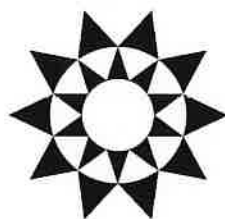


# **JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**

## **TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2021**



**WR**  
**Partners**  
Protecting your future.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

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|  |   |
|--|---|
| <b>Members</b>                         | Emma Carr<br>Justyn Crane<br>Phillipa Henry (resigned 6 October 2020)<br>Lucy Potter<br>Helen Thomas<br>Kevin Welford   |
| <b>Trustees</b>                        | Debbie Clueit, Parent Trustee (appointed 4 April 2021)<br>Andrew Collard, Staff Trustee <sup>1</sup><br>Andrew Evans, Headteacher and Accounting Officer <sup>1</sup><br>Julie Godfrey, Parent Trustee (resigned 8 December 2020)<br>Joanne Hartness, Appointed Trustee <sup>1</sup><br>Donald Henderson, Staff Trustee (resigned 18 October 2020) <sup>1</sup><br>Phillipa Henry, Staff Trustee (resigned 26 May 2021)<br>Robert Jenkins, Appointed Trustee <sup>1</sup><br>Alison Jones, Co-opted Trustee (appointed 4 April 2021)<br>John Otieno, Parent Trustee (appointed 23 April 2021)<br>Lucy Potter, Appointed Trustee and Chair <sup>1</sup><br>Roger Price, Parent Trustee (resigned 8 February 2021) <sup>1</sup><br>Louise Ronan, Co-opted Trustee (resigned 2 October 2020) <sup>1</sup><br>Penny Seaborn-Williams, Co-opted Trustee (resigned 26 May 2021)<br>Nina Shields, Co-opted Trustee (appointed 4 April 2021) <sup>1</sup><br>Nina Stone, Appointed Trustee (appointed 23 March 2021) <sup>1</sup><br>Tom Whelligan-Fell, Co-opted Trustee (appointed 4 April 2021)<br>Tom Williams, Appointed Trustee (appointed 1 December 2020) <sup>1</sup><br>Rachel Ussher, Appointed Trustee and Vice Chair (appointed 31 January 2021) |
|  | <sup>1</sup> Members of the Finance, Audit and Premises Committee   |
| <b>Company registered number</b>       | 07631985  |
| <b>Company name</b>                    | John Masefield High School and Sixth Form Centre  |
| <b>Principal and registered office</b> | Mabel's Furlong<br>Ledbury<br>Herefordshire<br>HR8 2HF  |

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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|                               |  |
|-------------------------------|--|
| <b>Company secretary</b>      | Rebecca French   |
| <b>Chair of Trustees</b>      | Lucy Potter  |
| <b>Senior management team</b> | Andrew Evans, Headteacher<br>Andrew Collard, Deputy Headteacher<br>Peter Hammond, Assistant Headteacher<br>Andrew Williams, Assistant Headteacher<br>Lana Laidler, Faculty Leader, Extended SLT<br>Karen Barker, SENCO, Extended SLT<br>Dean Wyatt, Extended SLT |
| <b>Independent auditors</b>   | WR Partners<br>Chartered Accountants<br>Statutory Auditors<br>Belmont House<br>Shrewsbury Business Park<br>Shrewsbury<br>Shropshire<br>SY2 6LG   |
| <b>Bankers</b>                | Barclays Bank PLC<br>1-3 Broad Street<br>Hereford<br>Herefordshire<br>HR4 9BA  |
| <b>Solicitors</b>             | Browne Jacobson LLP<br>Victoria House<br>Victoria Square<br>Birmingham<br>B2 4BU   |

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Trustees (who act as governors of John Masefield High School and Sixth Form Centre and are also directors of the charitable company for the purposes of company law) present their annual report together with the audited financial statements of John Masefield High School and Sixth Form Centre (the Academy) for the year ended 31 August 2021. The annual report serves the purposes of both a Trustees' report, and a directors' report under company law.

The purposes of the Academy are those set out in the Articles of Association and the Funding Agreement.

The principal activity is the provision of public benefit education by maintaining, managing and developing an 11 to 18 years comprehensive school offering a broad and balanced curriculum.

The Trustees ensure the school operates as a state funded, mixed, independent school for students aged 11 to 18 of all abilities, drawing mainly from the area in which it is situated.

The school's capacity is 930 pupils including 180 places in the sixth form.

To develop a school offering a broad and balanced curriculum, the curriculum is designed to have strengths in the 8 main faculty areas in the school; English, Mathematics, the Sciences, Modern Foreign Languages, the Humanities, Performing Arts, Technology and Enterprise, and PE and Health.

The aims of JMHS are to

- Provide excellent and enjoyable learning for all members of the school.
- Enable each individual to achieve his or her personal best.
- To be a community where we all support each other.

We achieve these aims through:

- Developing a broad and balanced curriculum, with teaching clearly structured and sequenced so that all students can build their knowledge and understanding.
- Ensuring teaching is of a consistently high quality.
- Creating high expectations of student behaviour and learning and clear and consistent routines.
- Providing high quality pastoral care and working with parents to help all students thrive and succeed.

## **Structure, governance and management**

### **a. Constitution**

The Academy was incorporated on 12 May 2011 and commenced as an Academy Trust from 1 June 2011. The Academy Trust is a company limited by guarantee and an exempt charity. John Masefield High School and Sixth Form Centre's Memorandum and Articles of Association, together with the Funding Agreement, are the primary governing documents of the Academy Trust. Both documents have been updated in the course of the year to bring them in line with current statutory guidelines.

The charitable company's Memorandum of Association is the primary governing document of the Academy Trust.

The Trustees act as the Governors for the charitable activities of John Masefield High School and Sixth Form Centre and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as John Masefield High School and Sixth Form Centre.

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

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**Members**

The Members of an academy have a different status from Trustees. The Members are the subscribers to the academy's memorandum of association, have an overview of the governance arrangements and can hold the Trustees to account whilst the Trustees hold the school leadership team and Headteacher to account. Members are not involved in the day to day running of the school nor do they hold school leaders to account.

**b. 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.

**c. Trustees' indemnities**

The term Trustee, Director and Governor mean the same body of people. Trustees are responsible under the academy's articles of association for controlling its management and administration. They have responsibility for directing its affairs and for ensuring that it is solvent, well run and delivering the trust's charitable outcomes for the benefit of the public, holding the school's leadership and Headteacher to account.

A Trustee may benefit from any indemnity arrangement purchased at the Academy Trust's expense or any arrangement so agreed with the Secretary of State to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust: provided that any such arrangement shall not extend to (i) any claim arising from any act or omission which the Trustees (or any of them) knew to be a breach of trust or breach of duty or which was committed by the Trustees (or any of them) in reckless disregard to whether it was a breach of trust or breach of duty or not; and (ii) the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees (or any of them) in their capacity as directors of the Academy Trust.

In accordance with normal commercial practice the Academy has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance cover up to £5,000,000 on any one claim.

**d. Method of recruitment and appointment or election of Trustees**

Eligibility to act as a Trustee of the John Masefield High School and Sixth Form Centre is within the Constitutional Framework and Clauses 65-81 of the Articles of Association.

Trustees are sought via election from the parent body. Other Trustees, including those who are staff members, are co-opted on the recommendation of Trustees based on the needs identified from the competency framework for governors; they are then appointed by members in line with the Articles of Association.

The Governing Body has an ongoing policy of attracting Trustees with a range of skills and backgrounds to provide the Academy with the best possible advice and support; those sought must importantly be willing to be very committed to the role of a Trustee, including a willingness to take on continuous development and education for their role and be proactive in their link governor roles.

Trustees are appointed for a four-year period. This time limit does not apply to the Headteacher.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**e. Policies adopted for the induction and training of Trustees**

The school has adopted an in-house programme of induction for all new Trustees. This includes all relevant information about the school, the Company and the Trust, being amalgamated in an induction pack sent electronically to all new Trustees.

Each new Trustee meets with the Headteacher, Chair of Trustees and Clerk to Trustees. Trustees are appointed for a four-year period. As part of their induction, Trustees are asked to use the modular training we have bought online via the National Association of Governors (NGA) and "The Key for School Governors", to access training for induction, as well as all areas of training for governors throughout their tenure. JMHS can also access induction training through the SLA with Hereford Governors Association (HGA).

Training is provided in house by the Headteacher, other relevant staff, such as the Designated Safeguarding Lead (DSL), and our school improvement partner (SIP). This includes looking at data produced by the DfE as well as studying internal data. All Trustees can access "The Key for School Governors" where information from experts can be accessed and questions posed to these experts. In addition, all Trustees can access modular training we have accessed via the National Association of Governors (NGA) and as a whole Governing body we can access advice from the NGA advisors on governance issues including legal matters. Training is sought through the Hereford Governors Association (HGA), of which we are members. The Trustees can access courses including areas such as induction for new governors, finance, performance management and safeguarding.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**f. Organisational structure**

The Board of Trustees act upon guidance for Trustees as set out in the Governance Handbook 2020. The Board of Trustees manage the Academy on behalf of the Members of the Academy Trust. Their core functions are:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff;
- Overseeing the financial performance of the school and making sure its money is well spent;
- To employ staff.

All decisions reserved for the Board of Trustees are taken at the appropriate level. Committees have delegated functions according to their terms of reference. Committees are empowered to make decisions on behalf of the Board of Trustees which they shall report at its next meeting, or make recommendations to the Board of Trustees for approval or rejection. All decisions delegated to management are clearly communicated and outcomes monitored.

The Headteacher acts as the accounting officer and works in close collaboration with the Chair of the Finance & Audit Committee and the committee, auditors and the finance manager.

Trustees are responsible for setting strategic direction and general policy. They adopt an annual development plan and budget and monitor the development of the Academy through these. They make decisions about the future direction of the Academy, capital expenditure and, with the Senior Leadership Team, on staff appointments.

Committees monitor the effectiveness of the school in terms of:

- Finance and Audit;
- Teaching, Learning and Progress;
- Personnel and Welfare;
- Premises, Health & Safety.

There is a designated link governor who looks at health and safety and reports to the Premises, Health & Safety Committee and where relevant, the Personnel and Welfare Committee. Meetings are held at least termly and are supported by senior leaders and relevant staff of the school. Evidence such as internal and external data, papers that detail current position and development plans, and benchmarking are provided for Trustees' information.

The school retained the services of Mike Merchant to act as a School Improvement Partner from September 2020 until June 2021. In June 2021 the services of Stephen Brownlow were enlisted to continue this role, providing Trustees further objective evidence, supporting and challenging the work of the senior leadership team.

The full details of the procedural workings and roles of the members, Trustees, committees and individuals can be found in our procedural document: "Procedural Working for Members and Trustees of JMHS and Sixth Form Centre".

The table on page 7 identifies the 4 sub committees and the membership of them in 2020-21.



**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**Structure, governance and management (continued)**

|                          | <b>Teaching, Learning &amp; Progress Committee</b>                    | <b>Finance &amp; Audit Committee</b>  | <b>Personnel &amp; Welfare Committee</b>   | <b>Premises, Health &amp; Safety</b>   |
|--------------------------|---|---|--|--|
| <b>Chair</b>             | Philippa Henry  | Louise Ronan (from 12/05/20 until 29/09/20)<br>Joanne Hartness (from 29/09/20)  | Rachel Ussher  | Penny Seaborn-Williams (Temporary) (01/09/20 until 26/06/21 resigned)                            |
| <b>Vice Chair</b>        | Lucy Potter (until 13/10/20)<br>Robert Jenkins (from 13/10/20)        | Lucy Potter   | Phillipa Henry (until 10 July 2021 End of term)  | Phillipa Henry (Temporary) (01/09/20 – 10/07/21 End of Term)                                     |
| <b>Committee Members</b> | Robert Jenkins<br>Tom Whelligan-Fell (from 23/03/21)<br>Rachel Ussher | Andrew Collard<br>Joanne Hartness (from 19/05/20 to 29/09/20)<br>Andy Evans<br>Donald Henderson (End of term 17/10/20)<br>Roger Price (from 17/01/20 until 29/09/20 Resigned)<br>Robert Jenkins (from 29/09/20)<br>Tom Williams (from 01/12/20)<br>Nina Shields (from 23/03/21)<br>Nina Stone (from 23/03/21) | Penny Seaborn-Williams (resigned)<br>Rachel Ussher<br>Julie Godfrey (from 17/01/20)<br>Robert Jenkins<br>John Otieno (from 23/04/21) | Roger Price (Resigned 29/09/20)<br>Alison Jones (from 23/03/21)<br>Debbie Clueit (from 23/04/21) |
| <b>Staff Officer</b>     | Andrew Collard  | Sarah Thomas (to May 2021)<br>Joanne Hickling (from May 2021)   | Andy Williams  | Wendy Bradbeer   |

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**Structure, governance and management (continued)**

