training or a facilitated self-review session tailored to meet the specific needs of the Board. There is also funding available for other courses as may be required. New Trustees are actively encouraged to take advantage of these agreements so as to gain a better understanding of the role and responsibilities of being a School Trustee. Additionally Trustees with specific roles within the Board of Trustees are strongly encouraged to undertake specific training. Trustees are also invited to attend specific staff inset and are kept well informed through active membership of the National Governors Association. All trustees undertake safeguarding training which is led by the Designated Safeguarding Lead.

The Chair regularly attends Chairs' Network group meetings and the Link Trustees meetings.



**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

The Trustees are responsible for the strategic management of the school; deciding and setting key aspects of the school, including strategic direction, annual budgets, senior staff appointments, policy changes etc. At Shirley High School the majority of the roles and responsibilities of the Board of Trustees have been delegated to a small number of committees (Achievement and Finance & Audit). Operational management is the responsibility of the Principal and staff. This is carried out at a number of levels; i.e. by the Senior Leadership Team (SLT) and Heads of Department. Members of the Senior Leadership Team and the School Business Manager attend Trustees meetings as appropriate. The Principal is the Accounting Officer.

School policies are developed by senior members of the school's staff to reflect both the strategic direction agreed by the Trustees and in line with statutory requirements. These policies are approved and adopted by the Board of Trustees as per the approved Scheme of Delegation which is reviewed annually and details how the decision-making powers are delegated.

**Key management remuneration**

The Board of Trustees have established a Pay Review Committee as a sub-committee of the Finance & Audit (FA) Committee to make determinations of pay. The senior leadership team must demonstrate sustained high quality of performance, with particular regard to leadership, management and student progress at the school and are subject to a review of performance against performance objectives before any performance points are awarded. The members of the Pay Review Committee meet with the external School Improvement Adviser to discuss SLT targets and objectives and the Board of Trustees reviewed external feedback from the School Improvement Adviser whilst considering Leadership Team Pay recommendations. The RF Committee review data captured on the DfE's Benchmarking Report Card in order to compare efficiencies with comparator schools.

**Trade union facility time**

This information is published in accordance with the provisions of the Trade Union (Facility Time Publication Requirements) Regulations 2017 because the academy trust had a full-time equivalent employee number of more than 49 throughout the entirety of any seven of the months within the year ended 31 August 2021.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Relevant union officials**

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
2	2

**Percentage of time spent on facility time**

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

**Percentage of pay bill spent on facility time**

	£
Total cost of facility time	8,269
Total pay bill	5,479,445

Percentage of the total pay bill spent on facility time calculated as:

$$(\text{total cost of facility time} \div \text{total pay bill}) \times 100 \quad 0.15\%$$

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:

$$(\text{total hours spent on paid trade union activities by relevant union officials during the relevant period} \div \text{total paid facility time hours}) \times 100 \quad 75\%$$

**Related parties**

The Academy does not belong to a chain of Academies and as such it is not part of any wider network or federation. However it has significant links with other schools and educational organisations. These include:

- Goldsmiths University of London
- Partners in Excellence Club
- Croydon LA Hearing Impaired Centre
- Reaching Higher
- Bromley Schools Collegiate
- Harris City Academy, Crystal Palace Teaching School Hub
- UCL, Institute of Education

We have developed collaborative post-16 arrangements with Archbishop Tenison's School and Coloma Convent Girls School based on a previous successful franchise arrangement. In addition the Academy has established links with a number of local primary schools where our senior students offer workshops, mentoring and in class support.

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

During the period from 1st September 2020 to 31st August 2021 Shirley High School did not hold any funds as a custodian trustee on behalf of any other charitable organisation.

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**AUDITORS**

The auditors, McCabe Ford Williams, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 30 November 2021 and signed on the board's behalf by:

A handwritten signature in black ink, appearing to read 'M West', written in a cursive style.

Mr M West - Trustee

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**Scope of Responsibility**

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

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

The Board of Trustees has delegated the day to day responsibility to the Principal, as Accounting Officer, for ensuring financial controls conform to the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Shirley High School and the Secretary of State for Education. He is also responsible for reporting to the Board of Trustees any material weaknesses or breakdown in internal control.

**GOVERNANCE STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

**Governance**

The information included on governance here supplements that described in the Report of Trustees' and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 8 times during the year ended 31 August 2021 and attendance during that period at meetings of the Board of Trustees were as follows:

Trustee	Meetings attended	Out of a possible
Trustee	Meetings attended	Out of a possible
M West (Chair)	8	8
G Manson (Vice Chair)	8	8
R Munn	7	8
R Farquharson	1	1
O Sauba	7	8
S Smith	6	8
K Stewart (Staff Trustee)	6	7
T Myton	8	8
P Quarcoo	8	8
B Kiabi	4	5
M Adenaike	1	1
J Bajela	1	1

In the academic year 20/21 there were:

- 1 member resignation
- 1 member appointed
- 1 community trustee resigned
- 2 community trustee appointments
- 1 parent trustee resignation
- 1 parent trustee appointment
- 1 staff trustee resignation

The Trustees are aware that strong governance is a crucial part of a successful school and of their responsibility to provide strategic leadership and accountability by:

- Overseeing the financial performance of the school and ensuring its money is well spent
- Holding the Principal to account for the educational performance of the school and its pupils
- Ensuring clarity of vision, ethos and strategic direction

The business of governing has continued throughout the Covid 19 pandemic and the trustees have adopted new ways of working to respond to a fast moving situation. Online tools and apps have been pivotal in enabling the work of governance to continue with meetings being held online. Trustees have recognised that online tools could be beneficial for the future and potentially enable recruitment from a more diverse pool. Trustees have discussed the extensive educational and operational implications that Covid-19 has had for the academy.

The information and data presented to the Board of Trustees to inform their discussions and decisions is prepared by the Principal, the SLT and the Chief Financial Officer. The agenda for each trustee meeting across the academic year is planned to ensure that all key issues are covered with appropriate frequency. The focus for trustees during the 2020-2021 year has included:

- Performance across the school, with emphasis on exam results and performance
- The quality of teaching and learning
- Inclusion and personal development
- Tracking, monitoring, support and intervention and impact
- The culture and ethos of the school
- Marketing and recruitment of staff and students
- Well-being of staff and students

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

- Policy review
- Financial performance
- Financial strategy and policy
- Audit arrangements and systems of financial management and internal control
- Premises maintenance and development plan
- Risk management and control arrangements

There has also been a focus on the far-reaching implications of the Covid-19 pandemic and the consideration of:

- Reacting and implementing rapidly changing guidance for schools
- School closure or partial closure
- Health & Safety for all students and staff
- Provision of onsite learning for children and keyworkers and vulnerable children
- Firmly embedding remote learning
- Well-being of school staff including those working from home
- The emotional well-being of students during school closure and on return to school
- Physical changes to learning environments and the facilities to ensure students and staff are safe on site
- IT provision and access for students and staff
- Lost learning and catch up
- Managing the exams process and results

The Trustees recognise that access to up to date, high quality data that contains the information to enable them to challenge and evaluate what it is telling them about the performance of the academy trust without overburdening school leaders, is paramount. They are satisfied that data presented allows them to analyse trends and understand and identify what is going well, where there are concerns, the changes that need to be made and the impact on educational and financial outcomes. Evidence provided allows the Governing Board to be secure in making robust decisions about teaching, improvement and the deployment of resources in school and to clearly document any changes and progress made particularly during the pandemic.

