

**DEBENHAM HIGH SCHOOL**  
A Church of England High Performing Specialist Academy



**Annual Report and Financial Statements**

**For year ended 31 August 2021**

Debenham High School is an exempt charity with  
Company Registration Number: 07467445  
England and Wales

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

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**Members**

The Rt Rev'd Martin Seeley, Bishop of St Edmundsbury & Ipswich (Appointed by the Diocesan Board of Education)

Mr David Carruthers (as Chair of Governors)

The Venerable John Cox

Mr Robert Grimsey

\* Mr Neil Serjeant

**Governors**

Mr Ronald Barker, Parent Governor

Rev Susan Bates, Foundation Governor

\*Mr David Carruthers, Chair of Governors - Foundation Governor

\*Mrs Marion Carter, Parent Governor

Mr Paul Debenham, Local Authority Governor

\*Mrs Caroline Driver, Co-opted by Members

Mr Andrew Dubberley, Staff Governor - Teacher

Mrs Sophie Edmond, Parent Governor

Dr David Egan, Co-opted by Governors

Ms Siobhan Goodrich, Foundation Governor

Mr Christopher Grover, Foundation Governor (Vice Chairman)

Mrs Sheila Janson, Co-opted by Members

\*Mr David McMillan, Staff Governor - Teacher

\*Mr Simon Martin, Headteacher - Accounting Officer (appointed 1 September 2020)

\* Mrs Kate Rosten, Parent Governor (appointed 23 November 2021)

Dr William Thomas, Co-opted by Governors

\*Mr Mohammed Touman, Parent Governor

Mrs Emma Wnukoski, Staff Governor - Support Staff (appointed 8 December 2020)

\*Members of the Finance and General Purposes Committee

**Company registered number**

07467445

**Company name**

Debenham High School

**Principal and registered office**

Gracechurch Street, Debenham, Suffolk, IP14 6BL

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

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**Senior Leadership Team (SLT)**

Mr Simon Martin, Headteacher  
Miss Susan McBurney, Deputy Headteacher  
Mrs Louise Ramsay, Assistant Headteacher  
Mrs Cheryl Schmidt, Assistant Headteacher (appointed 1 September 2021)  
Mrs Tracy Willmott, Business Manager (CFO)

**Independent auditor**

Larking Gowen LLP, 1 Claydon Business Park, Great Blakenham, Ipswich, Suffolk, IP6 0NL

**Bankers**

Lloyds TSB Commercial, 16 Gentleman's Walk, Norwich, Norfolk, NR2 1LZ

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**GOVERNORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Governors present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a Governors' report and a Directors' report under company law.

The Debenham High School Academy Trust operates a popular outstanding Church of England Academy for students aged 11 to 16 serving a catchment area north west of Ipswich in rural Suffolk. It is oversubscribed with 677 students on role (October census 2021) with a planned capacity of 625.

**Structure, governance and management**

**a. Constitution**

Debenham High School is a company limited by guarantee and an exempt charity. Debenham High School was established as an Academy on January 1 2011, converting from Debenham Church of England Voluntary Controlled High School under the Academies Act 2010. The Company's Memorandum and Articles of Association (13 December 2010) are the primary governing documents of the Academy. The Governors act as the Trustees for the charitable activities of Debenham High School and are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Debenham High School.

Details of the Governors who served during the year, and to the date these accounts are approved are included in the Reference and administrative details on page 1.

As a Church of England Academy the school has strong links with the Diocese of St Edmundsbury and Ipswich. This relationship spans the whole history of the school since 1964 when it opened as a Voluntary Controlled Church of England school. The Christian ethos of the school is embedded in the governing documentation of the Academy.

**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. Governors' indemnities**

The Academy has obtained risk protection under the government Risk Protection Arrangement (RPA) to cover the liability of Members and Governors in respect of any negligence, default, breach of trust or breach of duty of which they may be guilty in relation to the Academy. Limit of Indemnity: £10,000,000.

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

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

**d. Method of recruitment and appointment or election of Governors and Members**

**Members**

The Members of the Academy are:

- the signatories to the memorandum of the Articles of Association;
- Foundation Members, comprising one person who may be appointed by the Diocesan Board of Education;
- an additional person appointed by the Diocesan Board of Education provided that the total number of Foundation Members would not exceed 25% of the total number of Members;
- one person appointed by the Secretary of State in the event the Secretary of State appoints a person for this purpose;
- the Chair of Governors, and
- additional Members may be appointed if Members agree unanimously in writing and obtain written consent from the Diocesan Board of Education.

**Governors**

The number of Governors shall not be less than three nor more than eighteen except for appointments of any additional Governors made by the Secretary of State. The Academy shall have the following Governors:

- two Governors appointed by Members;
- four Foundation Governors appointed (Rector of Debenham and Helmingham Benefice Ex Officio; Governor). Members may appoint further Foundation Governors provided the total number of Foundation Governors does not exceed 25% of the total number of Governors;
- one Local Authority (LA) Governor;
- three Staff Governors (the number of Staff Governors should not exceed 25% of the total number of Governors);
- five Parent Governors elected by parents of registered students;
- two Co-opted Governors appointed by existing non co-opted Governors; and
- the Headteacher.