**Organisational Structure of the Extended Leadership Team – Roles and Responsibilities 2020/21**

| <b>Andy Evans<br/>Headteacher</b>  | <b>Andy Collard<br/>Deputy Headteacher</b>   | <b>Wendy Bradbeer<br/>School Business<br/>Manager</b>   | <b>Mark Hawksworth<br/>Assistant Headteacher</b>  |
|--|--|---|---|
| <b>Lead on curriculum, whole school performance and standards</b> <ul style="list-style-type: none"> <li>Curriculum planning and training</li> <li>Monitoring and standards and outcomes</li> <li>Strategic and financial planning</li> <li>School Development Plan</li> <li>Leadership and management</li> </ul> <b>Line manage Deputy and Assistant Headteachers (MH &amp; PMH), Maths, Science, Finance Manager and Special Educational Needs</b> | <b>Lead on improving teaching and learning and deputise for the Headteacher</b> <ul style="list-style-type: none"> <li>Leading and improving teaching and learning</li> <li>Lead Staff INSET</li> <li>Develop SLT line management strategy</li> <li>Lead NPQML</li> <li>Marketing JMHS</li> <li>New staff induction programme</li> <li>Deputise for the Headteacher</li> </ul> <b>Line manage Performing Arts, English, Art, History, Geography, RE, Assistant Headteachers (ALW) and School Business Manager (WB)</b> | <b>Lead site and facilities development and the support staff team</b> <ul style="list-style-type: none"> <li>Calendar</li> <li>Health and safety, school site and grounds</li> <li>Communications and press officer</li> <li>Contractors, cleaning and catering</li> <li>Duties and supervision</li> <li>GDPR/Data Protection Lead</li> <li>Statutory compliance with site legislation</li> </ul> <b>Line manage support staff and contractors</b> | <b>Lead Sixth Form</b> <ul style="list-style-type: none"> <li>Maximise Sixth Form achievement, recruitment and progress</li> <li>Sixth Form Improvement Plan</li> </ul> <b>Line manage Vocational faculty, Languages, PE and the Sixth Form Leadership Team</b> |

| <b>Andy Williams<br/>Assistant Headteacher</b>  | <b>Karen Barker<br/>ESLT</b>  | <b>Lana Laidler<br/>ESLT</b>   | <b>Dean Wyatt<br/>ESLT</b>  |
|---|---|--|---|
| <b>Lead student support, safeguarding, equalities and improving behaviour</b> <ul style="list-style-type: none"> <li>Designated Safeguarding Lead</li> <li>Pastoral system</li> <li>Equalities policies</li> <li>Positive discipline</li> <li>Looked After Children</li> <li>Year Leader for Y11</li> </ul> <b>Line manage Year Leaders and DLW</b> | <b>SENDCO</b> <ul style="list-style-type: none"> <li>SENDCO</li> <li>Reading strategy</li> <li>Develop role and skills of TAs &amp; HLTAs</li> </ul> <b>Line manage The Hub TAs/HLTAs</b> | <b>Curriculum planning, teacher deployment and timetabling</b> <ul style="list-style-type: none"> <li>Curriculum model</li> <li>Teacher deployment and recruitment plan</li> <li>Timetable including options for Y9 and Y12</li> </ul> <b>Faculty Leader Maths</b> | <b>Lead primary transition, house system and improving attendance</b> <ul style="list-style-type: none"> <li>Overview of House System</li> <li>Deputy DSL</li> <li>Senior Year Leader</li> <li>Improving attendance</li> <li>Year Leader for Y7</li> </ul> <b>Line manage Student Services Assistants</b> |

**Additional responsibilities for SLT member**

1. SLT duty days - dealing with incidents, complaints and enquiries on duty day, ensuring success of key events on these days
2. Before school, brunch, lunch and after school duties on a daily basis ensuring safety and high visibility
3. Strategic and operational planning through weekly and extended SLT meetings
4. Act as an officer for a relevant governors' committee
5. Mentor a selection of targeted students
6. Assemblies

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**g. Arrangements for setting pay and remuneration of key management personnel**

The pay committee meets annually to determine pay increases for staff following the completion of the school's performance management programme. This applies to key management personnel also.

The Headteacher's salary is calculated using the Department for Education (DfE) document "School teacher's pay and conditions document 2021". For Headteacher, Deputy Headteacher and Assistant Headteachers pay, the leadership pay scale is applied. The Headteacher pay range is calculated based on the number of pupils on the school roll and applying a unit value for the number of pupils depending on specific key stage, from this a total score is identified.

Staff are employed on national teaching pay scales as identified in the DfE "School teacher's pay and conditions document 2021" document. Support staff pay scales are identified as John Masefield High School and Sixth Form Centre grades, but these are based on Herefordshire Council's salary chart. These grades were developed during the job evaluation process in 2004, job descriptions were allocated points. Each salary grade, has a range of points; each job attributes their score to the value on the pay scales.

**h. Trade union facility time**

**Relevant union officials**

|   |   |
|---|---|
| Number of employees who were relevant union officials during the year | 1 |
| Full-time equivalent employee number                                  | 1 |

**Percentage of time spent on facility time**

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

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

|   |           |
|---|-----------|
| Total cost of facility time                         | 624       |
| Total pay bill                                      | 4,115,576 |
| Percentage of total pay bill spent on facility time | - %       |

**Paid trade union activities**

|   |       |
|---|-------|
| Time spent on paid trade union activities as a percentage of total paid facility time hours | 100 % |
|---|-------|

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**i. Related parties and other connected charities and organisations**

We work with the following organisations:

- University of Worcester, University of Gloucestershire and Prince Henry's High School Evesham as partners in delivering initial teacher training.
- The Ledbury Cluster of schools including Ashperton, Bosbury, Cradley, Colwall, Eastnor, Ledbury and Much Marcle Primary Schools on the provision of education in the Ledbury area.
- Ledbury Town Council so that our students can lead Ledbury Youth Council.
- Other local organisations including among others – St Michael and All Angels Church, Ledbury in Bloom, Ledbury Foodbank, Ledbury Rugby Club, Ledbury Swifts Football Club, Leadonites Basketball, the Rotary Club and Ledbury Town Council.

Our Headteacher, Mr Evans, has a number of unpaid voluntary roles working with local schools and other organisations. These currently include the following:

- Working as a Local Leader of Education to support other headteachers and schools as required in Herefordshire.
- Chair of Herefordshire Association of Secondary Heads (HASH). HASH supports all secondary Headteachers particularly with sharing good practice with teaching, learning, curriculum design and strategy.
- Schools' representative on the Herefordshire COVID Outbreak Control Group, which involves working with professionals in medicine, policing, public health and Herefordshire Council to plan and implement the Herefordshire response to COVID.

The school works in partnership with various contractors including Midshire Signature Services who provide school lunches and catering services, Clearview Cleaning who clean the school site, and Countrywide who maintain the school grounds. The School Business Manager has worked with all of these contractors who have each achieved good improvements and make strong contributions to improving the school environment. Each contractor is appointed following a thorough tendering process.

JMHS runs the leisure centre based at the school with facilities including the sports hall, squash and tennis courts, the astroturf pitch and the community lounge. Our aims with JMSport are to maintain the sport facilities to a high standard, increase community sport and reinvest any profit into improving our sports facilities.

**Objectives and activities**

**a. Objects and aims**

The Academy Trust's object is specifically restricted to the following: 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.

John Masefield High School and Sixth Form Centre aims for 2020/21 are:

1. Create excellent and enjoyable learning for all;
2. Help each individual to achieve his or her best;
3. Building a community where we all support each other.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

**b. Objectives, strategies and activities**

The following five objectives were agreed by governors to be the major focus of our three-year School Development Plan (SDP). Our current SDP which is updated on an annual basis covers the period from 1 September 2020-31 August 2023.

1. Develop a coherent curriculum that helps students build knowledge incrementally through careful sequencing of learning and ensures students can achieve mastery and apply their learning.
2. Improve and refine routines and expectations, so that students work productively in a highly supportive environment. Invest in and develop the physical school environment, that further supported JMHS' key aim of excellent and enjoyable learning for all.
3. Develop our systems for providing excellent pastoral care for all students, which include supporting vulnerable students, those with SEND and students with behavioural challenges.
4. Develop our teachers' skills in successfully teaching the curriculum, managing challenging behaviour and motivating students to be conscientious, considerate and co-operative.
5. Develop the Sixth Form to become a dynamic and exciting sixth form where students experience excellent learning and teaching, can access a wide range of enrichment activities and receive excellent bespoke support and guidance.

Governors and senior leaders seek to achieve these five objectives through:

- Highly effective leadership, management and governance.
- Ensuring effective financial management including careful monitoring of spending, ensuring best value and maximising funding to improve our facilities.
- Policies and procedures that treat all members of the school equitably and respectfully.
- Supporting all our students and staff with developing their knowledge and skills in a positive environment where we all enjoy working together.

More detailed strategies and activities to achieve the five objectives above are contained in our SDP. The September 2021 update of the SDP can be viewed on the school website.

**c. Public benefit**

The Academy Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising powers or duties. This has been with particular reference to Principles 1 and 2 as found in "The Advancement of Education for the Public Benefit, 2008".

John Masefield High School and Sixth Form Centre is an all ability, 11-18 school. Children are taken from Ledbury Primary School and over twenty other local primary schools in Herefordshire, Gloucestershire and Worcestershire. Post GCSE students are welcomed from other schools into our Sixth Form Centre.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report**

**Achievements and performance**

As there were no examinations in 2020 and school attendance for every school was affected by COVID-19, this section will not contain any statistical information. Instead it will contain a summary of the main activities which took place during the 2020/21 academic year.

**Autumn Term 2020: Reconfiguring and zoning the school to work in a safe way during the COVID Pandemic**

Preparing the school site for September 2020

To ensure the year group zones worked, the school was as safe as possible and teaching facilities improved, a great deal of work was carried out during the summer holiday including:

- Creation and clear labelling of year group zones
- Purchasing new chairs and desks and arranging in 4 rows of 8 in each classroom facing the front, with a zone clearly demarcated for the teacher
- Installing 105 wall-mounted sanitiser stations
- Installing 32 computer desks in room 7
- Installing large touch screen panels in 17 classrooms
- Researching and finding a way to install wifi throughout the school in October Half Term
- Purchasing of 100 face shields for staff
- Putting up information posters throughout the school
- Rewriting the school timetable to make the zones work

Zoning the school

The school was split into year group zones each with 6 or 7 classrooms, toilets and a social area. Students remained in their zones for their lessons, break and lunch time. This was implemented successfully but caused difficulties for teachers often moving large distances between lessons and arriving after students. However, both students and teachers have managed this well with over 90% of teachers agreeing lessons are starting well and that students are working and behaving well in lessons.

Staggered lunch and zoning for break and lunch

To keep year groups separate we staggered times, so that Year 7 have their lunch from 12.00-12.40, Year 9 and Year 11 from 12.15-12.45 and Year 8, Year 10 and Sixth Form from 12.45-13.15. Year 7, Year 8 and Year 9 have their lunch in the main dining room, whilst Year 10 and Year 11 eat in the community lounge. Each year group have separate zones for their social time at break and lunch where they are supervised by their Year Leader, an SLT member and duty staff. This increased level of supervision has improved behaviour at break and lunch, whilst the staggered start to lunch and separate dining rooms have reduced queuing to a maximum of three to four minutes and created a more civilised atmosphere for all when eating. Over 95% of staff who responded have agreed that break and lunch arrangements have worked well.

Enhanced hygiene and safety measures throughout the school

Students and staff sanitised their hands each time they left or entered a class or working space. Classroom doors were wedged open and all windows opened at the start of the school day and left open all day to provide better ventilation. Practical spaces were cleaned between lessons.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**Achievements and performance (continued)**

Revised first aid arrangements

With the necessity to keep the year groups separate, students can no longer visit the medical room if they are feeling unwell or suffer a minor injury. Instead a first aider attends to the student in their zone. If students are showing a coronavirus symptom, they are isolated (outdoors if possible), and parents are requested to collect them and any siblings. These revised arrangements have created more work for first aiders but reduced the number of children saying they are feeling unwell.

**Enhanced role for Year Leader and support for Year Leaders from SLT members**

As students spent all day in their zones and needed close supervision between lessons, before school, at break and lunch, this represented an opportunity to enhance the role of Year Leader. Year Leaders had their office within their zone and supervised their year group before school and at break and lunch each day but with a reduced teaching load. This worked well throughout the year with Year Leaders able to spot problems early and intervene.

**Communication with students, parents, and staff**

The new arrangements for running the school and the coronavirus protocols were communicated to staff, students, and parents with constant reminders through staff meetings, newsletters, assemblies, visits to lessons and constant reminders at the end of break and lunch. As a result of this students have reacted well to the new arrangements and complied with COVID-19 protocols.

**Practical subjects and enrichment**

Practical teaching in science, design technology, food technology, PE, art and the performing arts continued to take place with laboratories, workshops etc thoroughly cleaned and sanitised between each session. Extra-curricular activities particularly in sport for year group based clubs took place and were well attended.

**IT Improvements during the Autumn Half Term holiday**

Twenty new touch screen panels were installed in classrooms. These replaced older projectors and whiteboards and meant that we have touchscreen panels in 37 out of 57 classrooms in the school. The panels have clear displays, are quiet, use less energy and are intuitive to use. Staff used these well throughout the year. We also installed Wifi throughout JMHS and replaced approximately 20 older office computers which were working slowly and not completely compatible with the thin client system we use at JMHS.

**Curriculum Development and Training**

During the autumn term curriculum leaders completed training via an online curriculum workbook devised by Mike Merchant, our School Improvement Partner. After the first session we decided that the workbook needed

adapting to make it more relevant for our curriculum leaders. Andy Collard adapted the workbooks and SLT led interactive sessions for the faculties they line manage. Curriculum leaders found sessions two to four useful in increasing their understanding of effective curriculum design.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

**Curriculum Reviews**

Our School Improvement Partner (Mike Merchant) reviewed the quality of curriculum design and planning in science, PE, history and geography. The reviews indicated strong improvements in all subjects especially science and geography. In both of these subjects there was particularly strong collaborative leadership.

**Spring Term 2021: Teaching live Teams lessons in lockdown, skeleton school and returning to face to face education**

INSET Day 4 January

At the initial staff meeting Andy Evans summarised the progress made on the five key areas of the Three Year School Development Plan.

He concluded the staff meeting by summarising the arrangements for the first fortnight of term including:

- All students working from home for the first week and teachers teaching live lessons on Microsoft Teams to all classes using the schedule of the school timetable
- Year 11 and Year 13 returning to in school lessons for week two
- All other students returning for in school lessons on Monday 18 January, alongside a revised risk assessment
- A team of staff volunteers setting up a rapid lateral flow testing programme for staff and students

For the remainder of the day, staff worked in faculties planning Year 11 masterclasses and preparing for online teaching.