**Governance Review**

The planned self-evaluation, postponed due to Covid-19 was undertaken during the year in order to review governance practice and its impact on the effectiveness of the school. The objective of the appraisal was to enable trustees to evaluate their performance, build upon strengths and address areas for development as the Board recognise it is critical to be aware of any weakness in governance arrangements. The trustees are committed to a rigorous and reflective process of self-evaluation and understand this is at the core of self-improvement. The outcome of the self-evaluation has enabled trustees to recognise where there are strengths on the board, to identify areas where there are skills gaps and monitor compliance with the DfE's Governance Handbook and the ESFA's Academies Financial Handbook and Academy Trust Handbook. Areas identified where skills and knowledge could be strengthened on the Board include HR and legal expertise and the Governors will actively seek to recruit trustees with strengths in these areas. The Competency Framework for Governance will be referred to when undertaking a further self-evaluation in the following academic year.

Link governors liaise with key members of school staff and assist the governing body by ensuring that the governing body has the evidence it needs to demonstrate that the school is meeting its statutory obligations and that relevant policies are being implemented in accordance with the school's ethos and values. The nominated trustee with responsibility for premises which reports to the Finance & Audit Committee had regular meetings with those in school responsible for the site regarding regulations and standards to school premises and to observe and contribute to development plans. Formats for agendas and minutes introduced, continue to improve the efficiency of meetings and ensure clarity of outcomes and action points at meetings.

School trustees have adapted to the challenges created by Covid 19 avoiding non-essential contact and hosting governors meetings online. The priority has been to support school leaders and staff on operational matters and ensure communication plans were put in place to enable them to be kept up to date on the school's situation.

**GOVERNANCE STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

The Finance & Audit (F&A) Committee is a sub-committee of the main Board of Trustees. Membership comprises of at least five Trustees to include the Principal, Chair and Vice-chair. The committee is quorate with 50% of its membership present including the Principal or his nominated Deputy. Its purpose is to oversee all matters with a financial impact (which includes Human Resources and Buildings & Site) and to ensure the efficient, economical and effective management of the school's resources and expenditure, including funds, capital assets, resources and staff. The F&A Committee then reports on such to the full Governing Body.

O Sauba is a qualified accountant on the F&A Committee.

During the period 1st September 2020 to 31st August 2021 the attendance was as follows:

Trustee	Meetings attended	Out of a possible
M West (Chair)	3	4
G Manson	4	4
R Munn	4	4
O Sauba	4	4
T Myton (Principal Accounting Officer)	4	4

**Coverage of Work**

The Board covers the whole range of school activity and its actions in the year included, but were not limited to, the following areas of work:

Focus on the impact of Covid-19	Benchmarking
Risk management and control arrangements	Personnel management
Audit arrangements	Premises maintenance and development plan
The Budget for the year to August 2021	Review of Accidents Reports
The 3 Year Forecast to August 2023	Key Financial Performance Indicators
The Monthly Management Accounts	Internal Scrutiny Reports
Enrichment Activities for Students	Review and agree the new Finance Handbook
Focus on the impact of Covid-19	Review and agree the Reserves
Catch up and Pupil Premium Spend	IT infrastructure and technology upgrades

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**Review of Value for Money**

As Accounting Officer, the Principal has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The Accounting Officer understands what value for money refers to in the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The Accounting Officer considers how the 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 available. The Accounting Officer for the academy trust has delivered improved value for money during the year by:

- Ensuring the Academy Trust routinely reviews contracts to determine whether existing contracts should be renewed on similar terms and obtaining competitive quotes from alternative service providers so ensuring best value.
- Full budget monitoring reports including key financial performance indicators and cash flow reports are sent to all Trustees on a monthly basis for review and challenge.
- Consistent challenge throughout the year of expenditure and recruitment decisions, with the staffing structure being assessed when vacancies arise and all budget holders being informed of budget pressures. A formal staffing adjustment process was undertaken during the year to target key areas for investment whilst ensuring economies of scale with regards to staffing and resources.
- Benchmarking to compare expenditure with other schools to identify savings. The School Business Manager meets with peers in other schools to share good practice, support and identify opportunities for collaboration and economies of purchasing.

During the year the academy has managed certain challenges arising from the Covid-19 pandemic including difficulties in meeting the requirements of the academy procurement procedures to get several quotes for supplies/services when suppliers have not been willing or able to visit school sites to scope works, or have not been able to meet delivery requirements because their staff were furloughed. This has delayed the installation of security fencing and proposals to update the existing wireless and wired solutions in school to ensure the coverage and performance required to support the teaching aspirations of the school is sufficient.

The Academy Trust is committed to providing a high quality, inclusive education for all. Through regular assessment, we have a clear picture of the potential and progress of every student and provide support for those who need it. In 2020/21 we subscribed to the PiXL Club, Partners in Excellence focusing on raising attainment at GCSE and A 'level, the identification of vulnerable groups for Mathematics and English and the identification of key marginal students in other subject areas. PiXL have also worked closely with the assigned Raising Standards Leader.

Shirley High School actively supports local sport and community groups by letting out facilities during the weekend and evening. The income is used to maintain the facilities and improve the resources for our students and hirers. This has been severely impacted by the Covid-19 pandemic but we continue to seek to develop these activities further.

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

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of 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 them efficiently, effectively and economically. The system of internal control has been in place in Shirley High School for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements.



**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**Capacity to Handle Risk**

The board of trustees has reviewed the key risks to which the 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 on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**The Risk and Control Framework**

The 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 monthly financial reports which are regularly reviewed and agreed by the Board of Trustees;
- Regular reviews by the F&A committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- Setting targets to measure financial and other performance;
- Clearly defined purchasing (asset purchase or capital investment) guidelines;
- Identification and management of risks.

The Board of Trustees has decided:

- To buy-in an internal audit service from UHY Hacker Young

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

- Testing of payroll systems
- Testing of purchasing/payment systems
- Checking the tendering process in accordance with internal regulations
- Review income receipts
- Review bank reconciliations and control account reconciliations
- Review procedures used to prepare reports to Trustees and other financial returns
- Checking VAT reclaims
- Review information reported to Trustees
- A review of the website to check compliance with ESFA and DfE requirements
- Trustee induction pack and a review of the induction process to check best practices are adopted
- Governance and Academies Financial Handbook compliance to ensure trustees understanding of their financial management roles and responsibilities and compliance with statutory legislation
- Cyber security and a review of areas highlighted by the National Cyber Security Centre as crucial to cyber security management.

Trustees are aware of the necessity of having a programme of internal scrutiny to provide independent assurance to the board that its financial and other controls and risk management procedures are operating effectively. Due to the changes in ethical standards the academy was required to appoint a company other than the current external auditors to undertake an internal audit service. Trustees surveyed the proposals of different firms to undertake works focusing on:

- The suitability of, and level of compliance with, financial and non-financial controls, including assessing whether procedures are effective and efficient, and checking whether agreed controls and procedures have been followed
- offering advice and insight to the board on how to address weaknesses in financial and non-financial controls, acting as a catalyst for improvement, but without diluting management's responsibility for the day to day running of the trust
- ensuring all categories of risk are adequately identified, reported, and managed

Following discussion taking into account the ESFA good practice guide covering internal scrutiny, the needs of the school around support, accessibility, service levels and relative cost, trustees resolved to appoint UHY Hacker Young to provide an internal scrutiny service. The school's Risk Register was the driver used to inform the programme of works. Financial controls covered the works under the academy's approved internal audit charter and non-financial controls covered.