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

All Governors and Members give a written undertaking to uphold the objects of the Academy.

All Governors receive a welcome pack and a personal briefing. Documents relating to contemporary developments are circulated, when available, to Governors together with the handbook for training and support offered by the LA. Governors are offered and encouraged to take part in training, which is arranged to suit individual as well as group requirements. The Governing Body is also a member of the National Governance Association (NGA) and subscribes to its training package.

All Members and Governors give their time freely and no remuneration connected to their role as Governors was paid in the period. (Staff Governors receive remuneration in relation to their employment as members of staff).

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

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

**f. Structure, governance and management**

Broadly:

- The Members have accountability for ensuring that the Academy meets the stated purpose for which it exists.
- Governors as Directors are responsible for the formulation of policy, financial management, and holding the school to account for the delivery of the Academy's objectives.
- The day-to-day management of the school is delegated to the Headteacher under a formal scheme of delegation.
- The Governors have delegated specific responsibilities to committees, which are able to consider and make decisions in regard to defined areas of Governors' responsibilities:
  - o Admissions Committee Chairman: Mr Paul Debenham
  - o Appeals Committee Chairman: Mr Chris Grover
  - o Finance and General Purposes Committee Chairman: Mrs Caroline Driver
  - o Health & Safety Committee Chairman: Mr David Carruthers
  - o Hearings/Discipline Committee Chairman: Mrs Sheila Janson
- The Governors are further supported by the Curriculum Working Party, chaired by Mr Simon Martin. The Working Party considers issues and make recommendations to the Full Governing Body (FGB).

The Full Governing Body met 6 times during the school year under the chairmanship of Mr David Carruthers, to discuss the business of the school and to receive reports from the committees and working parties.

The Governors delegate the day-to-day running of the school to the Headteacher and Senior Leadership Team. The Governors are responsible for setting general policy, approving the annual budget and capital expenditure, monitoring the use of funding, making decisions about the direction of the Academy and leadership staff appointments, and holding the Headteacher and the Senior Leadership Team to account for the performance of the school against agreed targets.

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

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

The members of the various committee parties is showing below:

	Trustee/Governor	Admissions Committee	Appeals Committee	Finance & General Purposes Committee	Hearings & Discipline Committee	Health & Safety Committee	Curriculum Working Party
Headteacher	Mr S Martin	*		*			*
Nominated by Diocesan Board of Education	Mr D Carruthers	*		*		*	*
	Rev S Bates	*	*		*		*
	Mr C Grover	*	*		*		*
	Mrs S Goodrich	*			*		*
Parent Governors	Mr R Barker				*		*
	Mrs M Carter			*		*	*
	Mrs S Edmond		*		*		*
	Mrs K Rosten (from 23 November 2021)			*			*
	Mr M Touman			*			*
Local Authority	Mr P Debenham	*	*			*	*
Staff	Mr D McMillan			*			*
	Mr A Dubberley						*
	Mrs E Wnukoski (from 8 December 2020)					*	
Co-opted	Mrs C Driver			*	*		*
	Dr D Egan		*			*	*
	Mrs S Janson	*			*		*
	Dr W Thomas				*		*
Member	Mr Neil Serjeant			*			*

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

The Governing Body notes that the salary ranges for Headteachers, Deputy and Assistant Headteachers are not incremental and do not provide for automatic salary progression. Pay progression is considered on the basis of successful completion of the performance management process. The Finance and General Purposes Committee sets the Individual Salary Ranges (ISR) on the Leadership Pay Scale.

The pay group for the Headteacher is set using national recommendations based on the size and phase of school. On appointment a salary point will be recommended by the Appointments Panel for approval by the Governing Body. Each November the Headteacher will be set objectives as part of his/her performance management review. The Finance and General Purposes Committee will consider the performance review report when reviewing the Headteacher's salary in November and will determine whether any additional points within the agreed ISR are to be awarded and whether those points are to be permanently incorporated into the salary or subject to further review. Any increase in pay will be backdated to the September of that year.

The staffing establishment includes one post of Deputy Headteacher, two posts of Assistant Headteacher and one post of School Business Manager. On appointment their salary will be determined by the Finance and General Purposes Committee. Each September the Headteacher will set objectives for the Deputy, Assistant Headteachers and the School Business Manager as part of their performance management review. The Finance and General Purposes Committee will consider the Headteacher's report of the performance management review when reviewing their salaries in September and determine any temporary or permanent progression within the agreed ISR. Any increase in pay will be backdated to the September of that year.



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

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

To review the performance of the Headteacher the school uses the services of an external consultant, who reviews the Headteacher's performance, before making a recommendation to the Governing Body.

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

As a Church of England Academy the school has strong links with the Diocese of St Edmundsbury and Ipswich. The school has strong links with St Mary Magdalene Church in Debenham, using the church for a number of school events throughout the year. The vicar, along with those who work in other local churches, regularly delivers assemblies, gives chaplaincy support and supports the development of a Christian ethos within the school.