First week of term: 4 January- 8 January

At 8pm on Monday 4 January the Prime Minister announced that from the following morning until February half term all students except vulnerable children and the children of key workers would work from home and that schools needed to arrange online teaching and a Skeleton School for the next day.

A message was sent out to all staff and a short Parent Mail message to parents informing them of the arrangements for the week. A skeleton school roster was put in place. Online teaching and the skeleton school commenced successfully on the morning of Tuesday 5 January, with the students in Skeleton School accessing the same lessons as children working from home. There were one or two technical hitches with using Teams for live lessons on the first day of term due to the huge volume of traffic across the UK. However, by the end of the week, live Teams lessons were being taught confidently and competently by all teachers, who were using feedback from students and parents to make continuous improvements.

During the first week the number of children attending Skeleton School gradually increased to about 40. Sally King (our Inclusion Coordinator) and Andy Collard worked very hard to continually update the roster of students attending and the team of Teaching Assistants and other staff to supervise the students.

The team of staff volunteers, led by Rebecca French, Angela Griffiths and Nicky Unthank met on a daily basis to ensure all preparations were made to open a lateral flow testing centre in the school by the end of the first week including staff training, setting up testing booths, registration, consent and recording mechanisms and trialling the testing process.

The Senior Leadership Team met each day from 3.45pm-5.45pm to plan how the school would best work in these different circumstances to deliver high quality online learning through live lessons, ensure good provision



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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

for Skeleton School, revising the risk assessment to do all we could to keep people safe, and to put in place mechanisms to ensure student and staff well-being.

Teams lessons and online learning

Teachers mastered the basics of delivering live Teams lessons well including giving a presentation, quickly and accurately marking the class register, balancing teacher input and student tasks, developing a variety of learning activities and managing the online chat. The advantages of delivering live lessons have included:

- Easier to check attendance and for students to keep up with work
- Gives the chance for live interaction between the teacher and students
- Gives the opportunity for clear instruction and questioning
- Provides a structure for the day

In order to support students working from home we produced and sent home to parents and students on January 11 'The JMHS Guide to Online Learning'. This details how we expect students to work online, how we give feedback to students, answers to some common questions we receive from students, gives technical advice and contains a list of email addresses for all staff.

Challenges for teachers with delivering live online lessons included:

- Knowing whether students are engaged in the lesson or are just passive recipients
- Monitoring students work-rate
- Developing ways for students to interact with each other
- Building in alternatives to students sitting down all day and just working on a computer
- Providing effective feedback

We found that having the vast majority of teachers working in school and delivering lessons from their own classroom meant that teachers are collaborating effectively and starting to develop and trial responses to these challenges within their faculty teams.

Providing Laptops to students and support with IT for students and families

Peter Hammond used a parental survey carried out in the Autumn 2021 Term to identify families without laptops or internet connections and ensured that the 38 families without internet connection were provided with a wireless connection or invited the student to work in Skeleton School.

Free School Meals

Our Finance Team has ensured prompt distribution of vouchers to parents of all children entitled to free school meals to the value of £15 per week per child using the government scheme. The half term and holiday vouchers were also sent out to families promptly.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

Skeleton School

Skeleton School continued throughout lockdown. Parents were able to book a place where students met one of the three criteria below:

- At least one parent is a key worker
- The student is vulnerable (eg has an education and health care plan or is a looked after child)
- Student cannot access learning at home

Parents could book entire weeks, a longer block of time or individual days. Students attending were distributed between 8 rooms equipped with computers supervised by Tas, and supported by teachers and senior staff. Students attending Skeleton School worked hard and behaved well, with any minor problems occurring resolved by their Year Leader or SLT member. They participated in PE lessons delivered by specialist staff and enjoyed the opportunity to play sport in their social zone at break or lunch. An average of 60 students attended each day.

Parents' Evenings

During lockdown we decided to continue with parents' evenings using an app called Parent Cloud which enabled parents to schedule appointments with their child's teachers and have 5-minute online meetings with teachers. Unfortunately, we had to reschedule the first parents evening due to a fault with Parent Cloud. All other parents' evenings worked well and feedback from parents indicated was used to make tweaks to help them work better. Parents and staff both felt that we should continue with online parents' evenings for future years.

Curriculum Overviews

Curriculum overviews summarising the topics, key learning points and assessments to be covered in each subject, in each year group for this term were placed on the school website and publicised to parents and students so they can have an overview of their learning this term. After positive feedback, we decided to continue this for every term.

Curriculum Planning and Design

All faculties continued their work on curriculum planning. In particular they focussed on the following aspects of curriculum design following feedback from Mike Merchant:

- Identifying the end points or key learning points precisely for each module
- Specifying the small components of learning needed to achieve each key learning point
- Ensuring that there are clear strategies in place to help disadvantaged students and SEND students succeed

Faculties made good progress with this work, with all understanding the need for a precisely defined curriculum ordered in a way to maximise learning and recall through longer term memory.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

Purchase of new visualizers

In order to improve teaching facilities in classrooms throughout the school and enhance online learning with the opportunity for teachers to give live demonstrations in class, record short video sequences and, share individual work with students we purchased 28 high quality new visualizers at a cost of £9,800. These were delivered by 1 February and installed so that all classrooms had high quality visualizers.

Provision of Art Packs for Art students

Our Art Department prepared and distributed over 200 home study packs which included a sketchbook, watercolour and graphite pencils, water colour and acrylic paints, paint brushes, fine liner pens and other equipment supplied in a storage box.

Ensuring the school functioned effectively during lockdown

All staff continued to work in school for the vast majority of the time during lockdown. This enabled essential work to continue including:

- Appointing Y11 prefects
- Collaborative curriculum planning
- Year 8 choices interviews which were conducted online
- Online governors' meetings
- LFT testing for all students in school and all staff
- Planning for the return of all students to school from March 8

On Monday 22 February the Prime Minister announced that:

- Students would return to school for face to face learning during the week commencing Monday 8 March
- All secondary students should have a lateral flow test before going to their classes
- Students would then complete two further tests in school and thereafter two tests per week at home, and staff would take two COVID-19 tests per week at home
- Students would need to wear face coverings in classrooms from Monday 8 March

The Senior Leadership Team met on Monday 22 February and Tuesday 23 February to plan how the school could reopen as soon as possible for all students, whilst providing a safe environment for all.

On Tuesday 23 February parents received a newsletter from the Headteacher outlining how the return to school would work, expectations of students, what they would need to bring to school, and routines and protocols once students had returned for the week commencing Monday 8 March. On Thursday 25 February, a second newsletter was sent stating our intention to carry out lateral flow tests for all students on Thursday 4 and Friday 5 March prior to all students returning to JMHS on Monday 8 March. The letters strongly encouraged all students and parents to commit to regular testing and to comply with wearing face coverings in classrooms.

COVID-19 student testing days: Thursday 4 March and Friday 5 March

We decided to test all students on these dates, so that all could safely return to school on Monday 8 March, the first permissible date. In preparation, the Testing Team were freed from other duties, the Theatre prepared as a mass testing centre, and a booking system established so that 60 students could be tested each hour and 500 could be tested on Thursday. Due to effective organisation and effective communication with parents over 98% of students on roll booked appointments and had their LFT tests on these two dates. The days worked smoothly and gave us the opportunity to talk to students before their official return.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

Week commencing Monday 8 March

Timings for the first day of term were tweaked so that students could start the day with a 25-minute tutor session. In this session timetables were reissued, students watched an online assembly from the Headteacher about safety, expectations and their learning this term. Throughout the day, the presence of duty staff was increased to better support students. It was a very smooth return to school, all students wore face coverings in lessons, overcame anxieties and worked hard.

Throughout the first week, students showed excellent consideration for others (eg by always wearing face coverings in lessons), worked conscientiously and were well behaved. A few students struggled with anxiety or with getting along with their peers after the extended lockdown, but they were well supported by our pastoral team in adjusting to the return to school.

From Monday 8 March to Wednesday 10 March students had their second in school lateral flow test followed by their third test between Thursday 11 March and Monday 15 March. After this, students commenced home testing twice a week. Staff commenced twice weekly home testing from Sunday 7 March and continued this until the end of term.

Curriculum Reviews

Our School Improvement Partner (Mike Merchant) reviewed the quality of curriculum design and planning in Performing Arts, vocational subjects, art and Design Technology this term. The reviews continued to show strong improvements to curriculum planning in all areas.

Enhanced Safety measures

After students returned to school our COVID risk assessment was amended and the following additional measures were put in place in line with government instructions:

- All students and staff wore masks in all of their lessons and in communal indoor areas
- Close contacts of students who tested positive for COVID were identified and asked to self-isolate

Students were extremely co-operative wearing their masks consistently and well, whilst parents were most helpful when we had to identify close contacts and arrange for students to be collected from school.

End of term and Easter holiday arrangements

Students continued in their normal lessons until 3.15pm on Thursday 1 April. On the final day of term students had an online assembly with the Headteacher celebrating the achievements of students and staff during the term, updating students on the current situations in House Competitions and looking forward to the Summer 2021 Term.

Before we broke up for Easter, students and staff collected sufficient home testing kits for two tests per week over the Easter holiday and were encouraged to continue twice weekly home testing.

During the Easter holiday the remaining touchscreen monitors were installed in classrooms and classroom refurbishment commenced in the maths block.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

**Summer Term 2021: Adapting to new COVID protocols, awarding Teacher Assessed Grades and preparing for the next academic year**

INSET Day - Monday 19 April

At the staff meeting Andy Evans discussed how we will achieve the 7 priorities for the term identified by the SLT which are listed below:

- Continue to keep everyone safe
- Effectively teach the curriculum
- Promote considerate behaviour
- Ensure routines are implemented consistently
- Award teacher assessed grades accurately
- Complete work on Year 7- Year 11 curriculum by July 2
- Continue work on maximising sixth form recruitment after half term

Peter Hammond and Mark Hawsworth then gave more detail about how the process for awarding Teacher Assessed Grades (TAGS) would work for Year 11 and Year 13. Andy Williams followed with a one hour safeguarding session that particularly focussed on prevention of peer on peer abuse and the national Prevent strategy (anti-radicalisation).

First week of term: 19-23 April

Routines from the previous term were maintained including the wearing of face coverings in classrooms and all students and staff taking two lateral flow home tests per week. Students had strong focus in class and behaved in a considerate way between lessons and at break and lunch.

All students in Year 7 to Year 10 took part in two hours of house sport in their year groups which was highly competitive and enjoyed by all. Students in Year 11 and Year 13 prepared effectively for the term's assessments which will contribute to their TAGs.

Awarding Teacher Assessed Grades (TAGS) for Year 11 and Year 13

The government confirmed that in summer 2021, students taking GCSE, AS and A levels regulated by Ofqual, should be awarded grades based on an assessment by their teachers. The DFE stated that:

*'Teachers can use a range of evidence to make a judgement of the grade they are performing at. Students should only be assessed on what they have been taught, ensuring sufficient coverage of the curriculum to enable progression. When determining the grade, teachers should reflect the standard at which the student is performing now, not their potential.'*

*Teachers should use the time remaining to balance continued teaching with any assessments they want to undertake. Work done at home can be included as evidence to support a teacher's judgement if it cannot be produced in the school or college environment because of the pandemic, and where teachers are confident that it is a student's own work.'*

At JMHS each GCSE, Advanced Level and vocational subject planned how they would assess students. They determined which tests, coursework, practice exams, homework and other tasks already taken by students could be included and what further assessment would take place to make a fair and balanced judgement on TAGs for each student.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

We published a summary of how students were assessed for each subject on a new area of our website, so that every student and parent can check how they are being assessed for all their subjects.

The majority of assessments were based on splitting past exam papers or specimen papers into 40-minute chunks. Students took these assessments in their normal lessons, supervised by their teachers, working in silence. Students entitled to additional time and other approved access arrangements were provided with the support they were entitled to receive. Students who were unwell or who had to self-isolate sat their papers at a later date including during our contingency week before half term. All students prepared thoroughly for their assessments, worked with excellent concentration during assessments and felt well prepared and supported.

The students took multiple assessments in every subject to help the teachers ensure results were reliable and accurate. Unlike exams in previous years, all the assessments had to be marked by teachers. This took a huge amount of time, and was followed by teacher moderation, calculation of TAGs based on previous years exam boundaries and checking methodologies by members of SLT. Grades were submitted to exam boards who also scrutinised the work of a small number of students in selected subjects. They concluded marking was accurate and fair.

Week commencing Monday 17 May

The government announced that face coverings no longer needed to be worn by students or staff in classrooms from Monday 17 May. We reflected this change by amending our procedures, but also stressed to students via an assembly and parents through our newsletter that other safety precautions including twice weekly testing at home; keeping every door and window open in every classroom and corridor; and sanitising hands regularly and our no physical contact rule would be maintained.

New School Improvement Partner

Lucy Potter and Andy Evans spoke to two head teachers who are also Chief Executives of Multi-Academy Trusts and one National Leader of Education who were interested in this position. We decided to ask Stephen Brownlow, CEO of the Four Stones MAT and Headteacher of Haybridge High School to lead a review of the three-year Key Stage Four and to conduct the headteachers performance management review in September.

Work on the curriculum

Mike Merchant completed his final desktop review of curriculum planning, concluding that very rapid progress had been made in improving the geography curriculum with an ambitious, precise and well-planned curriculum taking shape.

All subject leaders worked with their SLT line managers to audit progress made so far on curriculum design and to plan priorities for the next academic year. Faculty training afternoons were used for collaborative work on curriculum design.