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

On a termly basis, the auditor reports to the board of trustees, through the audit committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities and annually prepares a summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

The board of trustees can confirm the auditor has delivered their schedule of work as planned. No material control issues were identified.

**Review of Effectiveness**

As Accounting Officer, the Principal has responsibility for reviewing the 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 Auditor;
- the school resource management self-assessment tool
- the work of the Business Manager within the 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 Finance & Audit Committee and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on 30 November 2021 and signed on its behalf by:



Mr M West - Trustee



Mr T Myton - Accounting Officer

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

As Accounting Officer of Shirley High School I have considered my responsibility to notify the academy trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the academy trust Board of Trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2020.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.

Mr T Myton - Accounting Officer

30 November 2021

A handwritten signature in black ink, appearing to be 'T Myton', written in a cursive style.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

The trustees (who act as governors of Shirley High School and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with the Academies Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the 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:

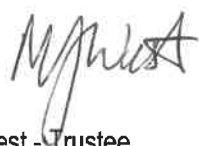
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The 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 to the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the Education and Skills Funding Agency and Department for Education 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 30 November 2021 and signed on its behalf by:



Mr M West - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
SHIRLEY HIGH SCHOOL**

**Opinion**

We have audited the financial statements of Shirley High School (the 'academy trust') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and 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 2020 to 2021 issued by the Education & Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the academy trust's affairs as at 31 August 2021 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;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2020 to 2021.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the academy trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 trust'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.

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

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF**  
**SHIRLEY HIGH SCHOOL**

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Other information includes the report of the trustees (incorporating the strategic report and the directors' report), the governance statement, and the Accounting Officer's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

**Opinions 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 report of the trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the {strategicReport.} and the Report of the Trustees.

We have nothing to report in respect of the following matters where 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 charitable company 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 trust'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 trust or to cease operations, or have no realistic alternative but to do so.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SHIRLEY HIGH SCHOOL

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with trustees and management and our experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the academy trust, including, but not limited to, the Companies Act 2006, the Charities SORP 2019, the Academies Financial Handbook 2020 and UK tax legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the academy trust's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- reviewing the reports produced via the academy trust's internal scrutiny function;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators such as the ESFA.

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.



**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF**  
**SHIRLEY HIGH SCHOOL**

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 Report of the Independent Auditors.

**Use of our report**

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



Clair Rayner FCA DChA (Senior Statutory Auditor)  
for and on behalf of McCabe Ford Williams  
Statutory Auditors and Chartered Accountants  
Bank Chambers  
1 Central Avenue  
Sittingbourne  
Kent  
ME10 4AE

30 November 2021

## **INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SHIRLEY HIGH SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement and further to the requirements of the Education and Skills Funding Agency (ESFA), as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Shirley High School during the period 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Shirley High School and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Shirley High School and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Shirley High School and the ESFA, for our work, for this report, or for the conclusion we have formed.

### **Respective responsibilities of Shirley High School's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Shirley High School's funding agreement with the Secretary of State for Education and the Academies Financial Handbook, extant from 1 September 2020, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2020 to 2021. 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 period 1 September 2020 to 31 August 2021 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 Academies Accounts Direction 2020 to 2021 issued by the ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion. Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the academy trust's income and expenditure. The work undertaken to draw to our conclusion includes:

- Review of the internal control environment which is designed to ensure compliance with regulations;
- Review of the accounting officer's consideration of issues surrounding regularity, propriety and compliance;
- Review of the work and reports of the internal reviewer during the period;
- Review of governance arrangements and procedures and related compliance with the requirements of the Academies Financial Handbook, including the distribution of management accounts and quantity of meetings.
- Analytical procedures regarding declaration of potential conflicts of interest by key staff and the governing body;
- Review of fixed asset transactions against the requirements of the funding agreement between Shirley High School and the Secretary of State and the Academies Financial Handbook;
- Testing of grants and other income for application in accordance with the terms and requirements attached;
- Review of the academy trust's activities to check they are in line with the Academies Framework and the academy trust's charitable objectives;
- Review of bank statements and financial transactions for indications of any items which may be improper;
- Review of bank accounts to check that they are operated within the terms of the academy trust's governing document and borrowing limits imposed by the funding agreement are not exceeded;
- Testing of expenditure, including expense claims for signs of transactions for personal benefit;
- Review of any extra-contractual payments made to staff;
- Review of procurement activity during the period.

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO**  
**SHIRLEY HIGH SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY**

**Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



McCabe Ford Williams  
Chartered Accountants  
Reporting Accountant  
Bank Chambers  
1 Central Avenue  
Sittingbourne  
Kent  
ME10 4AE

Date: 30 November 2021

**SHIRLEY HIGH SCHOOL**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

					31.8.21	31.8.20
		Unrestricted	Restricted	Restricted	Total	Total
	Notes	fund	funds	fixed	funds	funds
		£	£	asset	£	£
				funds		
				£		
<b>INCOME AND ENDOWMENTS FROM</b>						
Donations and capital grants	2	-	2,700	26,813	29,513	22,990
<b>Charitable activities</b>						
Funding for the academy's educational operations	3	84,704	7,219,551	-	7,304,255	6,822,951
Other trading activities	4	102,774	22,018	-	124,792	190,267
Investment income	5	-	222	-	222	625
<b>Total</b>		<b>187,478</b>	<b>7,244,491</b>	<b>26,813</b>	<b>7,458,782</b>	<b>7,036,833</b>
<b>EXPENDITURE ON</b>						
Raising funds	7	260	-	-	260	2,276
<b>Charitable activities</b>						
Academy's educational operations	3	45,982	7,158,715	359,631	7,564,328	7,536,832
<b>Total</b>	<b>6</b>	<b>46,242</b>	<b>7,158,715</b>	<b>359,631</b>	<b>7,564,588</b>	<b>7,539,108</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>141,236</b>	<b>85,776</b>	<b>(332,818)</b>	<b>(105,806)</b>	<b>(502,275)</b>
<b>Transfers between funds</b>	<b>22</b>	<b>-</b>	<b>(150,574)</b>	<b>150,574</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>						
Actuarial gains/(losses) on defined benefit schemes		-	(423,000)	-	(423,000)	394,000
<b>Net movement in funds</b>		<b>141,236</b>	<b>(487,798)</b>	<b>(182,244)</b>	<b>(528,806)</b>	<b>(108,275)</b>
<b>RECONCILIATION OF FUNDS</b>						
<b>Total funds brought forward</b>		<b>982,195</b>	<b>(1,593,655)</b>	<b>17,519,591</b>	<b>16,908,131</b>	<b>17,016,407</b>

The notes form part of these financial statements

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2021**

				31.8.21	31.8.20
	Unrestricted	Restricted	Restricted	Total	Total
Notes	fund	funds	fixed	funds	funds
	£	£	asset	£	£
	£	£	funds	£	£
	£	£	£	£	£
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>1,123,431</u>	<u>(2,081,453)</u>	<u>17,337,347</u>	<u>16,379,325</u>	<u>16,908,132</u>