The Academy has a mutually beneficial arrangement for sharing sporting facilities with Debenham Leisure Centre. This ensures the wider community has access to a flood-lit, multi-purpose games area, tennis courts and the sports field owned by the Academy, and students have access to an indoor sports centre, gym and games area at the adjacent Leisure Centre.

The Academy is the apex of a pyramid of seven primary schools where there is a mutual interest in ensuring the best education and outcomes for all our young people. Regular curriculum meetings are arranged with Pyramid Heads and subject leaders, these and other meetings ensure a smooth transition for the next intake into Debenham High School. For delivery of bespoke vocational pathways, the Academy works in partnership with local Further Education providers.

**Teaching School Alliance**

Debenham High School was the lead school in the Mid-Suffolk Teaching School Alliance (TSA), until its cessation on 31 August 2021 following the creation of new Teaching School Hubs. Designated in March 2016 the alliance has engaged in activities covering all three teaching schools' aims: school to school support, continuous professional development and initial teacher training. It has worked with secondary and primary schools in the local area. Those delivering training or coaching have been from within Debenham High School and from other schools in the Alliance.

In 2020-21 the TSA completed work to support the implementation of statutory guidance for Relationships, Sex and Health Education (RSHE), and successfully developed and delivered training and support to 71 schools.

Following the implementation of Teaching School Hubs in 2021, the school is exploring and consolidating other opportunities to maintain and continue to develop external links.

**Initial Teacher Training**

The school is active in taking a wider responsibility for new entrants to the profession. Two of our middle leaders work as Visiting Fellows for the Teaching School Hub working with mentors with Early Career Teachers. Further staff are actively involved in leading or participating in subject based training for the local SCITT providers and the school takes trainee teachers in each year group from a range of providers.

**i. Trade union facility time**

The Academy had two employees who were relevant union officials during the period. The full-time equivalent employee number was also two. The percentage of their time spent on facility time was 0%.

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

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**Objectives and activities**

**a. Objects and aims**

The Academy's object is stated in its Memorandum & Articles of Association as, "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 with a designated Church of England religious character offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship and in having regards to the advice of the Diocesan Board of Education."

The mission of the Academy is:

"To provide a top quality education for students of all abilities in a caring, challenging, supportive and attractive environment in which all members of the community are valued and where Christian moral values are encouraged".

The Academy aims:

- To provide a happy and caring environment in which to learn and work where each member of the school community is personally valued and where students are able to develop self-respect and self-control.
- To challenge all students to the full realisation of their talents and potential.
- To enable students, through a demanding, broad and balanced curriculum, to achieve as high a level of success as possible in public examinations.
- To help students acquire attitudes and skills relevant to their adult and working life especially those related to independent thinking, and be able to adapt confidently to a changing society.
- To develop physical and social skills, an aesthetic appreciation and an understanding of health, hygiene and environmental issues.
- To encourage moral and Christian values consistent with a Church of England school.
- To engender respect for and tolerance of others - regardless of differences of race, disability, sexuality, gender, culture or religion.
- To encourage students to work together and participate fully in the life of the school and the wider community.
- To help develop an understanding of the world in which we live, the interdependence of individuals, groups and nations and an appreciation of human achievement and aspirations.
- To ensure all staff have access to high quality training and development opportunities.

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

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**Objectives and activities (continued)**

**b. Strategies and activities**

The improvement aims of the Academy are set out within the School Development Plan (SDP). This plan makes clear the direction of the Academy over a three-year period and is reviewed with Governors termly.

The School Development Plan sets out how we want to be a school that:

- Develops the whole child, through considering their academic, spiritual, moral, social and cultural development
- Is the school of choice in the locality and continues to be over-subscribed
- Is in the top 10% of all secondary schools nationally, by attainment
- Is in the top 10% of all secondary schools nationally, by progress
- Is recognised for excellent practice across the curriculum and in terms of spiritual, moral, social and cultural development
- Is renowned as a place of work that is characterised by innovation, well-being, creativity and rigour
- Is a key partner in a system-led local offer of Continuing Professional Development (CPD), and continues to work with other schools in a supportive and collaborative manner.

Our Development Plan is split into four themes, with specific actions under each theme. These are:

- Building the whole child
- Curriculum and assessment
- Strategic Planning
- Environment and personnel

Whilst these are four separate areas we know that there are aspects that pervade every theme and that ultimately they all work towards improving the quality and standards within the school. The SLT reviews progress and reports on this to Governors each term. The SDP links in turn with individual performance management targets and departmental development plans.

The Academy provides tuition and learning opportunities for students to fulfil their academic potential along with opportunities for students to develop those wider skills needed for them to succeed. This includes spiritual and moral development alongside academic and extra-curricular breadth.

The Academy runs a review process to monitor standards of teaching and learning and each curriculum area and Year group is reviewed annually. This sits alongside regular review processes as part of the academic cycle. Some of these reviews address whole school development themes, some departmental improvement priorities and some individual teacher improvements. Governors are involved in this review process. The Academy regularly seeks the views of all stakeholders, including students, parents and carers, and as such amends practice where appropriate.