For two days in late June and early July, Steven Brownlow, our new SIP, completed his first two days of his three-year KS4 review. He met with senior and middle leaders, visited lessons and conducted two OFSTED style 'deep dives' in PE and geography. He gave us excellent informal feedback including:

- How we could further improve the consistency of curriculum delivery and high quality teaching
- How we could further improve the quality of line management of subject leaders
- The need to adopt a new whole school approach to assessment

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

Steven Brownlow and his colleague Caroline Hoddinot OBE, will be conducting the final day of the review in September which will also include talking to students in each year group and will provide us with a written report following this visit.

Sixth Form Induction Programme

Year 11 students intending to return to Sixth Form at JMHS completed a three day induction programme in June to help them prepare for study in their Advanced level subject. Feedback on the quality of sessions and the programme overall was very positive from students and staff.

Enrichment activities

Enrichment activities and clubs which were year group based continued throughout the summer term. Participation levels were high. We played some sports fixtures for the first time in over a year and our Year 10 Cricket team beat Cathedral School to win the Herefordshire Cup. We held a highly successful Sports Day and rehearsals began for our Autumn 2021 whole school production, 'The Show Must Go On'.

End of Term and Summer Holidays

Normal lessons continued until break time on the final day of term which was followed by our recorded performing arts concert being watched in form groups and form group celebrations.

**Work completed over the Summer Holiday**

To ensure a strong start to the school year with teachers returning to teach in their own classrooms, the following site work was carried out during the summer break:

- Rooms HU5 and HU6 (two of the mobile classrooms in the worst condition) were redecorated and refurbished with walls and ceilings repaired and painted, new flooring, blinds, desks and chairs
- Emergency repairs were carried out to the languages corridor where the flooring collapsed
- The languages corridor was repainted and redecorated
- Leon French (Site Manager), Rebecca French (our new School Business Manager - SBM), and Andy Evans carried out a site audit, visiting all parts of the school, prioritising repairs and classrooms for refurbishment to be included in the Capital Development Strategy for Governors
- Donald Henderson implemented IT system upgrades and ensured all was ready and working for September
- Teachers did an excellent job of clearing out their classrooms and ensuring they were in good condition to make an excellent start to the Autumn 2021 Term

On the exam results days students from Year 11 and Year 13 were given the choice of whether they wished to collect their examination results from school or for them to be emailed. The vast majority collected from school and those who needed advice or support were given one-to-one help in getting into the Sixth Form at JMHS and choosing courses, gaining a college place or apprenticeship, and making decisions about university. The vast majority of students applying to university gained a place at their first choice, whilst all who wanted to do so have now commenced at university.

There were a very small number of appeals, four at stage one in total. These did create a considerable workload for staff, but none progressed to stage two. Nearly all students felt that their results accurately reflected their efforts and performance in assessments.



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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

The Trustees, following a recommendation from the Headteacher, decided to reduce reserves to £350,000 by September 2021, in order to fund our capital programme to improve our IT infrastructure and systems, and to refurbish and improve classrooms and the school environment. The primary reason for this decision was that with all the difficulties faced by students and staff with the pandemic and lockdowns creating an excellent learning environment was a high priority. Full details are included in our capital plan, but in summary excellent progress was made including completion of the following projects:

- Installation of interactive touchscreen monitors in every classroom in JMHS (57 classrooms in total) to replace projectors and screens.
- Purchasing high quality visualisers for every classroom.
- Installation of good quality reliable Wifi in all areas of JMHS.
- Purchase of 40 Chromebooks for use by disadvantaged students.
- Remodelling and modernisation of the Art block toilets (to be completed in the 2021/22 financial year due to supply issues).
- Refurbishment of rooms Hu5 and Hu6.
- Repair and decoration of languages corridor.

**Reform of the pastoral system**

Last academic year saw the completion of our first year under the new Year Leader model. As stated elsewhere in this document the pandemic and disruption make it impossible to realistically compare behaviour/exclusion and attendance data with previous years under the House model. Under the new Year Leader model, we were able to successfully implement a series of strategies to improve the monitoring and response to behavioural and pastoral concerns.

These include accurate behaviour class mapping and year group focused intervention meetings with the SEND faculty. Year Leaders have been more able to specialise in areas relevant to pastoral care benefiting the team and students as a whole. One Year Leader has been able to lead on behavioural management, changing sanction systems and helping the Assistant Headteacher research and develop behavioural pedagogies to roll out for whole staff training. Another Year Leader has focused on improving our PSHE curriculum and embedding our new mandatory SRE coverage (this was highlighted in a county wide review as exemplary practice). Year Leaders now run a series of year group focused SRE and Mental Health workshops. The assembly during afternoon registration approach has also been remodelled to ensure better coverage of a range of issues. In terms of mental health provision last year saw a doubling of provision of counselling from CLD and a successful bid to ensure we are early adopters of the new CAMHS based provision 'Mental Health in Schools' initiative, which will eventually see a CAMHS worker based in school one day a week.

The pastoral team is more knowledgeable in terms of a range of issues. We have started working with Gloucestershire Virtual school on an "emotional coaching" project which looks to develop skills in a group of interested staff, plus all teaching assistants and student services support officers have undertaken the Mental Health First Aid training (short course). Year Leaders have undertaken Online Safety training with the National College plus a range of other courses including Graded Care profiling. Last year we looked at remodelling our transfer and induction processes for Year 7 and have learnt a lot through a new bootcamp approach and the "bubbling of Year 7" as a result of the pandemic – we aim to build heavily on the success of this with an enhanced bootcamp model and "new ethos" for Year 7. Safeguarding audits internally and with Herefordshire Children's services show really good progress year on year with the school's policy and practice moving beyond meeting statutory requirements to exemplary practice.



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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

**The Sixth Form and increasing Sixth Form recruitment**

The Sixth Form started its curriculum review with the overarching aims for our sixth form curriculum design further developed. This has been reviewed twice by our SIP and judged to now be of a good standard with ambitious aims for what we want for our students. SLT line managers of faculties will now provide guidance and feedback on the next stage of developing subject curriculum plans. There were further developments in the Spiritual, Moral, Social & Cultural (SMSC) programme with a review of the study skills and revision units, and the addition of sessions on detecting and avoiding potentially abusive relationships. The Sixth Form teaching staff and pastoral team offered excellent support throughout Covid lockdown periods and present Year 13 students are generally in a strong position in terms of content coverage and knowledge. Recruitment activities were greatly compromised with the need for a virtual open evening and no chance for Sixth Form student leaders to interact with Year 11 students. Instead, frequent and positive communication was kept with Year 11 students by the Sixth Form team and the resultant recruitment of 64 students could have been much lower given the lack of opportunity for recruitment activities. A decision was made to instigate a whole weeks' focus for Year 10 in the summer of 2021 on next steps with an assembly, tutor group visits and 130 'Futures interviews' taking place over the week by the Sixth Form team giving an opportunity to talk about student aspirations and the Sixth Form offer at JMHS.

**Enrichment Activities**

The impact the unprecedented events had on young people last year was immeasurable, whether it related to anxiety, loneliness, bereavement, or the difficulties of learning outside of the classroom, it was clear that young people had been faced with countless challenges. Therefore, it was vital we cultivated positive mental wellbeing, emotional resilience, and a sense of stability through a diverse and exciting Enrichment Programme.

During the Autumn and Summer terms, we provided our students with a range of activities, for example, Book Club, Gardening Club and French Pen Friend Club to name a few. In addition, we also offered a range of sports clubs, for example, rounders and cricket. All of which, have been promoted through form time, assemblies and one to one mentoring to those students who are considered disadvantaged.

To promote our extra-curricular programme, an Enrichment Bingo Board was provided to all Key Stage 3 students, where students were encouraged to engage in a range of clubs and activities, with additional awards of house points and certificates distributed to those who successfully achieved our extra-curricular goals.

To improve further, we will launch in Autumn 2021 a parental sign up system for clubs and extend our Enrichment Programme, by developing and creating further links with our community, offering additional opportunities in relation to the interests of our students. We will monitor the engagement of our pupils and consider the engagement of those students who are disadvantaged, allowing us to consider and implement strategies to encourage further attendance and participation in our extra-curricular programme. Furthermore, we intend to increase the number of opportunities available for all students at JMHS this school year.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**Achievements and performance (continued)**

**Catch-up tutoring**

Due to the disruption of students' education during the COVID pandemic the government issued schools with a Catch Up Tutoring fund to support students who may have fallen behind with their studies.

At JMHS the school decided to use this funding in 2020/21 by employing a bank of tutors to support students in a variety of subjects. A Catch Up Coordinator was appointed to oversee the management and coordination of this project and Subject Leads from within the school supported tutors with programmes of work in each subject. Tutors started work in October 2020 in English, maths, science, French, German, drama, art and business studies with over 100 hours of tutoring taking place each week.

Students with special educational needs & disabilities, looked after students, disadvantaged and vulnerable students were prioritised. Tutoring proved to be a very positive experience for students, many of whom grew in confidence in tutoring sessions and back in the classroom. It has also enabled students to be able to ask for bespoke support in the areas of the subject they found most difficult.

**JMSport**

It was a difficult year for JMSport with us having to close the leisure centre during periods of lockdown and operate at reduced capacity at other times due to government rules and the JMSport Risk Assessment. Nevertheless, the sports centre operated safely and successfully with some improvements made to facilities including redecoration by JMSport staff, and improved lighting in the sports hall and squash courts. There were regular bookings by local clubs in a variety of sports including badminton, basketball, Aikido, football and walking football as well as casual bookings.

The total expenditure and income for JMSport during 2020-21 was as follows:

Income: £16k / Expenditure on Wages and Other: £31k

We are projecting a small profit in 2021-22 which will be invested in improving our sports facilities.

**Student numbers for September 2021**

Year 7 recruitment was slightly better than initially predicted and a good result given the lower number in Year 6 classes in primary schools last year.

Overall, Sixth Form recruitment was slightly higher than predicted at 39%. Factors that may have contributed to this small improvement may include:

- a. Time spent by the SFLT in sixth form interviews and in encouraging students to return to JM6.
- b. Encouragement from subject teachers and curriculum leaders.
- c. A high quality transition programme held in June.

School numbers were also boosted by a net gain of 11 students joining Year 8 to Year 11.

All but two Year 12 students progressed into Year 13, a retention of 97%, which is good.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Numbers on roll as of 22 September 2021**

|         |   |     |
|---------|---|-----|
| Year 7  | - | 147 |
| Year 8  | - | 156 |
| Year 9  | - | 154 |
| Year 10 | - | 144 |
| Year 11 | - | 166 |
| Year 12 | - | 64  |
| Year 13 | - | 56  |
| Total   | - | 887 |

**Historic information of total numbers on roll**

|             |   |     |
|-------------|---|-----|
| Autumn 2020 | - | 892 |
| Autumn 2019 | - | 910 |
| Autumn 2018 | - | 906 |
| Autumn 2017 | - | 887 |
| Autumn 2016 | - | 849 |
| Autumn 2015 | - | 834 |
| Autumn 2014 | - | 845 |
| Autumn 2013 | - | 872 |
| Autumn 2012 | - | 893 |
| Autumn 2011 | - | 886 |

**OFSTED Inspection September 2017**

The school's last OFSTED Inspection was in September 2017. This report concluded that the school continued to be good. In particular the report referred to:

- the good quality of education in school since the last inspection;
- most pupils made strong progress in most subjects;
- high quality pastoral care for pupils, especially for those who were vulnerable in some way;
- a good knowledge of the school's strengths and weaknesses;
- a strong community, and exemplary relationships;
- high morale;
- particularly effective teaching in English, mathematics, science, languages and food technology;
- strong leadership relating to safeguarding, and strong scrutiny by the governing body in this area;
- consistently good progress in the sixth form;
- the strength in the sixth form of the range and quality of non-qualification activity;
- effective governance, with governors being able to hold leaders to account for the school's performance.

The report articulated areas for improvement which were:

- weaker teaching, especially in business studies, information & communication technology (ICT) and design & technology;
- disadvantaged pupils made slower progress than other pupils in some subjects (although the report acknowledged this was an improving situation).

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Going concern**

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

**Financial review**

The majority of the Academy's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants from the DfE during the period ended 31 August 2021 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

The Academy also receives grants for fixed assets from the DfE via the ESFA and they are shown in the Statement of Financial Activities as restricted income in the Fixed Asset Fund. The Restricted Fixed Asset Fund is reduced by annual depreciation charges over the useful life of the assets concerned, as defined in the Academy's accounting policies.

During the year ended 31 August 2021, excluding the impact of fixed assets and the increase in the LGPS pension deficit the Academy reported an in-year deficit of £521,458 (2020: £551,936). The closing level of unrestricted and restricted funds (excluding fixed asset reserves and pension deficit) stands at £439,530 (2020: £431,319).

At 31st August 2021 the net book value of fixed assets was £15,348,418 (2020: £15,753,087). Movements in tangible fixed assets are shown in note 13 to the financial statements.

The Academy has taken on the deficit in the LGPS in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activity with details in note 22 of the financial statements.

Key financial policies reviewed during the year include the Finance Policy which sets out the framework for financial management of the Academy, including financial responsibilities of the Trustees, headteacher, finance manager, budget holders and other staff, as well as delegated authority of spending.

The Trustees have appointed external auditors to undertake a programme of internal assurance checks on financial controls during the year ended 31 August 2021. An enhanced programme visit was undertaken with one major and one minor point identified. The major point related to a finance lease taken out during the first COVID lockdown in March 2020, to supply laptops to students who were unable to work from home. This lease was settled in the year ended 31 August 2021. The minor point noted that staff involved in purchasing or sourcing quotations should be made aware of the finance policy and authorisation required before undertaking work.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**a. Reserves policy**

The Trustees review the reserve levels of the Academy throughout the year and this review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees take into consideration future plans of the Academy, the uncertainty over future income streams and other key risks identified during the risk review. At the end of the year the Academy's current level of free reserves (unrestricted funds) is £nil (2020: £94,452) as per the Statement of financial activities. The level of restricted funds excluding the pension deficit is £439,530 (2020: £336,867).