The notes form part of these financial statements

**SHIRLEY HIGH SCHOOL****BALANCE SHEET**  
**31 AUGUST 2021**

	Notes	31.8.21 £	31.8.20 £
<b>FIXED ASSETS</b>			
Tangible assets	14	17,351,597	17,499,171
<b>CURRENT ASSETS</b>			
Debtors	15	174,363	123,023
Investments	16	50,000	50,000
Cash at bank and in hand		<u>1,841,261</u>	<u>1,525,706</u>
		2,065,624	1,698,729
<b>CREDITORS</b>			
Amounts falling due within one year	17	(507,146)	(448,518)
<b>NET CURRENT ASSETS</b>		<u>1,558,478</u>	<u>1,250,211</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		18,910,075	18,749,382
<b>CREDITORS</b>			
Amounts falling due after more than one year	18	(10,750)	(14,250)
<b>PENSION LIABILITY</b>	23	(2,520,000)	(1,827,000)
<b>NET ASSETS</b>		<u><u>16,379,325</u></u>	<u><u>16,908,132</u></u>

The notes form part of these financial statements

**SHIRLEY HIGH SCHOOL**

**BALANCE SHEET - continued**  
**31 AUGUST 2021**

**FUNDS**

22

Restricted funds:

Fixed asset funds

17,337,347 17,519,591

General funds

438,547 233,345

Pension reserve

(2,520,000) (1,827,000)

15,255,894 15,925,936

Unrestricted funds:

General funds

1,123,431 982,196

**TOTAL FUNDS**

16,379,325 16,908,132

The financial statements were approved by the Board of Trustees and authorised for issue on 30 November 2021 and were signed on its behalf by:



Mr M West Trustee

**SHIRLEY HIGH SCHOOL****CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

	Notes	31.8.21 £	31.8.20 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>508,328</u>	<u>268,722</u>
Net cash provided by operating activities		<u>508,328</u>	<u>268,722</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(212,058)	(183,054)
Capital grants from DfE/EFA		22,563	22,855
		-	50,000
Interest received		<u>222</u>	<u>625</u>
Net cash used in investing activities		<u>(189,273)</u>	<u>(109,574)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		<u>(3,500)</u>	<u>(3,500)</u>
Net cash used in financing activities		<u>(3,500)</u>	<u>(3,500)</u>
		<u>                    </u>	<u>                    </u>
<b>Change in cash and cash equivalents in the reporting period</b>		315,555	155,648
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>1,525,706</u>	<u>1,370,058</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>1,841,261</u>	<u>1,525,706</u>

The notes form part of these financial statements



**NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.8.21 £	31.8.20 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(105,806)	(502,275)
<b>Adjustments for:</b>		
Depreciation charges	359,632	327,200
Capital grants from DfE/ESFA	(22,563)	(22,855)
Interest received	(222)	(625)
Pension scheme cost less cont. payable	237,000	271,000
Pension scheme finance cost	33,000	37,000
Increase in debtors	(51,340)	(893)
Increase in creditors	<u>58,627</u>	<u>160,170</u>
<b>Net cash provided by operations</b>	<u>508,328</u>	<u>268,722</u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.9.20 £	Cash flow £	At 31.8.21 £
<b>Net cash</b>			
Cash at bank and in hand	<u>1,525,706</u>	<u>315,555</u>	<u>1,841,261</u>
	<u>1,525,706</u>	<u>315,555</u>	<u>1,841,261</u>
<b>Liquid resources</b>			
Deposits included in cash	-	-	-
Current asset investments	<u>50,000</u>	<u>-</u>	<u>50,000</u>
	<u>50,000</u>	<u>-</u>	<u>50,000</u>
<b>Debt</b>			
Debts falling due within 1 year	(3,500)	-	(3,500)
Debts falling due after 1 year	<u>(14,250)</u>	<u>3,500</u>	<u>(10,750)</u>
	<u>(17,750)</u>	<u>3,500</u>	<u>(14,250)</u>
<b>Total</b>	<u>1,557,956</u>	<u>319,055</u>	<u>1,877,011</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Academies Accounts Direction 2020 to 2021 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Shirley High School meets the definition of a public benefit entity under FRS 102.

**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 company to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements and have concluded that the academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**Critical accounting judgements and key sources of estimation uncertainty**

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

**Critical accounting estimates and assumptions**

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 22, 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 2016 has been used by the actuary in valuing the pensions liability at 31 August 2021. 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.

The net book value of freehold property, included within fixed assets, is based on assumptions in relation to the useful life of property and the residual value of the assets. The element of freehold property which relates to land is deemed not to have a finite life and is not depreciated. The element of freehold property which does not relate to land is depreciated on a straight line basis of 50 years, and it is assumed that the asset has no residual value. Any changes in these assumptions will have an impact on the carrying amount of fixed assets.

**Critical areas of judgement**

The trustees do not consider there to be any critical areas of judgement, other than those relating to estimation above, which have a significant effect on the amounts recognised in the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**1. ACCOUNTING POLICIES - continued**

**Income**

All income is recognised in the Statement of Financial Activities once the Academy Trust has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Grants receivable**

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 period 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 receipt is probable and the amount can be reliably measured.

**Other income**

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

**Donated goods, facilities and services**

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and income from other trading activities. Upon sale, the value of the stock is charged against income from other trading activities and the proceeds are recognised as income from other trading activities. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within income from other trading activities.

Where the donated good is a fixed asset it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the academy trust's accounting policies.

The value of donated services provided to the academy trust are recognised at fair value in the period in which they are receivable as income from donations, where the benefit to the academy trust can be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**1. ACCOUNTING POLICIES - continued**

**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.

**Expenditure on raising funds**

This includes all expenditure incurred by the academy trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

**Charitable activities**

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

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Where items below £5,000 meet the capitalisation criteria the board agrees that these too should be capitalised.

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 so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the academy trust's depreciation policy.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset on a straight-line basis over its estimated useful life, as follows:

Freehold property	2% - straight line over 50 years
Plant & machinery	10% - straight line over 10 years
Motor vehicles	10% - straight line over 10 years
Computer equipment	33% - straight line over 3 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use. A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**1. ACCOUNTING POLICIES - continued**

**Financial instruments**

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy trust and their measurement basis 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 14. 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 notes 16, 17 and 18. 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.

**Taxation**

The academy trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the academy is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, Chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**Fund accounting**

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 Education and Skills Funding Agency and the London Boroughs of Croydon, Lambeth, Sutton and Wandsworth.

**Pension costs and other post-retirement benefits**

Retirement benefits to employees of the academy trust 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 trust 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. The 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.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**1. ACCOUNTING POLICIES - continued**

**Pension costs and other post-retirement benefits**

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy trust 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 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.

**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 trust 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.

**Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust can use up to 5% of the allocation towards its own administration costs and this is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 25.

**Provisions**

Provisions are recognised when the academy trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**2. DONATIONS AND CAPITAL GRANTS**

	31.8.21	31.8.20
	£	£
Donations	6,950	135
Grants	<u>22,563</u>	<u>22,855</u>
	<u>29,513</u>	<u>22,990</u>

Included within donations are restricted funds of £4,250 (2020: £nil) to assist with the capital works associated with the netball facility. Unrestricted donations totalled £2,700 (2020: £135).