The school continues to consider ways that it might formalise working with a range of other strategic partners.

**c. Public benefit**

The Governors recognise their charitable responsibilities for the advancement of education as described in the Charity Commission's Statement of Recommended Practice. They have also considered public benefit guidance issued by the Charity Commission. The Governors have recorded in this report the activities carried out by the school in furtherance of the charitable purposes for the public benefit.

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

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**Strategic report**

**Achievements and performance**

The Academy has a predominantly rural catchment area with a large proportion of students travelling by bus. It places high importance on knowing every individual, making sure all students feel valued, developing their spiritual and emotional self and irrespective of background ensuring each student has the highest aspirations of achievement. Alongside high academic expectations, extra-curricular involvement is expected and leadership opportunities are exploited across the school to allow students to demonstrate responsibility. We have seven feeder catchment schools but around a third of students come to us from beyond our catchment area.

We are over-subscribed in every year group (with a Planned Admission Number (PAN) of 125 in every year group). Our numbers on roll in October 2021 stand at 677.

Due to the national coronavirus lockdown, the school closed for the second time following the Christmas break to all students except for vulnerable students and children of key workers. Timetabled live and interactive lessons were delivered to all students, both at home and at school, throughout the lockdown through the use of MS Teams, and students were expected to complete and submit work for feedback. Laptops were loaned to students who would otherwise have been unable to access online learning, and students continue to retain these laptops for the duration of the pandemic, in order to access further remote learning if required. Staff communicated with any student who needed additional support with work, and vulnerable students not in school were contacted regularly to ensure their well-being. Engagement by students with their learning was exceptional with around 95% attending their virtual lessons. The school reopened to all students full-time on 8 March 2021.

Detailed risk assessments were undertaken at each stage of the lockdown to ensure that all practicable measures, including the rapid onsite testing of all students prior to their return, were undertaken to maintain a COVID-secure environment.

In August 2021, following a robust process to arrive at Teacher Assessed Grades, students achieved an exceptional set of results. The school undertook a rigorous and stringent approach to ensure students gained the grades that they had demonstrated consistently they could achieve. Outcomes from the assessment programme were moderated internally and externally with other schools, to ensure that the grades awarded were a true reflection of the ability and performance of the students.

The results showed that 94% of students achieved Grade 4+ in both English and Mathematics and 83% 5+ in the same measure. The proportion of students attaining 8 or more 7-9 grades was also exceptional, with 44% of grades at this level. These results were in line with the school predictions following Mock Examinations in November 2020. Progress 8 scores are not published for this academic year.

While high, these grades are within the expected range for the school, based on previous performance in the most recent external examinations prior to the pandemic. In August 2019 the headline figure of 80% students gaining Grade 4+ in Mathematics and English was the highest in Suffolk and Norfolk, with Mathematics and English Grade 5+ - at 71%, 16% higher than any other school in Suffolk. The progression, Progress 8 score of 0.7 was also the highest in the local authority, all other schools being lower than 0.5. This score placed the school 216th nationally (from 6,502 secondary schools).

The school monitors performance of students by a continuous evaluation of achievements against expectations using nationally published data and the knowledge the teachers have about individual students and their capabilities. Faculty, departmental and year reviews not only evaluate past performance but use data to plan for the future. The school recognises the diverse way students learn and develop and takes steps to ensure students achieve their potential. Students' backgrounds and needs are considered when looking at progress and teachers are aware of, and plan for, students with different needs. This includes groups recognised by OFSTED as underperforming nationally (Special Educational Needs (SEN), Free School Meals (FSM), Ever6, Looked After Children (LAC), Services Children).

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

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**Strategic report (continued)**

**Achievements and performance (continued)**

The work that the school undertook meant that departments were given time to ensure that their Programmes of Study and assessment models were fit for the purpose of keeping Debenham in the top 10% of schools nationally. The school was rated in the top 10% of schools for progress in 2020 with gradings for individual subjects falling in the top 1% - 25% of schools nationally (data drawn from ALPS).

The school has also worked on building the resilience of young people, using the integral Personal, Social and Health Education (PSHE) lessons, as well as mentoring of students and more in depth mentoring of those students who are struggling or who may need extra support. This is carried out to ensure all students are able to fulfil their potential.

**Attendance**

The school places considerable importance on attendance as a support to learning. The figures show the expectation of 95% attendance for all students has a positive impact on ensuring the highest levels of attendance.

Data for 2020/21:

<b>Group</b>	<b>Authorised Absence</b>	<b>Unauthorised Absence</b>	<b>Attendance</b>
Whole school	4.4%	0.5%	95.1%

Attendance is monitored of year groups and of cohorts in order to ensure that no patterns of attendance are formed with certain groups of pupils. Attendance and pastoral support continues to be supported by a Pastoral Support Assistant who works closely with students and their families to ensure full attendance and engagement in the life of the school. The school also works closely with the Local Authority Education Welfare Officer to work with families who are struggling to attend school.

**Behaviour for learning and participation**

Standards of behaviour are very high and the threshold for poor behaviour is low. Students are reminded of expectations with even the lowest level of disruption.