There are specific accounting requirements with regards to the Local Government Pension Scheme (LPGS); the pension deficit at 31 August 2021 is £2,511,000 (2020: £2,394,000). The deficit sits within the restricted general fund, this does not mean that an immediate liability for this amount will crystallise. The pension deficit will be repaid through an increase in the employer's pension contributions over a period of 21 years from April 2013.

**b. Investment policy**

The Investment Policy is required to ensure that investments are protected rather than maximising interest. Short term investments are restricted to transfers to the Academy deposit account.

The Academy's current account is cleared down to an agreed limit on a daily basis. Any surplus funds are transferred to the deposit account. If funds are required to make payments then the surplus funds are transferred from the deposit account to the current account at the end of the relevant day.

The bank offer better returns on short term investments through the Money Market and should funds become available to invest, the Finance Manager will liaise with the Headteacher and Finance, Audit and Premises Committee to consider this.

Should the reserves increase sufficiently to consider longer term investment, the Academy would employ an agent to give advice on suitable investment opportunities.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**c. Principal risks and uncertainties**

During regular reviews of the major risks to which the Academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks, the principal risks and uncertainties facing the Academy have been identified as follows.

**Financial:** The Academy has considerable reliance on continued government funding through the Education and Skills Funding Agency (ESFA). In the last year over 96% of the Academy's incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms. Changes in funding arrangements for special educational needs and increasing employment and premises costs mean that budgets will be increasingly tight in coming years.

**Failures in governance and/or management:** The risk in this area arises from potential failure to effectively manage the Academy's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Other points of note include:

- Austerity measures for public sector pay have been removed, teachers and NJC support staff have received pay awards which impacts on the cost of the school.
- Increases to pension liabilities on running costs.
- Local Authority overspending on high needs budgets. This means the school will receive less funding for high needs pupils and will need to use more of our own funds.
- Ensuring buildings are appropriate and fit for purpose over the long term.

**d. Financial risk management objectives and policies**

The Academy has completed a thorough review of its financial and risk management objectives in its risk register document.

The Academy's support staff are entitled to membership of the Local Government Pension Scheme and under Accounting Standard FRS102, it is necessary to charge projected deficits on the Local Government Pension Scheme that is provided to support staff, to the restricted fund. The Academy's share of the Scheme's assets is currently assessed to be less than its liabilities in the Scheme and consequently the Academy balance sheet shows a net liability of £2,511,000. The Academy has commenced a structured repayment programme, agreed with Worcestershire County Council in order to reduce this liability. The repayments will increase over time to bring a reduction in this pension deficit in the future, although this may not be achieved until stock market investment values start to recover.

**Fundraising**

The academy trust does not use any external fundraisers. All fundraising undertaken during the year was monitored by the Trustees.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Plans for future periods**

The progress on the first year of our three-year plan is briefly summarised below.

**1. Curriculum**

- a. Curriculum overviews are clear and well written with strong and ambitious aims.
- b. National curriculum is fully met and exceeded in places.
- c. Sequencing of topics maximises recall.
- d. End points are clearly identified, but we need to be more precise with small components of learning.

**2. Routines and expectations**

- a. Excellent outcomes with students consistently complying with COVID protocols and new routines.
- b. Strong improvements to learning environment particularly with ICT eg new touchscreens and visualizers in every classroom, maths block refurbished in the summer term.
- c. No progress yet in securing funding for new astroturf pitch.

**3. Pastoral Care**

- a. Year Leaders enhanced role has been successful, they have better knowledge of students, have been able to intervene at an early stage and prevent problems occurring.
- b. Allocating teaching assistants to year groups and use of year group hubs for support has been effective.
- c. A number of students with poor behaviour records last academic year have improved significantly.
- d. Catch up tutoring has worked well.
- e. Disadvantaged students were supported well through provision of laptops and through Skeleton School during lockdown.
- f. Need to improve SEND students' progress in lessons.

**4. Teaching skills**

- a. Successful training on using Microsoft Teams to deliver live lessons and on using new touchscreen panels and visualizers.
- b. All subject leaders completed 'curriculum design workbook'.
- c. Staff are developing their effectiveness at managing challenging behaviour.
- d. Nature of training opportunities limited by COVID.

**5. Sixth Form**

- a. Effective sixth form teaching including during lockdown.
- b. Greater involvement of Sixth Form Leadership Team in recruitment. Recruitment is currently 41% of the Year 11 cohort, a good improvement, but with further work to do.
- c. Year 11 masterclasses initiated.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Plans for future periods (continued)**

**Next steps with the three-year plan include:**

**1. Curriculum**

- a. Be more precise with identifying small components of learning.
- b. Use feedback from curriculum reviews to refine and improve the Year 7-Year 11 curriculum this academic year.
- c. Complete first revisions of Sixth Form subject curriculums by July 2022.

**2. Routines and expectations**

- a. Build on the successes of this year with year group zones, staggered lunch, closer supervision and effective starts and ends of lessons.
- b. Continue with classroom refurbishment and improving the school environment.
- c. Secure funding to improve sports and arts facilities.

**3. Pastoral Care**

- a. Continue to build the effectiveness of our year group system by supporting our Year Leaders and developing the role of form tutors.
- b. Develop our system for restorative justice.
- c. Develop our strategy to maximise the progress of SEND students in mixed attainment classes.
- d. Reformulate our strategy to support disadvantaged students particularly concentrating on parental engagement, self-belief and inculcating good working habits.

**4. Teaching skills**

- a. Move subject training from a curriculum design focus to delivering the curriculum effectively through high quality teaching particularly to mixed ability groups.
- b. Continue to build staff confidence working with IT and with effectively managing challenging behaviour.

**5. Sixth form**

- a. Increase resources for the Sixth Form Leadership Team and SLT support
- b. Improve enrichment activities for the Sixth Form
- c. Create joint events for Sixth Form and younger year groups
- d. Create the culture of an 11-18 school
- e. Embed successful masterclasses in all subjects
- f. Increase recruitment into JM6 to at least 45% of Year 11 numbers

**The SDP is continuously and clearly communicated to all staff and governors. We continually develop a strong culture of how we work here with students and parents to create a culture of continuous improvement.**



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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Disclosure of information to auditors**

Insofar as the Trustees are aware:

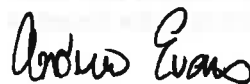
- there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on **30th November 2021** and signed on its behalf by:



**Lucy Potter**  
Appointed Trustee & Chair

**30/11/21**



**Andrew Evans**  
Headteacher and Accounting Officer

**30/11/21**

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

As Trustees, we acknowledge we have overall responsibility for ensuring that John Masefield High School and Sixth Form Centre 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 DfE's Governance Handbook and competency framework for governance.

The Board of Trustees has delegated the day to day responsibility to the Headteacher, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between John Masefield High School and Sixth Form Centre and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 5 times during the year.

Attendance during the year at meetings of the Board of Trustees was as follows:

| Trustee  | Meetings attended | Out of a possible |
|--|-------------------|-------------------|
| Debbie Clueit, Parent Trustee                    | 1                 | 1                 |
| Andrew Collard, Staff Trustee                    | 5                 | 5                 |
| Andrew Evans, Headteacher and Accounting Officer | 5                 | 5                 |
| Julie Godfrey, Parent Trustee                    | 1                 | 2                 |
| Joanne Hartness, Appointed Trustee               | 5                 | 5                 |
| Donald Henderson, Staff Trustee                  | 0                 | 0                 |
| Phillipa Henry, Staff Trustee                    | 5                 | 5                 |
| Robert Jenkins, Appointed Trustee                | 4                 | 5                 |
| Alison Jones, Co-opted Trustee                   | 2                 | 2                 |
| John Otieno, Parent Trustee                      | 0                 | 1                 |
| Lucy Potter, Appointed Trustee and Chair         | 5                 | 5                 |
| Roger Price, Parent Trustee                      | 1                 | 2                 |
| Louise Ronan, Co-opted Trustee                   | 0                 | 0                 |
| Penny Seaborn-Williams, Co-opted Trustee         | 2                 | 4                 |
| Nina Shields, Co-opted Trustee                   | 2                 | 2                 |
| Nina Stone, Appointed Trustee                    | 1                 | 1                 |
| Tom Whelligan-Fell, Co-opted Trustee             | 1                 | 1                 |
| Tom Williams, Appointed Trustee                  | 2                 | 2                 |
| Rachel Ussher, Appointed Trustee and Vice Chair  | 5                 | 5                 |

The Board of Trustees have delegated the oversight of funds to the Finance & Audit Committee, in accordance with the remit set out on page 34.

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

Trustees have taken a full and active role in the strategic planning for the latest School Development Plan (SDP) (2020-2023). This included working with the Headteacher to explore the school's strengths and weaknesses through detailed analysis of its key performance indicators. By doing so, governors were able to articulate the school's priorities for strategic development, and in particular the development of the curriculum (including work on our vocational curriculum), ensuring the welfare and wellbeing of staff and pupils, prudent financial planning and careful monitoring of the school's finances.

Trustees have also looked at their own efficiency and capability in carrying out their role. This has included identifying opportunities for individual and group training when possible. Some training for the chair and the clerk took place in 2020-21 but due to COVID-19 other training for governors has been more restricted. Committee terms of reference are reviewed regularly and modified as necessary.

Trustees further review their own performance in regular Chairs' meetings to evaluate how their work is being covered and how these fit in with the SDP and the school's priorities. This is then fed back and discussed at the full governing body meetings. An example of how we have reacted to an area of concern is the decision to split up the Finance, Audit and Premises Committee to create a separate Premises and H&S committee, in order to devote sufficient time to these key areas. The new committee took effect from Autumn 2020.

Trustees responded quickly to a number of changes in their membership in the course of the year. New governors have been recruited according to the skills required. In particular the governors were proactive in recruiting governors with HR, H&S, business & educational skills.

Trustees have stayed in regular touch with each other and with school leaders during COVID-19. Meetings in the 2020/2021 took place via Microsoft Teams and the future planning and strategic input of the governors continued on schedule. Trustees were finally able to resume face to face meetings at the end of the Summer Term 2021.

All academy policies are reviewed by Trustees within a timely calendar; to ensure that each policy meets the needs of the academy, and is up to date with current legislation.

All Trustees are volunteers and give their time freely and are legally obliged to declare any interests. We continue to seek to develop the Board further through recruitment. In keeping with the competency framework, we seek not only skills but those prepared to commit time, energy and enthusiasm and to ask questions in a supportive and constructive way for the school and its students.

Trustees remain well placed to hold the school's leaders to account for the school's performance.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

There are four main committees:

1. Personnel and Welfare – covers student and staff welfare including all safeguarding, anti bullying, behaviour and attendance for all groups of students; considering strategies for improvements continually; in addition, it considers employment/ staffing issues such as turnover and structures.
2. Teaching, Learning & Progress– covers all matters linked to student learning and our teaching and learning processes and policy. This committee continually considers the progress of students as part of its work, focussing on the needs of all groups of students and their achievements and ways to maximise all results all students achieve their best.
3. Premises, Health & Safety – covers all matters relating to the school site and buildings, along with all matters relating to the Health & Safety of members of the school community and work closely with the School Business Manager.
4. Finance & Audit - has 2 main functions. Firstly, to devise a budget and financial plans, that will enable the school's key aims of excellent and enjoyable learning for all, enabling each individual to achieve his or her personal best and building a community where we are all supporting each other. The committee will consider the medium to long term spending, formulation of the budget for the next academic year and monitoring of spending during the academic year to ensure priorities are met and excellent value for money is achieved. This process will include marketing and maximising the funding available to the school for both capital and revenue expenditure. The committee also fulfils the responsibilities of an Audit Committee.

During the year, Nina Shields, Nina Stone and Tom Williams joined the governing body and now sit on the finance committee.