Included within capital grants is £22,563 (2020:£22,855) being devolved capital funding.

Grants received, included in the above, are as follows:

	31.8.21	31.8.20
	£	£
Capital Grants	<u>22,563</u>	<u>22,855</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**3. FUNDING FOR THE ACADEMY TRUST'S EDUCATIONAL OPERATIONS**

	Unrestricted funds £	Restricted funds £	31.8.21 Total funds £	31.8.20 Total funds £
<b>DfE/ESFA grants</b>				
General Annual Grant(GAG)	-	6,065,431	6,065,431	5,728,906
Other DfE/ESFA Grants	-	94,008	94,008	141,617
Pupil Premium	-	428,517	428,517	362,138
Teachers Pay and Pension grant	-	300,724	300,724	228,558
	-	6,888,680	6,888,680	6,461,219
<b>Other Government grant</b>				
Other restricted grants	-	181,169	181,169	133,884
<b>COVID-19 additional funding (non DfE/ESFA)</b>				
COVID-19 exceptional cost grant	-	-	-	33,076
Coronavirus Job Retention Scheme grant	-	6,472	6,472	11,585
	-	187,641	187,641	178,545
<b>COVID-19 additional funding (DfE/ESFA)</b>				
Catch up premium	-	66,960	66,960	-
OtherDfE/ESFA COVID-19 funding	-	29,320	29,320	-
	-	283,921	283,921	178,545
<b>Other income from the academy trust's educational operations</b>	84,704	46,950	131,654	183,187
	<u>84,704</u>	<u>7,219,551</u>	<u>7,304,255</u>	<u>6,822,951</u>

The academy trust has been eligible to claim additional funding in the year as per the below:

- The academy trust received £66,960 of funding for catch up premium and costs incurred in respect of this funding totalled £58,699, with the remaining £8,261 (2020 £nil) to be spent in 2021/22.
- The academy furloughed music tutors and lettings staff under the government's CJRS. The funding received of £6,472 relates to staff costs in respect of 4 staff which are included within notes 6, 8 and 11 as appropriate.
- The academy trust were able to claim for exceptional cost grants in the sum of £nil (2020: £33,076) to help towards additional costs in light of the coronavirus pandemic.



**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**4. OTHER TRADING ACTIVITIES**

	31.8.21	31.8.20
	£	£
Other Income	40,904	85,260
Music Tuition	15,827	20,203
Hire of facilities	29,831	46,574
Phone Mast Income	<u>38,230</u>	<u>38,230</u>
	<u>124,792</u>	<u>190,267</u>

Included within other trading activities is unrestricted income of £102,774 (2020: £179,765) and restricted income of £22,018 (2020: £10,502).

**5. INVESTMENT INCOME**

	31.8.21	31.8.20
	£	£
Deposit account interest	<u>222</u>	<u>625</u>

Included within deposit account interest is unrestricted income of £nil (2020: £nil) and restricted income of £222 (2020: £625).

**6. EXPENDITURE**

	Non-pay expenditure			31.8.21	31.8.20
	Staff costs £	Premises £	Other costs £	Total £	Total £
<b>Raising funds</b>					
<b>Costs incurred by trading for a fundraising purpose</b>					
Direct costs	-	-	260	260	2,276
<b>Charitable activities</b>					
<b>Academy's educational operations</b>					
Direct costs	4,963,399	235,724	724,880	5,924,003	5,887,358
Allocated support costs	<u>912,494</u>	<u>326,492</u>	<u>401,339</u>	<u>1,640,325</u>	<u>1,649,474</u>
	<u>5,875,893</u>	<u>562,216</u>	<u>1,126,479</u>	<u>7,564,588</u>	<u>7,539,108</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**6. EXPENDITURE - continued**

Net income/(expenditure) is stated after charging/(crediting):

	31.8.21	31.8.20
	£	£
Auditors' remuneration	12,725	10,226
Auditors' remn - non-audit	2,700	3,624
Professional fees	74,133	37,010
Depreciation - owned assets	<u>359,632</u>	<u>327,199</u>

**7. RAISING FUNDS**

Costs incurred by trading for a fundraising purpose

	31.8.21	31.8.20
	£	£
School Trip Costs	260	1,244
Bad debts	<u>-</u>	<u>1,032</u>
	<u>260</u>	<u>2,276</u>

Included within school trip costs are unrestricted amounts in the sum of £260 (2020: £1,244) and restricted amounts in the sum of £nil (2020: £nil).

Additionally there are restricted bad debt write off's of £nil (2020: £1,032)

**8. CHARITABLE ACTIVITIES - ACADEMY'S EDUCATIONAL OPERATIONS**

	Unrestricted funds £	Restricted funds £	31.8.21 Total funds £	31.8.20 Total funds £
Direct costs	15,231	5,908,772	5,924,003	5,887,358
Support costs	<u>30,751</u>	<u>1,609,574</u>	<u>1,640,325</u>	<u>1,649,474</u>
	<u>45,982</u>	<u>7,518,346</u>	<u>7,564,328</u>	<u>7,536,832</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**8. CHARITABLE ACTIVITIES - ACADEMY'S EDUCATIONAL OPERATIONS - continued**

	31.8.21	31.8.20
	Total	Total
	£	£
<b>Analysis of support costs</b>		
Support staff costs	912,494	923,268
Depreciation	11,333	3,714
Technology costs	39,104	15,169
Premises costs	326,492	335,307
Other support costs	261,344	321,156
Governance costs	89,558	50,860
	<u>1,640,325</u>	<u>1,649,474</u>
Total support costs	<u>1,640,325</u>	<u>1,649,474</u>

**9. SUPPORT COSTS**

	31.8.21	
	Academy's	31.8.20 Total
	educational	Activities
	operations	
Professional fees	74,133	37,010
Auditors remuneration		
Audit of financial statements	6,575	5,825
Over accrual of audit fees	1,875	-
Audit of accounts return	825	800
Audit of EOYC pension	795	773
Accounts preparation	2,655	2,653
Other non-audit services	2,700	3,624
	<u>89,558</u>	<u>50,860</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

One or more trustees has been paid remuneration or has received other benefits from an employment with the academy trust. 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. Other trustees did not receive any payments, other than expenses, from the academy trust in respect of their role as trustees. The value of trustees' remuneration and other benefits was as follows:

T Myton (Principal):

Remuneration £105,001 - £110,000, (year ended 2020: £95,001 - £100,000)

Employer's pension contributions £nil, (year ended 2020: £nil)

K Stewart (staff trustee):

Remuneration £25,001 - £30,000, (year ended 2020: £20,001 - £25,000)

Employer's pension contributions £nil - £5,000, (year ended 2020: £nil - £5,000)

Bob Kiabi (staff trustee):

Remuneration £45,001-£50,000 (year ended 2020: £nil) (appointed 23.10.2020, resigned 16.07.2021)

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**10. TRUSTEES' REMUNERATION AND BENEFITS - continued**

Employers pension contributions £5,001 - £10,000, (year ended 2020: £nil)

P Templeman-Wright (staff trustee):

Remuneration £nil (year ended 2020: £45,000 - £50,000)

Employer's pension contributions £nil (year ended 2020: £10,000 - £15,000)

C Nicholson (staff trustee):

Remuneration £nil (year ended 2020: £10,000 - £15,000)

Employer's pension contributions £nil (year ended 2020: £nil - £5,000)

**Trustees' expenses**

During the year ended 31 August 2021, expenses of £nil were reimbursed to trustees (year ended 2020: £1,545). Other related party transactions involving the trustees are set out in note 25.