In 2018-19 80% of students attended at least one extra-curricular activity. This does not include the many curricula based lunchtime and after-school opportunities. Due to coronavirus restrictions in 2019-20 we were unable to run our usual extra-curricular offer but were committed to ensuring this resumed as soon as possible and the school ran a limited offer in Summer 2021 and is now offering the full complement of clubs and activities for the students.

The Academy offers a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England. The achievement of the GOLD quality mark for RE provision is a pleasing endorsement of the importance of spiritual development for all young people at Debenham High School.

**Curriculum**

In 2018-19 the school implemented the second stage of a change in curriculum. This included more time allocated to the core subjects of English, Mathematics and Science. This phased implementation continued into 2019-20 as the final year.

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

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**Strategic report (continued)**

**Achievements and performance (continued)**

In 2019-20 the curriculum change which allowed more time for the core subjects was completed and had a complete cycle. Results from 2020 for Mathematics, English and Science were very strong (85% students achieved Grade 4+ in English & Mathematics). Whole school results demonstrate that this has not had a negative impact on the results in other subjects or in the breadth of offer that students receive.

The school is committed to a broad curriculum which allows all students to access a breadth of curriculum. The school runs a three year KS3 curriculum to ensure that students have the time and depth in as wide a range of subjects as possible to prepare students for the wider world.

**External verification**

**School Improvement Partner**

The school has continued to work with a School Improvement Partner (SIP). This has included support to the governing body on the Headteacher's Performance Review, work with three senior leaders and some coaching of marginal student groups.

**SIAMS**

In October 2017 the school received a SIAMS inspection to judge the Christian character of the school. The school was judged Outstanding in this inspection and the inspector complimented the school on how the Christian ethos pervades all aspects of the school "like the blood in the body". She commented on the genuine love shown by pupils for their teachers and the feeling of mutual respect within the school.

**OFSTED**

Whilst we have not received a full inspection in this academic year our results demonstrate that we continue to offer the highest quality of education. Work as a TSA has included leading school improvement activities in primary and secondary schools across the local authority in maintained and academy schools. Peer reviews with other schools have enabled the sharing of good practice and provided additional validation of the quality of education at Debenham High School.

**Quality of teaching, staff training and development**

Through the work of the TSA the school generated income of over £62,000 in 2020-21. The three areas of TSA work were Continuous Professional Development, Initial Teacher Training and School to School Support. The alliance worked across primary and secondary phases and alliance partners included schools in both phases, the Diocese and one higher education institution.

The school remains fully staffed though the depth of field for teaching posts is becoming more of a challenge. The quality of teaching is consistently good or better, with a significant proportion that is outstanding. This is evidenced through regular departmental reviews, performance management observations and learning walks. The view of students and parents endorses the belief that the quality of education at the school is outstanding. Teachers plan lessons very well, use a range of strategies to engage and motivate students, give careful consideration for the range and needs of students within each class and use sharply focused and timely support and intervention to ensure that students make high rates of progress. Students feel strongly that they get an outstanding education at Debenham High School (at least 97% in every year group) and parents concur.

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

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**Strategic report (continued)**

**Achievements and performance (continued)**

Teachers are encouraged to be responsible for their own professional development. A greater focus on the teacher standards in performance management and more opportunities through a number of forums to share pedagogy and practice have created a culture of reflective practice. Through the TSA teachers and teaching assistants have had good opportunities to engage in training and development which is bespoke to their professional development needs. In 2020-21 the school set up an extensive range of training and CPD which staff can make bespoke to their development, and which has a positive impact on the quality of teaching and learning in the school.

**a. Key performance indicators**

The budget is set to ensure that the objectives of the School Development Plan, as well as the overarching objectives of the Academy, can be met. The financial performance of the school is judged on its ability to deliver in this regard.

Having considered 2019/20 benchmarking data from similar schools the Governors consider that a ratio of 79% total staff costs as a percentage of income is acceptable in the short-term given that we do not contract out either cleaning or catering, but will need careful review in the light of future funding in the year ahead.

Debenham High School is a school that has low staff turnover with many experienced staff at the top of their respective pay scales. The level of staff required to deliver the top quality education the school prides itself on is reviewed regularly in light of projected pupil numbers and likely income levels. The ratio of pupils to teachers, including teaching members of the SLT remained at 1:16 for the year 2020-21.

The Governors and SLT are acutely aware of the need for prudent financial management and budget planning to ensure the future sustainability of the Academy. With so much of the recent increase in staff costs wholly out of the control of the Academy it is inevitable that hard decisions will need to be made. However, the school is determined to achieve essential cost savings in a measured and carefully considered manner with the aim of ensuring the top quality education that Debenham prides itself upon is not compromised in any way.

The Efficiency Metric published by the DfE in 2018 scored the school as Grade 1 – the highest possible grade. This deemed the school to deliver best value in terms of pupil outcomes for the income that it receives.