Attendance at the Finance & Audit Committee meetings in the year was as follows:

| Trustee  | Meetings attended | Out of a possible |
|--|-------------------|-------------------|
| Andrew Collard, Staff Trustee                    | 6                 | 6                 |
| Andrew Evans, Headteacher and Accounting Officer | 6                 | 6                 |
| Joanne Hartness, Appointed Trustee               | 6                 | 6                 |
| Donald Henderson, Staff Trustee                  | 1                 | 1                 |
| Rob Jenkins, Appointed Trustee                   | 4                 | 6                 |
| Lucy Potter, Appointed Trustee & Chair           | 6                 | 6                 |
| Louise Ronan, Co-opted Trustee                   | 1                 | 1                 |
| Nina Shields, Co-opted Trustee                   | 0                 | 1                 |
| Nina Stone, Appointed Trustee                    | 1                 | 1                 |
| Tom Williams, Appointed Trustee                  | 2                 | 3                 |

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

Attendance at the Personnel and Welfare Committee meetings in the year was as follows:

| Trustee                                   | Meetings attended | Out of a possible |
|---|-------------------|-------------------|
| Julie Godfrey, Parent Trustee             | 1                 | 2                 |
| Phillipa Henry, Staff Trustee             | 4                 | 4                 |
| Rob Jenkins, Appointed Trustee            | 2                 | 4                 |
| Alison Jones, Co-opted Trustee            | 1                 | 1                 |
| Louise Ronan, Community Trustee           | 1                 | 1                 |
| Penny Seaborn-Williams, Community Trustee | 3                 | 3                 |
| Nina Shields, Co-opted Trustee            | 0                 | 1                 |
| Nina Stone, Appointed Trustee             | 1                 | 1                 |
| Rachel Ussher, Appointed Trustee          | 3                 | 4                 |

Attendance at the Teaching, Learning and Progress Committee meetings in the year was as follows:

| Trustee                                | Meetings attended | Out of a possible |
|--|-------------------|-------------------|
| Andrew Collard, Staff Trustee          | 3                 | 3                 |
| Phillipa Henry, Staff Trustee          | 3                 | 3                 |
| Robert Jenkins, Appointed Trustee      | 2                 | 3                 |
| Lucy Potter, Appointed Trustee & Chair | 3                 | 3                 |
| Rachel Ussher, Appointed Trustee       | 3                 | 3                 |

Attendance at the Premises, Health & Safety Committee meetings in the year was as follows:

| Trustee                                   | Meetings attended | Out of a possible |
|---|-------------------|-------------------|
| Debbie Clueit, Parent Trustee             | 1                 | 1                 |
| Phillipa Henry, Staff Trustee             | 2                 | 2                 |
| Alison Jones, Co-opted Trustee            | 1                 | 1                 |
| Roger Price, Parent Trustee               | 0                 | 1                 |
| Penny Seaborn-Williams, Community Trustee | 1                 | 1                 |

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money**

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

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

- Maintaining reserves as at 31st August 2021 of £439k or 8% of income.
- Management and Trustees receive monthly management accounts to track, and hold to account, the finances of the academy. The management accounts include an income and expenditure summary, balance sheet and cash flow forecast. These reports are used to make informed decision about how to best use academy funds.
- The full Governing Body approves the budget each year. The Trustees' have budget information for the medium term; the data provided is for the next 3 financial years alongside the current year position.
- When significant expenditure is due to take place, different options are reviewed and competitive quotations are obtained to ensure that the best value for money is achieved and that the investment will generate the best possible results for the Academy.
- Services and contracts are regularly reviewed for fitness for purpose. If appropriate paying for a service cost for a full year to secure a discount.
- The Pay Committee considers pay recommendations for all teaching staff who are eligible to progress and Senior Leadership members.
- With a stable and experienced body of teaching staff, the school continues to support trainee teachers and offers extensive opportunities to students from local colleges to be nurtured in a sound, progressive and academic environment.

**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Academy 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 John Masefield High School and Sixth Form Centre for the year 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The Board of Trustees has reviewed the key risks to which the Academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy's significant risks, that has been in place for the year 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.

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**GOVERNANCE STATEMENT (CONTINUED)**

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**The risk and control framework**

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Finance and Audit Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines.
- delegation of authority and segregation of duties
- identification and management of risks

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint an internal auditor. The Trustees have appointed Bishop Fleming to perform additional checks.

The reviewer's role includes giving advice on financial matters and performing a range of checks on the Academy's financial systems.

In particular the checks carried out in the current period included:

- Review the Annex C MUSTS checklist in the Academies Financial Handbook;
- Reviewing the operations of the systems of controls;
- Review of management accounting procedures;
- Review of the budget cycle;
- Review of income received from government and non-government sources;
- Testing of payroll costs, cash and bank and credit card procedures;
- Reporting on their findings.

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of effectiveness**

As accounting officer, the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

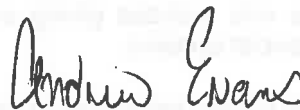
- the work of the internal auditors;
- the work of the external auditors;
- the financial management and governance self-assessment process;
- the work of the executive managers within the Academy who have responsibility for the development and maintenance of the internal control framework.

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

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



**Lucy Potter**  
Appointed Trustee & Chair



**Andrew Evans**  
Accounting Officer

Date: 30/11/21



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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

---

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As Accounting Officer of John Masefield High School and Sixth Form Centre I have considered my responsibility to notify the academy trust Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non compliance with 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.

During the year an incidence arose where we did not follow our prescribed tendering procedures. We have reviewed the position and reiterated the requirement to follow the procedures as set out in our Financial Procedures Manual. We identified this incident ourselves and notified the ESFA. The ESFA have confirmed that following this notification no further action is required. We are confident that this is unlikely to happen again.

With the exception of the matter noted, I confirm that no other 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.



**Andrew Evans**  
Accounting Officer

Date: 30/11/21

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
(A company limited by guarantee)

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

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The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with the Academies Accounts Direction published by the 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 of 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 have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

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



**Lucy Potter**  
Appointed Trustee & Chair

Date: 30/11/21

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**

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**Opinion**

We have audited the financial statements of John Masefield High School and Sixth Form Centre (the 'academy') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy'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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Academy in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE (CONTINUED)**

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**Other information**

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE (CONTINUED)**

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**Responsibilities of Trustees**

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

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

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

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

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

- We reviewed the susceptibility of the Trust's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the Trust's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the Trust and its environment and identify any instances of non-compliance.
- We also assessed the Trust's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and Trust awareness to carry out our work to the required standard.

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

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE (CONTINUED)**

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**Use of our report**

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



**Andrew Malpass BA FCA (Senior statutory auditor)**

for and on behalf of

**WR Partners**

Chartered Accountants

Statutory Auditors

Belmont House  
Shrewsbury Business Park  
Shrewsbury  
Shropshire  
SY2 6LG

Date:

*10<sup>th</sup> December 2021*

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 19 August 2021 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 John Masefield High School and Sixth Form Centre during the year 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 John Masefield High School and Sixth Form Centre and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to John Masefield High School and Sixth Form Centre and 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 John Masefield High School and Sixth Form Centre and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of John Masefield High School and Sixth Form Centre's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of John Masefield High School and Sixth Form Centre's funding agreement with the Secretary of State for Education dated 31 May 2011 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 year 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by 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's income and expenditure.

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO JOHN  
MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE AND THE EDUCATION & SKILLS FUNDING  
AGENCY (CONTINUED)**

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**Conclusion**

In the course of our work, except for the breach in tendering procedure noted in the Accounting Officer's Statement on Regularity, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 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.

*WR Partners*

Andrew Malpass BA FCA (Senior statutory auditor)

**WR Partners**

Chartered Accountants

Statutory Auditors

Belmont House  
Shrewsbury Business Park  
Shrewsbury  
Shropshire  
SY2 6LG

Date:

*10<sup>th</sup> December 2021*



**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
(A company limited by guarantee)

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

|  | Note | Unrestricted<br>funds<br>2021<br>£ | Restricted<br>funds<br>2021<br>£ | Restricted<br>fixed asset<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|--|------|------------------------------------|----------------------------------|---|-----------------------------|-----------------------------|
| <b>Income from:</b>  |      |                                    |                                  |   |                             |                             |
| Donations and capital grants                               | 3    | -                                  | 1,128                            | 22,853  | 23,981                      | 22,868                      |
| Other trading activities                                   |      | 44,220                             | 1,055                            | -   | 45,275                      | 66,163                      |
| Investments  | 6    | 1,013                              | -                                | -   | 1,013                       | 2,406                       |
| Charitable activities                                      |      | 2,038                              | 5,239,736                        | -   | 5,241,774                   | 4,895,996                   |
| <b>Total income</b>  |      | <b>47,271</b>                      | <b>5,241,919</b>                 | <b>22,853</b>                                   | <b>5,312,043</b>            | <b>4,987,433</b>            |
| <b>Expenditure on:</b>                                     |      |                                    |                                  |   |                             |                             |
| Raising funds  |      | -                                  | -                                | -   | -                           | 63,318                      |
| Charitable activities                                      |      | -                                  | 5,264,197                        | 569,304   | 5,833,501                   | 5,476,051                   |
| <b>Total expenditure</b>                                   |      | <b>-</b>                           | <b>5,264,197</b>                 | <b>569,304</b>                                  | <b>5,833,501</b>            | <b>5,539,369</b>            |
| <b>Net income/(expenditure)</b>                            |      | <b>47,271</b>                      | <b>(22,278)</b>                  | <b>(546,451)</b>                                | <b>(521,458)</b>            | <b>(551,936)</b>            |
| Transfers between funds                                    | 16   | (141,723)                          | (59)                             | 141,782   | -                           | -                           |
| <b>Net movement in funds before other recognised gains</b> |      | <b>(94,452)</b>                    | <b>(22,337)</b>                  | <b>(404,669)</b>                                | <b>(521,458)</b>            | <b>(551,936)</b>            |
| <b>Other recognised gains:</b>                             |      |                                    |                                  |   |                             |                             |
| Actuarial gains on defined benefit pension schemes         | 22   | -                                  | 8,000                            | -   | 8,000                       | 209,000                     |
| <b>Net movement in funds</b>                               |      | <b>(94,452)</b>                    | <b>(14,337)</b>                  | <b>(404,669)</b>                                | <b>(513,458)</b>            | <b>(342,936)</b>            |
| <b>Reconciliation of funds:</b>                            |      |                                    |                                  |   |                             |                             |
| Total funds brought forward                                |      | 94,452                             | (2,057,133)                      | 15,753,087                                      | 13,790,406                  | 14,133,342                  |
| Net movement in funds                                      |      | (94,452)                           | (14,337)                         | (404,669)                                       | (513,458)                   | (342,936)                   |
| <b>Total funds carried forward</b>                         |      | <b>-</b>                           | <b>(2,071,470)</b>               | <b>15,348,418</b>                               | <b>13,276,948</b>           | <b>13,790,406</b>           |

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

The notes on pages 51 to 75 form part of these financial statements.

**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**

**(A company limited by guarantee)**

**REGISTERED NUMBER: 07631985**

**BALANCE SHEET  
AS AT 31 AUGUST 2021**

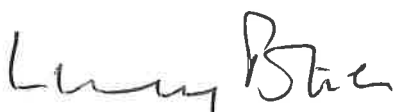
|  | <b>Note</b> | <b>2021<br/>£</b>  | <b>2020<br/>£</b>  |
|--|-------------|--------------------|--------------------|
| <b>Fixed assets</b>                            |             |                    |                    |
| Tangible assets                                | 13          | <b>15,348,418</b>  | <b>15,753,087</b>  |
|  |             | <b>15,348,418</b>  | <b>15,753,087</b>  |
| <b>Current assets</b>                          |             |                    |                    |
| Debtors  | 14          | <b>167,991</b>     | <b>194,850</b>     |
| Cash at bank and in hand                       |             | <b>541,377</b>     | <b>601,843</b>     |
|  |             | <b>709,368</b>     | <b>796,693</b>     |
| Creditors: amounts falling due within one year | 15          | <b>(269,838)</b>   | <b>(365,374)</b>   |
| <b>Net current assets</b>                      |             | <b>439,530</b>     | <b>431,319</b>     |
| <b>Total assets less current liabilities</b>   |             | <b>15,787,948</b>  | <b>16,184,406</b>  |
| <b>Net assets excluding pension liability</b>  |             | <b>15,787,948</b>  | <b>16,184,406</b>  |
| Defined benefit pension scheme liability       | 22          | <b>(2,511,000)</b> | <b>(2,394,000)</b> |
| <b>Total net assets</b>                        |             | <b>13,276,948</b>  | <b>13,790,406</b>  |

**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07631985**

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2021**

|  | Note | 2021<br>£   | 2020<br>£   |
|--|------|-------------|-------------|
| <b>Funds of the Academy</b>              |      |             |             |
| <b>Restricted funds:</b>                 |      |             |             |
| Fixed asset funds                        | 16   | 15,348,418  | 15,753,087  |
| Restricted income funds                  | 16   | 439,530     | 336,867     |
| Restricted funds excluding pension asset | 16   | 15,787,948  | 16,089,954  |
| Pension reserve                          | 16   | (2,511,000) | (2,394,000) |
| <b>Total restricted funds</b>            | 16   | 13,276,948  | 13,695,954  |
| <b>Unrestricted income funds</b>         | 16   | -           | 94,452      |
| <b>Total funds</b>                       |      | 13,276,948  | 13,790,406  |

The financial statements on pages 47 to 75 were approved by the Trustees, and authorised for issue on and are signed on their behalf, by:



**Lucy Potter**  
Appointed Trustee & Chair

30/11/21



**Andrew Evans**  
Accounting Officer

30/11/21

The notes on pages 51 to 75 form part of these financial statements.

**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 AUGUST 2021**

|   | Note   | 2021<br>£        | 2020<br>£ |
|---|--------|------------------|-----------|
| <b>Cash flows from operating activities</b>             |        |                  |           |
| Net cash provided by operating activities               | 18     | <b>103,156</b>   | 118,715   |
| <b>Cash flows from investing activities</b>             | 19     | <b>(163,622)</b> | (139,892) |
| <b>Change in cash and cash equivalents in the year</b>  |        | <b>(60,466)</b>  | (21,177)  |
| Cash and cash equivalents at the beginning of the year  |        | <b>601,843</b>   | 623,020   |
| <b>Cash and cash equivalents at the end of the year</b> | 20, 21 | <b>541,377</b>   | 601,843   |

The notes on pages 51 to 75 form part of these financial statements

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
(A company limited by guarantee)

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

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**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

The financial statements of the Academy, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

**1.2 Going concern**

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

**1.3 Income**

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

• **Grants**

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

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

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

• **Donations**

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

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**JOHN MASEFIELD HIGH SCHOOL AND SIXTH FORM CENTRE**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.3 Income (continued)**

- **Other income**

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

**1.4 Expenditure**

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

- **Expenditure on raising funds**

This includes all expenditure incurred by the Academy 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's educational operations, including support costs and costs relating to the governance of the Academy apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

**1.5 Interest receivable**

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

**1.6 Taxation**

The Academy 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.

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

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**1. Accounting policies (continued)**

**1.7 Tangible fixed assets**

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of financial activities and carried forward in the Balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

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

Depreciation is provided on the following bases:

|                              |       |
|------------------------------|-------|
| Leasehold Improvements       | - 10% |
| Long-term leasehold property | - 2%  |
| Furniture and fixtures       | - 20% |
| Computer equipment           | - 20% |

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.