**11. STAFF COSTS**

	31.8.21	31.8.20
	£	£
Wages and salaries	4,195,774	4,252,663
Social security costs	431,102	427,578
Operating costs of defined benefit pension schemes	<u>1,100,123</u>	<u>1,143,846</u>
	5,726,999	5,824,087
Supply teacher costs	124,908	128,160
Compensation payments	<u>23,986</u>	<u>17,278</u>
	<u><u>5,875,893</u></u>	<u><u>5,969,525</u></u>

Compensation payments comprise:

Redundancy payments	9,308	-
Settlement agreement costs	14,678	17,278
	23,986	17,278

**Non statutory / non-contractual staff severance payments**

There were non-statutory/non-contractual severance payments included in compensation payments of £14,678 (2020: £17,278).

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**11. STAFF COSTS - continued**

The average number of persons (including senior management team) employed by the academy trust during the year was as follows:

	31.8.21	31.8.20
Teachers	62	62
Administration and Support	57	60
Management	<u>9</u>	<u>8</u>
	<u>128</u>	<u>130</u>

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

	31.8.21	31.8.20
£60,001 - £70,000	2	3
£70,001 - £80,000	2	-
£80,001 - £90,000	2	2
£90,001 - £100,000	-	1
£100,001 - £110,000	<u>1</u>	<u>-</u>
	<u>7</u>	<u>6</u>

6 of the 7 above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2021, pension contributions for these staff amounted to £106,177 (2020: £111,781).

The key management personnel of the academy trust comprise the trustees and the senior leadership team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employers national insurance contributions) received by key management personnel for their services to the academy trust was £881,085 (2020: £750,449).

**12. TRUSTEES' AND OFFICERS' INSURANCE**

The academy trust has opted into the Department of 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 trust 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.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted funds £	Restricted fixed asset funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>				
Donations and capital grants	135	-	22,855	22,990
<b>Charitable activities</b>				
Funding for the academy's educational operations	127,534	6,695,417	-	6,822,951
Other trading activities	179,765	10,502	-	190,267
Investment income	-	625	-	625
<b>Total</b>	<b>307,434</b>	<b>6,706,544</b>	<b>22,855</b>	<b>7,036,833</b>
<b>EXPENDITURE ON</b>				
Raising funds	1,244	1,032	-	2,276
<b>Charitable activities</b>				
Academy's educational operations	99,489	7,110,143	327,200	7,536,832
<b>Total</b>	<b>100,733</b>	<b>7,111,175</b>	<b>327,200</b>	<b>7,539,108</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>206,701</b>	<b>(404,631)</b>	<b>(304,345)</b>	<b>(502,275)</b>
<b>Transfers between funds</b>	<b>(308,412)</b>	<b>157,708</b>	<b>150,704</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>				
Actuarial gains on defined benefit schemes	-	394,000	-	394,000
<b>Net movement in funds</b>	<b>(101,711)</b>	<b>147,077</b>	<b>(153,641)</b>	<b>(108,275)</b>
<b>RECONCILIATION OF FUNDS</b>				
<b>Total funds brought forward</b>	<b>1,083,907</b>	<b>(1,740,732)</b>	<b>17,673,232</b>	<b>17,016,407</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>982,196</b>	<b>(1,593,655)</b>	<b>17,519,591</b>	<b>16,908,132</b>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**14. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>					
At 1 September 2020	19,600,928	23,683	6,000	93,895	19,724,506
Additions	<u>131,942</u>	<u>10,099</u>	<u>-</u>	<u>70,017</u>	<u>212,058</u>
At 31 August 2021	<u>19,732,870</u>	<u>33,782</u>	<u>6,000</u>	<u>163,912</u>	<u>19,936,564</u>
<b>DEPRECIATION</b>					
At 1 September 2020	2,192,334	2,545	5,200	25,256	2,225,335
Charge for year	<u>314,298</u>	<u>3,034</u>	<u>600</u>	<u>41,700</u>	<u>359,632</u>
At 31 August 2021	<u>2,506,632</u>	<u>5,579</u>	<u>5,800</u>	<u>66,956</u>	<u>2,584,967</u>
<b>NET BOOK VALUE</b>					
At 31 August 2021	<u>17,226,238</u>	<u>28,203</u>	<u>200</u>	<u>96,956</u>	<u>17,351,597</u>
At 31 August 2020	<u>17,408,594</u>	<u>21,138</u>	<u>800</u>	<u>68,639</u>	<u>17,499,171</u>

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.8.21 £	31.8.20 £
Trade debtors	750	12,973
Other debtors	104,014	33,076
VAT	18,821	28,984
Prepayments and accrued income	<u>50,778</u>	<u>47,990</u>
	<u>174,363</u>	<u>123,023</u>

**16. CURRENT ASSET INVESTMENTS**

	31.8.21 £	31.8.20 £
Unlisted investments	<u>50,000</u>	<u>50,000</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.8.21	31.8.20
	£	£
Other loans (see note 19)	3,500	3,500
Trade creditors	-	77
Social security and other taxes	103,762	105,860
Other creditors	104,499	104,005
Accrued expenses	215,813	128,291
Deferred Income	<u>79,572</u>	<u>106,785</u>
	<u>507,146</u>	<u>448,518</u>

**DEFERRED INCOME**

	31.8.21	31.8.20
	£	£
Deferred income at 1 September 2020	106,785	27,624
Resources deferred in the year	79,572	106,785
Amounts released from previous periods	(106,785)	(27,624)
Deferred income at 31 August 2021	79,572	106,785

Deferred income at 31 August 2021 represents £79,572 (2020: £106,785) of school trip and other School Fund income collected before the year end and paid over to agents after the year end. Deferred income also includes £16,292 (2020: £16,292) in relation to rates relief income received in advance from the Education and Skills Funding Agency but which the academy trust is entitled to for the period 1 September 2020 to 31 March 2021.

**18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.8.21	31.8.20
	£	£
Other loans (see note 19)	<u>10,750</u>	<u>14,250</u>

**19. LOANS**

An analysis of the maturity of loans is given below:

	31.8.21	31.8.20
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>3,500</u>	<u>3,500</u>
Amounts falling between one and two years:		
Other loans - 1-2 years	<u>3,500</u>	<u>3,500</u>
Amounts falling due between two and five years:		
Other loans - 2-5 years	<u>7,250</u>	<u>10,500</u>



**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

19. **LOANS - continued**

31.8.21	31.8.20
£	£

Amounts falling due in more than five years:

**Repayable by instalments:**

Other loans more 5yrs instal	-	250
------------------------------	---	-----

Included within other loans are remaining loan balances totalling £14,250 (2020: £17,750) from Salix which were provided on the following terms. A loan of £12,000 is repayable over an 8 year duration, with six-monthly repayments of £750 which commenced in March 2017. A loan of £16,000 is repayable over an 8 year duration, with six-monthly repayments of £1,000 which was due to commence in March 2018.