**b. Going concern**

After making appropriate enquiries, the Governing Body has a reasonable expectation that the Academy 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 school had a roll of 677 students for the October census in 2021. Most of the Academy's income is obtained from the Educational and Skills Funding Agency (ESFA), in the form of recurrent grants based on pupil numbers, the use of some of which is restricted for a particular purpose. Any restricted income received during the year ended 31 August 2021 and the associated expenditure is shown as restricted funds in the statement of financial activities.

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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

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**Strategic report (continued)**

The Academy also receives a small annual grant for building maintenance from the ESFA and has benefitted in previous years from additional grant funding as the result of a bidding process for capital projects (Condition Improvement Fund – CIF). In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (2019), such grants are shown in the statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31 August 2021 total revenue expenditure (before capital contributions from reserves) of £3,822,115 was covered by recurrent grant funding from the ESFA together with other incoming resources. Delays in the recruitment of key staff, meant that expenditure was less than would otherwise have been expected. Capital contributions from revenue amounting to £97,457 were made, after which the surplus of income over expenditure for the year (excluding restricted fixed asset funds and Local Government Pension Scheme costs) was £150,411. Combined with reserves brought forward from 2019-20 of £784,522, this gives a revenue carry forward figure of £934,933.

The continuation of coronavirus measures meant that income from catering was significantly reduced from normal levels, as it was not possible to provide the usual range of meal options. As the school's financial position remained secure, the decision was made not to furlough staff. The school received the following income from the DfE to support covid measures:

- £37,680 to fund the onsite covid testing programme, where the school was required to test all students and staff attending school during the lockdown, all students prior to their return to school in March 2021, and some students on an ongoing basis after reopening;
- £53,440 of catch up funding, of which £47,233 remained unspent at 31 August 2021 to fund a planned catch up programme extending to at least the next two financial years to ensure intervention is delivered effectively;
- £8,552 to fund summer school tuition to the incoming Year 7 cohort, of which 78 students attended. A combination of activities was provided to develop relationships between pupils and staff as part of a wider transition offer, and familiarise students with the school, and develop Science, Mathematics, Drama and Food Technology knowledge and skills.

The school used the government's free school meal voucher scheme to provide funded vouchers to families eligible for Free School Meals while the school was closed and during holiday periods.

In line with the fixed asset policy £97,457 was transferred to fixed assets from revenue during 2020-21, of which £49,323 was to install two canopies to enhance the outside area, in particular to provide shelter to enable students to meet outside during breaks as part of our covid risk management measures. A further £18,588 was expended on IT & DT equipment, and £20,600 represented Salix loan repayments.

During the year ended 31 August 2021 the school received total capital income of £15,323 from the Devolved Formula Capital (DFC) allocation, and 31 laptops were donated by the DfE, valued at £11,749, to support remote learning during the coronavirus pandemic.

At 31 August 2021 the net book value of fixed assets was £7,142,771. Movements in tangible fixed assets are shown in note 14 to the financial statements, with the depreciation charge for the period being £353,576. The assets are used exclusively for providing education and the associated support services to the students of the Academy.

The Academy is a member of the Local Government Pension Scheme (LGPS) in respect of support staff. The Academy's pension deficit is recognised on the balance sheet. The deficit at 31 August 2021 is £1,529,000, an increase of £507,000 from 2020. The pension deficit does not represent the Academy with a current liquidity problem, and in the event of Academy closure the liability is guaranteed by the Department for Education.



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**DEBENHAM HIGH SCHOOL**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

As shown on page 32, the Academy had a net deficit for the period of £585,636 which can be analysed as:

Revenue surplus	£150,411
Revenue contribution to capital	£97,457
Capital income	£27,072
Depreciation	(£353,576)
LGPS Increase	(£507,000)
<b>Deficit for period</b>	<b>(£585,636)</b>

**a. Reserves policy**

The Governors aim to demonstrate prudence and good financial planning to cover the unexpected and unplanned in order to protect delivery of the Academy's primary objectives under unforeseen circumstances. Governors may also set aside reserves for investment in future years (e.g.: to improve or expand facilities).

The level of reserves at 31 August 2021 was as follows:

Revenue reserves: £934,933  
Capital Cash reserves: £96,829  
Pension deficit: £(1,529,000) (see Note 27)

Unrestricted funds totalled £522,492 at 31 August 2021 (2020 - £463,565). Restricted general funds amounted to £412,441 (2020 - £320,957), of which £47,233 relates to catch-up funding, and £363,609 relates to unspent GAG. The restricted fixed asset fund amounted to £7,198,001 (2020 - £7,427,048).

To mitigate the risk of delayed funding the Governors feel it prudent to maintain a free reserve of unspent GAG and unrestricted reserves, equivalent at minimum to at least one month's payroll expenditure, which is approximately £280,000. At 31 August 2021, the reserve target was met.

To mitigate the risk of future income reduction and to provide a fund for building development, the Governors may require further reserves determined on an annual basis in the Spring Term. Reserves are determined with reference to the in-year financial performance of the school and an assessment of the key risks and future investment requirements.