Upon conversion to academy status the Trust entered into a long term lease agreement with the Local Authority to occupy the school site over 125 years at nil rental charge.

**1.8 Debtors**

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid .

**1.9 Cash at bank and in hand**

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

**1.10 Liabilities**

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

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

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**1. Accounting policies (continued)**

**1.11 Provisions**

Provisions are recognised when the Academy 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.

**1.12 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 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 note 15. 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.

**1.13 Operating leases**

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



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**1. Accounting policies (continued)**

**1.14 Pensions**

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

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

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

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

**1.15 Fund accounting**

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

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

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

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

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

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

Critical accounting estimates and assumptions:

The Academy 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.

Critical areas of judgment:

Assumptions used in pensions valuation

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 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 2019 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.

Long term leasehold property

The Academy Trust's land and buildings were brought in on conversion based on insurance valuation.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**3. Income from donations and capital grants**

|                   | Restricted<br>funds<br>2021<br>£ | Restricted<br>fixed asset<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|-------------------|----------------------------------|---|-----------------------------|-----------------------------|
| Donations         | 1,128                            | -   | 1,128                       | 2,825                       |
| Capital Grants    | -                                | 22,853  | 22,853                      | 20,043                      |
|                   | 1,128                            | 22,853  | 23,981                      | 22,868                      |
| <i>Total 2020</i> | 2,825                            | 20,043  | 22,868                      |                             |

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

|                                     | Unrestricted<br>funds<br>2021<br>£ | Restricted<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|-------------------------------------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>DfE/ESFA grants</b>              |                                    |                                  |                             |                             |
| General Annual Grant (GAG)          | -                                  | 4,516,763                        | 4,516,763                   | 4,253,693                   |
| Other DfE/ESFA grants               |                                    |                                  |                             |                             |
| Pupil Premium                       | -                                  | 162,528                          | 162,528                     | 163,387                     |
| Year 7 Catch-up Grant               | -                                  | -                                | -                           | 7,181                       |
| Rates reclaim                       | -                                  | 33,399                           | 33,399                      | 20,902                      |
|                                     | -                                  | 4,712,690                        | 4,712,690                   | 4,445,163                   |
| <b>Other Government grants</b>      |                                    |                                  |                             |                             |
| Covid-19 Income                     | -                                  | -                                | -                           | 11,948                      |
| Local Authority - SEN               | -                                  | 110,765                          | 110,765                     | 80,427                      |
| Local Authority - Other             | -                                  | 57,955                           | 57,955                      | 851                         |
| Government - Other Grants           | -                                  | 350,395                          | 350,395                     | 249,928                     |
|                                     | -                                  | 519,115                          | 519,115                     | 343,154                     |
| <b>Other income from activities</b> | 2,038                              | 7,931                            | 9,969                       | 107,679                     |
|                                     | 2,038                              | 5,239,736                        | 5,241,774                   | 4,895,996                   |
| <i>Total 2020</i>                   | -                                  | 4,895,996                        | 4,895,996                   |                             |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**4. Funding for the Academy's educational activities (continued)**

Following the reclassification in the Academies Accounts Direction 2020/21 of some grants received from the Department of Education and ESFA, the academy's funding for Pupil Premium is reported under the Other DfE/ESFA grants heading. The prior year number has been reclassified.

**5. Income from other trading activities**

|                    | Unrestricted<br>funds<br>2021<br>£ | Restricted<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|--------------------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| Hire of Facilities | 1,000                              | -                                | 1,000                       | 5,097                       |
| Other Income       | 43,220                             | 1,055                            | 44,275                      | 61,066                      |
| <b>Total 2021</b>  | <b>44,220</b>                      | <b>1,055</b>                     | <b>45,275</b>               | <b>66,163</b>               |
| <i>Total 2020</i>  | <i>55,645</i>                      | <i>10,518</i>                    | <i>66,163</i>               |                             |

**6. Investment income**

|                   | Unrestricted<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|-------------------|------------------------------------|-----------------------------|-----------------------------|
| Investment income | 1,013                              | 1,013                       | 2,406                       |
| <b>Total 2021</b> | <b>1,013</b>                       | <b>1,013</b>                | <b>2,406</b>                |
| <i>Total 2020</i> | <i>2,406</i>                       | <i>2,406</i>                |                             |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**7. Expenditure**

|  | <b>Staff Costs<br/>2021<br/>£</b> | <b>Premises<br/>2021<br/>£</b> | <b>Other<br/>2021<br/>£</b> | <b>Total<br/>2021<br/>£</b> | <b>Total<br/>2020<br/>£</b> |
|--|-----------------------------------|--------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Expenditure on raising voluntary income: |                                   |                                |                             |                             |                             |
| Direct costs                             | -                                 | -                              | -                           | -                           | 63,318                      |
| Educational Activities:                  |                                   |                                |                             |                             |                             |
| Direct costs                             | 3,296,240                         | -                              | 334,211                     | <b>3,630,451</b>            | 3,535,141                   |
| Allocated support costs                  | 1,004,524                         | 414,048                        | 784,478                     | <b>2,203,050</b>            | 1,940,910                   |
| <b>Total 2021</b>                        | <b>4,300,764</b>                  | <b>414,048</b>                 | <b>1,118,689</b>            | <b>5,833,501</b>            | <b>5,539,369</b>            |
| <b>Total 2020</b>                        | <b>4,049,815</b>                  | <b>392,509</b>                 | <b>1,097,045</b>            | <b>5,539,369</b>            |                             |

**8. Analysis of expenditure by activities**

|                        | <b>Activities<br/>undertaken<br/>directly<br/>2021<br/>£</b> | <b>Support<br/>costs<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|------------------------|--|---|---------------------------------------|---------------------------------------|
| Educational Activities | 3,630,451  | 2,203,050                               | <b>5,833,501</b>                      | 5,476,051                             |
| <b>Total 2020</b>      | <b>3,535,141</b>   | <b>1,940,910</b>                        | <b>5,476,051</b>                      |                                       |

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

**Analysis of direct costs**

|                      | <b>Educational<br/>Activities<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|----------------------|--|---------------------------------------|---------------------------------------|
| Staff costs          | 3,296,240  | <b>3,296,240</b>                      | 3,186,225                             |
| Educational Supplies | 137,652  | <b>137,652</b>                        | 66,752                                |
| Examination Fees     | 76,356   | <b>76,356</b>                         | 78,950                                |
| Technology Costs     | 90,298   | <b>90,298</b>                         | 75,327                                |
| Other costs          | 29,905   | <b>29,905</b>                         | 127,887                               |
|                      | <u>3,630,451</u>                                 | <u><b>3,630,451</b></u>               | <u>3,535,141</u>                      |
| <b>Total 2020</b>    | <u><b>3,535,141</b></u>                          | <u><b>3,535,141</b></u>               |                                       |

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

**Analysis of support costs**

|                         | <b>Educational<br/>Activities<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|-------------------------|--|---------------------------------------|---------------------------------------|
| Staff costs             | 1,004,524  | 1,004,524                             | 844,493                               |
| Depreciation            | 569,304  | 569,304                               | 534,188                               |
| Technology Costs        | -  | -                                     | 449                                   |
| Staff Expenses          | 1,287  | 1,287                                 | 175                                   |
| Other Staff Costs       | 79,216   | 79,216                                | 50,258                                |
| Other costs             | 58,303   | 58,303                                | 51,203                                |
| Rates                   | 23,203   | 23,203                                | 18,820                                |
| Energy                  | 106,374  | 106,374                               | 89,646                                |
| Maintenance of Premises | 109,872  | 109,872                               | 107,465                               |
| Cleaning and Caretaking | 99,818   | 99,818                                | 91,705                                |
| Operating Leases        | 38,217   | 38,217                                | 24,731                                |
| Transport               | 5,302  | 5,302                                 | 9,716                                 |
| Catering                | 756  | 756                                   | 1,614                                 |
| Other Premises Costs    | 36,564   | 36,564                                | 45,324                                |
| Legal and Professional  | 54,275   | 54,275                                | 56,123                                |
| Auditor Costs           | 16,035   | 16,035                                | 15,000                                |
|                         | <u>2,203,050</u>                                 | <u>2,203,050</u>                      | <u>1,940,910</u>                      |
| <i>Total 2020</i>       | <u>1,940,910</u>                                 | <u>1,940,910</u>                      |                                       |

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

Net income/(expenditure) for the year includes:

|                            | 2021<br>£     | 2020<br>£     |
|----------------------------|---------------|---------------|
| Operating lease rentals    | 49,098        | 31,616        |
| Depreciation               | 569,304       | 534,188       |
| Fees paid to auditors for: |               |               |
| - audit                    | 9,300         | 8,900         |
| - other services           | 4,050         | 2,950         |
|                            | <u>49,348</u> | <u>43,654</u> |

**10. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

|                       | 2021<br>£        | 2020<br>£        |
|-----------------------|------------------|------------------|
| Wages and salaries    | 2,920,597        | 2,785,251        |
| Social security costs | 301,412          | 282,863          |
| Pension costs         | 1,070,221        | 978,521          |
|                       | <u>4,292,230</u> | <u>4,046,635</u> |
| Agency staff costs    | 8,534            | 3,180            |
|                       | <u>4,300,764</u> | <u>4,049,815</u> |

**b. Staff numbers**

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

|                            | 2021<br>No. | 2020<br>No. |
|----------------------------|-------------|-------------|
| Teachers                   | 50          | 51          |
| Administration and Support | 81          | 88          |
| Management                 | 9           | 9           |
|                            | <u>140</u>  | <u>148</u>  |



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**10. Staff (continued)**

**c. Higher paid staff**

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

|                                | 2021<br>No. | 2020<br>No. |
|--------------------------------|-------------|-------------|
| In the band £60,001 - £70,000  | 3           | 1           |
| In the band £70,001 - £80,000  | 1           | -           |
| In the band £90,001 - £100,000 | 1           | 1           |

**d. Key management personnel**

The key management personnel of the Academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £735,003 (2020 £732,527).

**11. Trustees' remuneration and expenses**

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

|  |                            | 2021<br>£        | 2020<br>£       |
|--|----------------------------|------------------|-----------------|
| Andrew Evans, Headteacher and Accounting Officer           | Remuneration               | 95,000 - 100,000 | 90,000 - 95,000 |
|  | Pension contributions paid | 20,000 - 25,000  | 20,000 - 25,000 |
|  |                            |                  |                 |
| Andrew Collard, Staff Trustee                              | Remuneration               | 70,000 - 75,000  | 15,000 - 20,000 |
|  | Pension contributions paid | 15,000 - 20,000  | 0 - 5,000       |
|  |                            |                  |                 |
| Donald Henderson, Staff Trustee (resigned 18 October 2020) | Remuneration               | 0 - 5,000        | 35,000 - 40,000 |
|  | Pension contributions paid | 0 - 5,000        | 5,000 - 10,000  |
|  |                            |                  |                 |
| Jennifer Davies, Staff Trustee                             | Remuneration               | nil              | 50,000 - 55,000 |
|  | Pension contributions paid | nil              | 10,000 - 15,000 |
|  |                            |                  |                 |

During the year ended 31 August 2021, expenses totalling £nil were reimbursed or paid directly to Trustees (2020 - £nil).

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**NOTES TO THE FINANCIAL STATEMENTS  
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**12. Trustees' and Officers' insurance**

In accordance with normal commercial practice, the Academy has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 on any one claim and the cost for the year ended 31 August 2021 was £222 (2020 - £235). The cost of this insurance is included in the total insurance cost.

**13. Tangible fixed assets**

|                          | Leasehold<br>Improvements<br>£ | Long-term<br>leasehold<br>property<br>£ | Furniture<br>and<br>equipment<br>£ | Computer<br>equipment<br>£ | Total<br>£ |
|--------------------------|--------------------------------|---|------------------------------------|----------------------------|------------|
| <b>Cost or valuation</b> |                                |   |                                    |                            |            |
| At 1 September 2020      | 1,303,337                      | 18,231,654                              | 167,082                            | 456,649                    | 20,158,722 |
| Additions                | 12,980                         | -                                       | 11,954                             | 139,701                    | 164,635    |
| At 31 August 2021        | 1,316,317                      | 18,231,654                              | 179,036                            | 596,350                    | 20,323,357 |
| <b>Depreciation</b>      |                                |   |                                    |                            |            |
| At 1 September 2020      | 622,478                        | 3,372,851                               | 97,852                             | 312,454                    | 4,405,635  |
| Charge for the year      | 130,565                        | 364,633                                 | 19,010                             | 55,096                     | 569,304    |
| At 31 August 2021        | 753,043                        | 3,737,484                               | 116,862                            | 367,550                    | 4,974,939  |
| <b>Net book value</b>    |                                |   |                                    |                            |            |
| At 31 August 2021        | 563,274                        | 14,494,170                              | 62,174                             | 228,800                    | 15,348,418 |
| At 31 August 2020        | 680,859                        | 14,858,803                              | 69,230                             | 144,195                    | 15,753,087 |

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**14. Debtors**

|                                | 2021<br>£      | 2020<br>£      |
|--------------------------------|----------------|----------------|
| <b>Due within one year</b>     |                |                |
| Trade debtors                  | 13,996         | 11,837         |
| Other debtors                  | 23,739         | 20,994         |
| Prepayments and accrued income | 130,256        | 162,019        |
|                                | <u>167,991</u> | <u>194,850</u> |

**15. Liabilities: Amounts falling due within one year**

|                                    | 2021<br>£      | 2020<br>£      |
|------------------------------------|----------------|----------------|
| Trade creditors                    | 83,969         | 133,945        |
| Other taxation and social security | 74,825         | 70,580         |
| Other creditors                    | 77,613         | 62,735         |
| Accruals and deferred income       | 33,431         | 98,114         |
|                                    | <u>269,838</u> | <u>365,374</u> |

|  | 2021<br>£ | 2020<br>£    |
|--|-----------|--------------|
| Deferred income at 1 September 2020    | 1,855     | 12,578       |
| Resources deferred during the year     | -         | 1,855        |
| Amounts released from previous periods | (1,855)   | (12,578)     |
|  | <u>-</u>  | <u>1,855</u> |