## 20. 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.

## 21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted fund £	Restricted funds £	Restricted fixed asset funds £	31.8.21 Total funds £
Fixed assets	-	-	17,351,597	17,351,597
Current assets	1,123,431	942,193	-	2,065,624
Current liabilities	-	(503,646)	(3,500)	(507,146)
Long term liabilities	-	-	(10,750)	(10,750)
Pension liability	-	(2,520,000)	-	(2,520,000)
	<u>1,123,431</u>	<u>(2,081,453)</u>	<u>17,337,347</u>	<u>16,379,325</u>

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

				31.8.20
			Restricted	
	Unrestricted	Restricted	fixed	Total
	fund	funds	asset	funds
	£	£	funds	£
Fixed assets	-	-	17,499,171	17,499,171
Current assets	982,196	678,363	38,170	1,698,729
Current liabilities	-	(445,018)	(3,500)	(448,518)
Long term liabilities	-	-	(14,250)	(14,250)
Pension liability	-	(1,827,000)	-	(1,827,000)
	982,196	(1,593,655)	17,519,591	16,908,132

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**22. MOVEMENT IN FUNDS**

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
<b>Restricted general funds</b>				
General Annual Grant	-	424,542	(150,574)	273,968
FRS17 Pension Fund	(1,827,000)	(693,000)	-	(2,520,000)
School Voluntary Fund	156,303	(345)	-	155,958
BUILDINGS	541,463	(12,433)	-	529,030
ESFA	49,042	(49,042)	-	-
ESFA Capital	3,337,207	(89,587)	147,074	3,394,694
Donations from school	13,422,164	(222,476)	-	13,199,688
GAG Capital Funding	218,757	(8,322)	3,500	213,935
Pupil Premium	28,000	(28,000)	-	-
Catch Up Premium	-	8,621	-	8,621
	<u>15,925,936</u>	<u>(670,042)</u>	<u>-</u>	<u>15,255,894</u>
<b>Unrestricted fund</b>				
General fund	982,195	141,236	-	1,123,431
	<u>982,195</u>	<u>141,236</u>	<u>-</u>	<u>1,123,431</u>
<b>TOTAL FUNDS</b>	<u>16,908,131</u>	<u>(528,806)</u>	<u>-</u>	<u>16,379,325</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**22. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Restricted general funds</b>				
General Annual Grant	6,065,431	(5,640,889)	-	424,542
FRS17 Pension Fund	-	(270,000)	(423,000)	(693,000)
School Voluntary Fund	71,890	(72,235)	-	(345)
BUILDINGS	-	(12,433)	-	(12,433)
ESFA	94,008	(143,050)	-	(49,042)
ESFA Capital	22,563	(112,150)	-	(89,587)
Other government grants	181,169	(181,169)	-	-
Donations from school	4,250	(226,726)	-	(222,476)
GAG Capital Funding	-	(8,322)	-	(8,322)
Pupil Premium	428,517	(456,517)	-	(28,000)
Coronavirus Job Retention Scheme	6,472	(6,472)	-	-
Catch Up Premium	66,960	(58,339)	-	8,621
Teachers Pay and Pension Grant Fund	300,724	(300,724)	-	-
Other COVID-19 Funding	29,320	(29,320)	-	-
	<u>7,271,304</u>	<u>(7,518,346)</u>	<u>(423,000)</u>	<u>(670,042)</u>
<b>Unrestricted fund</b>				
General fund	187,478	(46,242)	-	141,236
	<u>187,478</u>	<u>(46,242)</u>	<u>-</u>	<u>141,236</u>
<b>TOTAL FUNDS</b>	<u>7,458,782</u>	<u>(7,564,588)</u>	<u>(423,000)</u>	<u>(528,806)</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**22. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
<b>Restricted general funds</b>				
General Annual Grant	-	(155,451)	155,451	-
FRS17 Pension Fund	(1,913,000)	86,000	-	(1,827,000)
School Voluntary Fund	172,268	(15,965)	-	156,303
BUILDINGS	553,897	(12,434)	-	541,463
ESFA	-	49,042	-	49,042
ESFA Capital	3,246,451	(56,447)	147,203	3,337,207
Other government grants	-	(2,257)	2,257	-
Donations from school	13,648,835	(226,672)	1	13,422,164
GAG Capital Funding	224,049	(8,792)	3,500	218,757
Pupil Premium	-	28,000	-	28,000
	<u>15,932,500</u>	<u>(314,976)</u>	<u>308,412</u>	<u>15,925,936</u>
<b>Unrestricted fund</b>				
General fund	1,083,907	206,701	(308,412)	982,196
	<u>17,016,407</u>	<u>(108,275)</u>	<u>-</u>	<u>16,908,132</u>
<b>TOTAL FUNDS</b>				

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**22. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Restricted general funds</b>				
General Annual Grant	5,728,906	(5,884,357)	-	(155,451)
FRS17 Pension Fund	-	(308,000)	394,000	86,000
School Voluntary Fund	66,780	(82,745)	-	(15,965)
BUILDINGS	-	(12,434)	-	(12,434)
ESFA	174,693	(125,651)	-	49,042
ESFA Capital	22,855	(79,302)	-	(56,447)
Other government grants	133,885	(136,142)	-	(2,257)
Donations from school	-	(226,672)	-	(226,672)
GAG Capital Funding	-	(8,792)	-	(8,792)
Pupil Premium	362,138	(334,138)	-	28,000
Coronavirus Job Retention Scheme	11,584	(11,584)	-	-
Teachers Pay and Pension Grant Fund	228,558	(228,558)	-	-
	<u>6,729,399</u>	<u>(7,438,375)</u>	<u>394,000</u>	<u>(314,976)</u>
<b>Unrestricted fund</b>				
General fund	307,434	(100,733)	-	206,701
	<u>307,434</u>	<u>(100,733)</u>	<u>-</u>	<u>206,701</u>
<b>TOTAL FUNDS</b>	<u>7,036,833</u>	<u>(7,539,108)</u>	<u>394,000</u>	<u>(108,275)</u>

The Pupil Premium and Coronavirus Job Retention Scheme funds have been formed and split in the year from ESFA and Other Government grants. This includes the prior year, however the total movement in funds is unchanged and is for disclosure purposes only.

**23. PENSION AND SIMILAR OBLIGATIONS**

The academy trust'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 London Borough of Croydon.. Both are multi-employer defined benefit schemes.

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

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**23. PENSION AND SIMILAR OBLIGATIONS - continued**

**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 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 specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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

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

The employer's pension costs paid to TPS in the period amounted to £0 (2020 - £722,183).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

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

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**23. PENSION AND SIMILAR OBLIGATIONS - continued****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 2021 was £192,000 (2020 - £224,000), of which employer's contributions totalled £143,000 (2020 - £171,000), and employees' contributions totalled £49,000 (2020 - £53,000). The agreed contribution rates for future years are 21 per cent for employers and 5.50 per cent for employees.