While current reserves are greater than the level of planned unrestricted reserves as detailed in the Reserves Policy, this represents a prudent level of reserves given the additional expenditure anticipated to maintain measures to manage the risk of coronavirus, to implement capital improvements identified in the School Development Plan, uncertainty of future funding levels and the medium term budget plan forecast. The remaining level of reserves will support the school through a period of transition and change to adapt our curriculum structures and reduce our staff costs appropriately to a sustainable level, should it be necessary in the event of future funding challenges.

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**DEBENHAM HIGH SCHOOL**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**b. Investment policy**

The school aims to manage its cash balances to provide for the day to day financial management of the Academy. Where surplus cash funds exist the school seeks to optimise returns at minimal risk. Surplus funds are defined as funds in excess of those deemed to be needed to meet the day to day cash flow requirements for the financial management of the school taking into account the agreed minimum reserves level. The Business Manager will maximise investment return by investing surplus funds for up to 6 months in interest-bearing accounts with High Street Banks or Building Societies. Investments for longer periods or in riskier vehicles require the approval in advance of the Finance and General Purposes Committee (FGPC). The school received £340 in interest in the year 2020-21.

**c. Principal risks and uncertainties**

The principal risk to the school remains the impact of the coronavirus pandemic, with the risk of significant teacher and student absence and the impact of that on student learning. Through the risk assessment, clear guidelines have been established which reduce the likelihood of the virus transmission in school, and the school works with the Local Authority to respond quickly should an outbreak occur. There remains a risk of further closure, which could be imposed nationally or locally, and its impact on future learning is managed by maintaining lessons which if necessary, can be delivered over MS Teams for an individual student or larger groups of students.

The financial risk from coronavirus includes the cost of measures to manage the risk of transmission, such as additional cleaning and other premises costs, supply cost in the case of significant absence and IT costs to support remote delivery of lessons, together with the loss of catering income.

Other key financial risks for Debenham High School are a reduction to future income due to Government funding changes and/or falling pupil roll, or delays in receipt of grant funding, together with the increasing cost of staff pay, the cost of early teacher retirement due to ill health, changes in pension liabilities and redundancies due to a fall in income in real terms.

Governors continue to keep the financial risks and uncertainties under review, and mitigate those risks by maintaining an appropriate level of reserves.

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

The school has a comprehensive Risk Management Plan which identifies the main risks to the school and the methods and strategies employed to mitigate those risks. A group of Governors from the Finance and General Purposes Committee together with the Business Manager review the plan and the controls in place on a regular basis. The Risk Management Plan categorises risk into the following categories: Compliance; Operational; Financial; Strategic and Reputational.

The national economic impact of the coronavirus pandemic, and its impact on future funding levels, together with the transition to the implementation of the new national funding formula, presents financial risks and uncertainties. The Governors and SLT are acutely aware of the need to balance financial prudence with maintaining the top quality education provision Debenham prides itself upon. The 5-year budget plan has been drawn up with predictions for future funding levels and reserves are a critical part of the plan to ensure the future sustainability of the school. The school continues to be oversubscribed which bodes well for student number driven funding. The school performance and reputation are key areas instrumental to the current and future financial well-being of the school.

The day-to-day impact of cash flow on the bank balance and the school's level of creditors is monitored on a weekly and monthly basis. The level of debtors is minimal.

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**DEBENHAM HIGH SCHOOL**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Fundraising**

Debenham High School does not undertake material fundraising, but the low level fundraising that does take place conforms to recognised fundraising standards. The school also raises small amounts of money for external charities. The school does not work with commercial participators or professional fundraisers. No complaints about the way we raise funds were received in the period. We always seek to act in ways that are open, honest and respectful.

**Plans for future periods**

The Governors will continue to pursue the aims and objects of the school according to the prevailing circumstances. The aims and objects may be modified if circumstances dictate. Governors will continue to focus on:

- Continually improving the standard of outcomes for students both academically and holistically, by focussing on students' working independence, parental engagement in students' learning, building bespoke staff training, and developing the role of community at Debenham.
- Ensuring that the workforce is of the highest quality and is developed through a range of professional dialogue and CPD opportunities, and that staff well-being is considered in all actions the school undertakes
- Developing educational facilities at the school within the constraints of current and predicted funding levels
- Exploring partnerships with Suffolk teaching school hubs, whilst maintaining external collaborations and partnerships created through the Teaching School Alliance
- Formalising partnerships with a wide ranging number of partners such as the Diocese, Leading Edge, SSAT and appropriate Alternative Provision providers,
- Continuing to refurbish the school as funding and grant opportunities allow. The Building Development Plan informs future spending and grant application decisions.

This is underpinned by the School Development Plan.

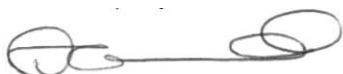
Following the return of all students to school after the coronavirus, the school is using the catch-up and recovery funding received from Government to identify gaps in learning and develop bespoke plans to support students where required, including all year groups, and potentially extending to Year 6 cohorts as they prepare to transition to Debenham High School. The school continues to monitor guidance from the DfE, NHS and UK Health Security Agency to adapt its covid risk assessment and working practices accordingly.