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

|                                       | Balance at 1<br>September<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 August<br>2021<br>£ |
|---------------------------------------|--|-------------|------------------|--------------------------|-------------------------|--------------------------------------|
| <b>Unrestricted funds</b>             |  |             |                  |                          |                         |                                      |
| General Funds - all funds             | 94,452                                 | 47,271      | -                | (141,723)                | -                       | -                                    |
| <b>Restricted general funds</b>       |  |             |                  |                          |                         |                                      |
| General annual grant (GAG)            | -                                      | 4,516,763   | (4,516,763)      | -                        | -                       | -                                    |
| Pupil premium                         | -                                      | 162,528     | (162,528)        | -                        | -                       | -                                    |
| Other grants                          | 327,329                                | 559,390     | (455,714)        | (59)                     | -                       | 430,946                              |
| School fund                           | 9,538                                  | 3,238       | (4,192)          | -                        | -                       | 8,584                                |
| Pension reserve                       | (2,394,000)                            | -           | (125,000)        | -                        | 8,000                   | (2,511,000)                          |
|                                       | (2,057,133)                            | 5,241,919   | (5,264,197)      | (59)                     | 8,000                   | (2,071,470)                          |
| <b>Restricted fixed asset funds</b>   |  |             |                  |                          |                         |                                      |
| Class II Restricted Funds - all funds | 15,753,087                             | 22,853      | (569,304)        | 141,782                  | -                       | 15,348,418                           |
| <b>Total Restricted funds</b>         | 13,695,954                             | 5,264,772   | (5,833,501)      | 141,723                  | 8,000                   | 13,276,948                           |
| <b>Total funds</b>                    | 13,790,406                             | 5,312,043   | (5,833,501)      | -                        | 8,000                   | 13,276,948                           |

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

The Restricted General Fund includes GAG and other grants receivable from the ESFA and Local Authority towards the Academy's educational activities. School funds held in respect of education visits and events are also included in the Restricted General Fund.

The Restricted Fixed Asset Fund includes amounts receivable from the ESFA in respect of tangible fixed assets held for Academy use. Transfer between the GAG Fund and Restricted Fixed Asset Fund relate to purchases from this fund.

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

The Pension Reserve relates to the School's share of the deficit of the Local Government Pension Scheme overseen by the Local Authority.

Under the funding agreement with the Secretary of State, the Academy was not subject to a limit on the amount of GAG it could carry forward at 31 August 2021.

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

|                                       | <i>Balance at<br/>1 September<br/>2019<br/>£</i> | <i>Income<br/>£</i> | <i>Expenditure<br/>£</i> | <i>Transfers<br/>in/out<br/>£</i> | <i>Gains/<br/>(Losses)<br/>£</i> | <i>Balance at<br/>31 August<br/>2020<br/>£</i> |
|---------------------------------------|--|---------------------|--------------------------|-----------------------------------|----------------------------------|--|
| <b>Unrestricted funds</b>             |  |                     |                          |                                   |                                  |  |
| General Funds - all funds             | 209,631  | 58,051              | (50,975)                 | (122,255)                         | -                                | 94,452   |
| <b>Restricted general funds</b>       |  |                     |                          |                                   |                                  |  |
| General annual grant (GAG)            | -  | 4,253,693           | (4,253,693)              | -                                 | -                                | -  |
| Pupil premium                         | -  | 163,387             | (163,387)                | -                                 | -                                | -  |
| Other grants                          | 237,012  | 267,041             | (176,724)                | -                                 | -                                | 327,329  |
| School fund                           | 27,722   | 225,218             | (243,402)                | -                                 | -                                | 9,538  |
| Pension reserve                       | (2,486,000)                                      | -                   | (117,000)                | -                                 | 209,000                          | (2,394,000)                                    |
|                                       | (2,221,266)                                      | 4,909,339           | (4,954,206)              | -                                 | 209,000                          | (2,057,133)                                    |
| <b>Restricted fixed asset funds</b>   |  |                     |                          |                                   |                                  |  |
| Class II Restricted Funds - all funds | 16,144,977                                       | 20,043              | (534,188)                | 122,255                           | -                                | 15,753,087                                     |
| <b>Total Restricted funds</b>         | 13,923,711                                       | 4,929,382           | (5,488,394)              | 122,255                           | 209,000                          | 13,695,954                                     |
| <b>Total funds</b>                    | 14,133,342                                       | 4,987,433           | (5,539,369)              | -                                 | 209,000                          | 13,790,406                                     |

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

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

|  | Restricted<br>funds<br>2021<br>£ | Restricted<br>fixed asset<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ |
|--|----------------------------------|---|-----------------------------|
| Tangible fixed assets                  | -                                | 15,348,418                                      | 15,348,418                  |
| Current assets                         | 709,368                          | -   | 709,368                     |
| Creditors due within one year          | (269,838)                        | -   | (269,838)                   |
| Provisions for liabilities and charges | (2,511,000)                      | -   | (2,511,000)                 |
| <b>Total</b>                           | <b>(2,071,470)</b>               | <b>15,348,418</b>                               | <b>13,276,948</b>           |

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

|  | Unrestricted<br>funds<br>2020<br>£ | Restricted<br>funds<br>2020<br>£ | Restricted<br>fixed asset<br>funds<br>2020<br>£ | Total<br>funds<br>2020<br>£ |
|--|------------------------------------|----------------------------------|---|-----------------------------|
| Tangible fixed assets                  | -                                  | -                                | 15,753,087                                      | 15,753,087                  |
| Current assets                         | 459,826                            | 336,867                          | -   | 796,693                     |
| Creditors due within one year          | (365,374)                          | -                                | -   | (365,374)                   |
| Provisions for liabilities and charges | -                                  | (2,394,000)                      | -   | (2,394,000)                 |
| <b>Total</b>                           | <b>94,452</b>                      | <b>(2,057,133)</b>               | <b>15,753,087</b>                               | <b>13,790,406</b>           |

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**18. Reconciliation of net expenditure to net cash flow from operating activities**

|   | 2021<br>£        | 2020<br>£        |
|---|------------------|------------------|
| Net expenditure for the year (as per Statement of financial activities) | <b>(521,458)</b> | <b>(551,936)</b> |
| <b>Adjustments for:</b>   |                  |                  |
| Depreciation  | <b>569,304</b>   | 534,188          |
| Dividends, interest and rents from investments                          | <b>(1,013)</b>   | (2,406)          |
| Defined benefit pension scheme cost less contributions payable          | <b>83,000</b>    | 71,000           |
| Defined benefit pension scheme finance cost                             | <b>42,000</b>    | 46,000           |
| Decrease/(increase) in debtors  | <b>26,859</b>    | (26,325)         |
| (Decrease)/increase in creditors  | <b>(95,536)</b>  | 48,194           |
| <b>Net cash provided by operating activities</b>                        | <b>103,156</b>   | <b>118,715</b>   |

**19. Cash flows from investing activities**

|  | 2021<br>£        | 2020<br>£        |
|--|------------------|------------------|
| Dividends, interest and rents from investments | <b>1,013</b>     | 2,406            |
| Purchase of tangible fixed assets              | <b>(164,635)</b> | (142,298)        |
| <b>Net cash used in investing activities</b>   | <b>(163,622)</b> | <b>(139,892)</b> |

**20. Analysis of cash and cash equivalents**

|  | 2021<br>£      | 2020<br>£      |
|--|----------------|----------------|
| Cash in hand and at bank               | <b>541,377</b> | 601,843        |
| <b>Total cash and cash equivalents</b> | <b>541,377</b> | <b>601,843</b> |

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

|                          | At 1<br>September<br>2020<br>£ | Cash flows<br>£ | At 31<br>August<br>2021<br>£ |
|--------------------------|--------------------------------|-----------------|------------------------------|
| Cash at bank and in hand | 601,843                        | (60,466)        | 541,377                      |
|                          | <u>601,843</u>                 | <u>(60,466)</u> | <u>541,377</u>               |

**22. Pension commitments**

The Academy's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Mercer. 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 31 March 2019.

Contributions amounting to £59,752 were payable to the schemes at 31 August 2021 (2020 - £62,735) and are included within creditors.

**Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.



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**22. Pension commitments (continued)**

**The Teachers' Pension Budgeting and Valuation Account**

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, 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 year amounted to £552,203 (2020 - £535,985).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £176,396 (2020 - £197,588), of which employer's contributions totalled £137,262 (2020 - £163,339) and employees' contributions totalled £39,134 (2020 - £34,249). The agreed contribution rates for future years are 6 per cent for employers and 13 per cent for employees.

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

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

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**22. Pension commitments (continued)**

**Principal actuarial assumptions**

|  | <b>2021</b> | <b>2020</b> |
|--|-------------|-------------|
|  | <b>%</b>    | <b>%</b>    |
| Rate of increase in salaries                       | <b>4.20</b> | 3.90        |
| Rate of increase for pensions in payment/inflation | <b>2.80</b> | 2.50        |
| Discount rate for scheme liabilities               | <b>1.70</b> | 1.80        |
| Inflation assumption (CPI)                         | <b>2.70</b> | 2.40        |

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

|                             | <b>2021</b>  | <b>2020</b>  |
|-----------------------------|--------------|--------------|
|                             | <b>Years</b> | <b>Years</b> |
| <i>Retiring today</i>       |              |              |
| Males                       | <b>22.7</b>  | 22.6         |
| Females                     | <b>25.1</b>  | 25.0         |
| <i>Retiring in 20 years</i> |              |              |
| Males                       | <b>24.4</b>  | 24.2         |
| Females                     | <b>27.1</b>  | 27.0         |

**Sensitivity analysis**

|  | <b>2021</b>  | <b>2020</b> |
|--|--------------|-------------|
|  | <b>£000</b>  | <b>£000</b> |
| Discount rate +0.1%                    | <b>2,421</b> | 2,316       |
| Mortality assumption - 1 year increase | <b>2,659</b> | 2,511       |
| CPI rate +0.1%                         | <b>2,603</b> | 2,474       |

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**22. Pension commitments (continued)**

**Share of scheme assets**

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

|                                     | 2021<br>£        | 2020<br>£        |
|-------------------------------------|------------------|------------------|
| Equities                            | 1,783,000        | 1,092,000        |
| Other bonds                         | 2,000            | 88,000           |
| Property                            | 94,000           | 89,000           |
| Cash and other liquid assets        | 54,000           | 70,000           |
| Other                               | 210,000          | 207,000          |
| Government bonds                    | -                | 111,000          |
| <b>Total market value of assets</b> | <b>2,143,000</b> | <b>1,657,000</b> |

The actual return on scheme assets was £320,000 (2020 - £25,000).

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

|   | 2021<br>£        | 2020<br>£        |
|---|------------------|------------------|
| Current service cost  | (280,000)        | (234,000)        |
| Past service cost   | -                | (1,000)          |
| Interest cost   | (42,000)         | (44,000)         |
| Administrative expenses   | (3,000)          | (2,000)          |
| <b>Total amount recognised in the Statement of Financial Activities</b> | <b>(325,000)</b> | <b>(281,000)</b> |

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

|                          | 2021<br>£        | 2020<br>£        |
|--------------------------|------------------|------------------|
| <b>At 1 September</b>    | <b>4,051,000</b> | <b>3,975,000</b> |
| Current service cost     | 280,000          | 234,000          |
| Past service cost        | -                | 1,000            |
| Interest cost            | 73,000           | 72,000           |
| Employee contributions   | 39,000           | 34,000           |
| Actuarial losses/(gains) | 281,000          | (243,000)        |
| Benefits paid            | (70,000)         | (22,000)         |
| <b>At 31 August</b>      | <b>4,654,000</b> | <b>4,051,000</b> |

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**22. Pension commitments (continued)**

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

|                          | 2021<br>£        | 2020<br>£        |
|--------------------------|------------------|------------------|
| <b>At 1 September</b>    | <b>1,657,000</b> | <b>1,489,000</b> |
| Interest income          | 31,000           | 28,000           |
| Actuarial gains/(losses) | 289,000          | (34,000)         |
| Employer contributions   | 200,000          | 164,000          |
| Employee contributions   | 39,000           | 34,000           |
| Benefits paid            | (70,000)         | (22,000)         |
| Administration expenses  | (3,000)          | (2,000)          |
| <b>At 31 August</b>      | <b>2,143,000</b> | <b>1,657,000</b> |

**23. Operating lease commitments**

At 31 August 2021 the Academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|  | 2021<br>£     | 2020<br>£     |
|--|---------------|---------------|
| Not later than 1 year                        | 27,274        | 37,826        |
| Later than 1 year and not later than 5 years | 23,011        | 59,832        |
|  | <b>50,285</b> | <b>97,658</b> |

**24. Members' liability**

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

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**25. Related party transactions**

Owing to the nature of the Academy and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

Expenditure Related Party Transaction

During the year the son of the Chair was remunerated £nil (2020: £1,104) for Maths tuition services.

During the year the spouse of a Trustee was remunerated £nil (2020: £12,284) for employment within the Trust. There were no amounts outstanding at 31 August 2021.

During the year, a Trustee was remunerated £nil (2020: £540) for medical support within the Trust. A balance of £nil (2020: £540) was outstanding at 31 August 2021.

During the year the Headteacher's spouse was remunerated for employment within the Trust. The remuneration of both individuals has been included within key management remuneration (note 10).

All transactions were paid at standard rate and no amounts were outstanding at year end. The transactions have been conducted in accordance with the requirements of the Academies Financial Handbook, financial regulations and procurement procedures.