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

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

	Defined benefit pension plans	
	31.8.21	31.8.20
	£	£
Current service cost	380,000	438,000
Net interest from net defined benefit asset/liability	33,000	37,000
Past service cost	-	4,000
	<u>413,000</u>	<u>479,000</u>
Actual return on plan assets	<u>42,000</u>	<u>41,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	31.8.21	31.8.20
	£	£
Opening defined benefit obligation	4,254,000	4,105,000
Current service cost	380,000	438,000
Past service cost	-	4,000
Contributions by scheme participants	49,000	53,000
Interest cost	75,000	78,000
Benefits paid	(48,000)	(91,000)
Remeasurements:		
Actuarial (gains)/losses from changes in demographic assumptions	68,000	(31,000)
Actuarial (gains)/losses from changes in financial assumptions	817,000	(35,000)
Oblig other remeasurement	<u>(57,000)</u>	<u>(267,000)</u>
	<u>5,538,000</u>	<u>4,254,000</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**23. PENSION AND SIMILAR OBLIGATIONS - continued**

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	31.8.21	31.8.20
	£	£
Opening fair value of scheme assets	2,427,000	2,192,000
Contributions by employer	143,000	171,000
Contributions by scheme participants	49,000	53,000
Expected return	42,000	41,000
Benefits paid	(48,000)	(91,000)
Return on plan assets (excluding interest income)	<u>405,000</u>	<u>61,000</u>
	<u><u>3,018,000</u></u>	<u><u>2,427,000</u></u>

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	31.8.21	31.8.20
	£	£
Actuarial (gains)/losses from changes in demographic assumptions	(68,000)	31,000
Actuarial (gains)/losses from changes in financial assumptions	(817,000)	35,000
Oblig other remeasurement	57,000	267,000
Return on plan assets (excluding interest income)	<u>405,000</u>	<u>61,000</u>
	<u><u>(423,000)</u></u>	<u><u>394,000</u></u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	31.8.21	31.8.20
Equities	67%	64%
Bonds	19%	22%
Property	12%	13%
	-	1%
Cash	<u>2%</u>	<u>-</u>
	<u><u>100%</u></u>	<u><u>100%</u></u>



**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**23. PENSION AND SIMILAR OBLIGATIONS - continued**

Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages):

	31.8.21	31.8.20
Discount rate	1.65%	1.70%
Future salary increases	2.90%	2.20%
Future pension increases	2.90%	2.20%

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

Retiring today		
Males	22.1	21.9
Females	24.3	23.9
Retiring in 20 years		
Males	23	22.5
Females	26	25.3

Sensitivity analysis

	31.8.21
	£
0.1% decrease in Real Discount Rate	122,000
1 year increase in member life expectancy	222,000
0.1% increase in the Salary Increase Rate	8,000
0.1% increase in the Pension Increase Rate (CPI)	113,000

**24. LONG-TERM COMMITMENTS, INCLUDING OPERATING LEASES**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.8.21	31.8.20
	£	£
Within one year	16,351	16,351
Between one and five years	<u>16,351</u>	<u>32,703</u>
	<u>32,702</u>	<u>49,054</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**25. RELATED PARTY DISCLOSURES**

Owing to the nature of the academy trust and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations or individuals in which a trustee or member of senior management has an interest. All transactions involving such organisations or individuals are conducted at arm's length and in accordance with the academy trust's financial regulations and normal procurement procedures. The following related party transactions took place in the period of account:

M Francis, a member of the academy trust's senior management team has a close family relationship with G Barras, an employee of the academy trust. The remuneration, including employer pension contributions, of the member of staff concerned for the year was in the range £35,000-£40,000 (2020: £35,000-£40,000). M Francis is not a member of the Pay Review Committee of the academy trust.

M Garcia, the academy trust's Secretary and business manager, has a close family relationship with K Morgan, an employee of the academy trust. The remuneration, including employer pension contributions, of the member of staff concerned for the year was in the range £25,000-£30,000 (2020: £20,000-£25,000). M Garcia is not a member of the Pay Review Committee of the academy trust.

C Nicholson, a member of the academy trust's senior management team has a close family relationship with D Stuart, an employee of the academy trust. The remuneration, including employer pension contributions, of the member of staff concerned for the year was in the range £60,000-£65,000 (2020: £60,000-£65,000). C Nicholson is not a member of the Pay Review Committee of the academy trust.

The principal has a close relationship with the Director of MSquared Consulting Limited who was hired by the school to provide education advice and assistance during the year. Services provided amounted to £1,790 (2020: £1,056) and the ESFA were notified prior to the engagement taking place.

All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

**26. AGENCY ARRANGEMENTS**

The academy trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ended 31 August 2021 the trust received £15,445 (2020: £18,774) and disbursed £15,422 (2020: £18,820), including an allocation for administration costs incurred, from the fund. An amount of £1,925 (2020: £2,674) is included in other creditors relating to undistributed funds that are repayable to ESFA.

The academy trust distributed laptops to students as an agent for ESFA. In the accounting period ended 31 August 2021 the trust received laptops to the value of £38,841 (2020: £nil) and disbursed £38,841 (2020: £nil) of laptops to students.

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

	31.8.21 £	31.8.20 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and capital grants</b>		
Donations	6,950	135
Grants	<u>22,563</u>	<u>22,855</u>
	29,513	22,990
<b>Other trading activities</b>		
Other Income	40,904	85,260
Music Tuition	15,827	20,203
Hire of facilities	29,831	46,574
Phone Mast Income	<u>38,230</u>	<u>38,230</u>
	124,792	190,267
<b>Investment income</b>		
Deposit account interest	222	625
<b>Charitable activities</b>		
Catering Income	84,704	127,534
Trip Income	46,950	55,653
Other Grants	<u>7,172,601</u>	<u>6,639,764</u>
	<u>7,304,255</u>	<u>6,822,951</u>
<b>Total incoming resources</b>	7,458,782	7,036,833
<b>EXPENDITURE</b>		
<b>Costs incurred by trading for a fundraising purpose</b>		
School Trip Costs	260	1,244
Bad debts	<u>-</u>	<u>1,032</u>
	260	2,276
<b>Charitable activities</b>		
Wages	3,649,713	3,718,240
Social security	387,480	389,060
Pensions	777,312	793,519
Supply teacher costs	124,908	128,160
Compensation payments	23,986	17,278
Carried forward	4,963,399	5,046,257

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

	31.8.21 £	31.8.20 £
<b>Charitable activities</b>		
Brought forward	4,963,399	5,046,257
Technology costs	117,312	45,509
Educational supplies	236,448	233,700
Examination fees	87,236	93,999
Staff development	10,436	10,793
Goods and services	239,447	211,700
Freehold property	235,724	234,257
Short leasehold	-	752
Fixtures and fittings	2,276	-
Motor vehicles	450	450
Computer equipment	31,275	9,941
	<u>5,924,003</u>	<u>5,887,358</u>
<b>Support costs</b>		
<b>Management</b>		
Wages	546,061	534,423
Social security	43,622	38,518
Pensions	322,811	350,327
Technology costs	39,104	15,169
Maintenance of premises and equipment	132,460	115,608
Rent and rates	252	9,999
Energy costs	79,426	77,794
Insurance	21,263	40,630
Security and transport	14,517	13,190
Freehold property	78,574	78,086
Fixtures and fittings	758	250
Motor vehicles	150	150
Computer equipment	10,425	3,314
Other costs	228,344	284,156
	<u>1,517,767</u>	<u>1,561,614</u>
<b>Other 3</b>		
Expected return on pension scheme assets	(42,000)	(41,000)
Interest on pension scheme liabilities	75,000	78,000
	<u>33,000</u>	<u>37,000</u>
<b>Governance costs</b>		
Auditors' remuneration	89,558	50,860
<b>Total resources expended</b>	<u>7,564,588</u>	<u>7,539,108</u>
<b>Net expenditure</b>	<u>(105,806)</u>	<u>(502,275)</u>