**Disclosure of information to auditor**

Insofar as the Governors are aware:

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

The Governors' report, incorporating a strategic report, was approved by order of the Board of Governors, as the company directors, on 14 December 2021 and signed on its behalf by:



**Mr David Carruthers**  
Chair of Governors

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

As Governors, we acknowledge we have overall responsibility for ensuring that Debenham High School 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 Governors, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The Board of Governors 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 Debenham High School and the Secretary of State for Education. The Headteacher is also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Governors' report and in the Statement of Governors' responsibilities. The Board of Governors has formally met 6 times during the year. In addition the Governing Body maintains effective oversight through other committee meetings as detailed on page 6, and regular review meetings between the Chair of Governors and the Headteacher.

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

Governor	Meetings attended	Out of a possible
Mr Ronald Barker, Parent Governor	6	6
Rev Susan Bates, Foundation Governor	4	6
*Mr David Carruthers, Chair of Governors - Foundation Governor	6	6
*Mrs Marion Carter, Parent Governor	5	6
Mr Paul Debenham, Local Authority Governor	5	6
*Mrs Caroline Driver, Co-opted by Members	5	6
Mr Andrew Dubberley, Staff Governor - Teacher	6	6
Mrs Sophie Edmond, Parent Governor	6	6
Dr David Egan, Co-opted by Governors	2	6
Ms Siobhan Goodrich, Foundation Governor	0	6
Mr Christopher Grover, Foundation Governor (Vice Chairman)	4	6
Mrs Sheila Janson, Co-opted by Members	5	6
*Mr David McMillan, Staff Governor - Teacher	5	6
*Mr Simon Martin, Headteacher - Accounting Officer	6	6
Dr William Thomas, Co-opted by Governors	6	6
*Mr Mo Touman, Parent Governor	4	6
Mrs Emma Wnukoski, Staff Governor - Support Staff	3	4

\*Members of the Finance and General Purposes Committee

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**DEBENHAM HIGH SCHOOL**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

The Finance and General Purposes Committee (FGPC) is a sub-committee of the main Governing Body and incorporates the function of an audit committee within its terms of reference. Its purpose is to scrutinise the school's finances and have financial oversight of the financial management of the school.

During the year the Committee reviewed the budget position for the year and budget and medium term forecasts for subsequent years, and monitored progress and expenditure relating to capital projects.

Attendance during the year at meetings of the Finance and General Purposes Committee was as follows:

Committee Members	Meetings attended	Out of a possible
Mr David Carruthers, Chair of Governors - Foundation Governor	4	4
Mrs Marion Carter, Parent Governor	3	4
Mrs Caroline Driver, Co-opted by Members	4	4
Mr Simon Martin, Headteacher – Accounting Officer	4	4
Mr David McMillan, Staff Governor-Teacher	4	4
Mr Neil Serjeant, Member	3	4
Mr Mo Touman, Parent Governor	3	4

**Governance Review**

The Governing Body are ambitious for the school and remain forward-looking. The Governing Body remains cautious and considered about the future direction of the school.

The Governing Body use an external consultant who works with a number of stand-alone and sizeable Academy trusts to hold the performance of the Headteacher to account. The model for this performance review has been adapted in the last year, to be even more robust and to utilise performance data for the school in the context of the national picture. The consultant is able to share their experience from other settings to allow Governors to compare the performance of the school.

The Governing Body use financial benchmarking data to set targets for the probity of the school and to scrutinise and challenge the economic plan for the school for the next five years.

The Chair of the Governing Body has completed the Chair of Governors' Leadership Development Programme with the National College for Teaching and Leadership.

In normal circumstances the Governing Body visit the school regularly, and observe and engage in the review process. This includes observing the process of lesson reviews, pupil perception interviews and meetings with middle leaders to review data and performance of students and staff. These visits are then shared at the Governing Body meeting for the awareness of all. These visits have been curtailed during the covid pandemic, but Governors are still invited to join online reviews covering their areas of responsibility.

An annual audit of Governor skills is undertaken and should gaps in knowledge or experience be identified appropriate Governor training is completed. The Governing Body subscribes to the National Governance Association (NGA) services in addition to face-to-face training services from the LA. Governance arrangements are reviewed regularly as part of the Internal Scrutiny programme, with the last review having been carried out in 2019, with a further review planned for 2021-22.

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**DEBENHAM HIGH SCHOOL**  
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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 Governors 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:

**Improving Education Outcomes**

As clarified in the Strategic report: Achievements and Performance Debenham High School continues to meet the highest educational outcomes for students. The school is over-subscribed and continues to be popular beyond our catchment.

Attainment and progress measures in the most recent external examinations, as recognised earlier, are significantly above national averages and place the school in the top 5% of 11-16 state-funded schools for both progress and attainment. (These figures are for the 2019 examination series).

The school continues to examine its practice using external consultants, local authority advisors and colleagues from other schools in order to benchmark our performance and continually evaluate its improvement.

**Staffing**

The school is committed to staff development and training of all staff. It benefits from an experienced team of staff and low turnover of staff. In September 2014 a one-year Graduate Intern role was introduced to further develop opportunities for the next generation of teachers. The scheme has been continued in subsequent years. Many of these employees have progressed onto teacher training courses.

**Financial Oversight and Governance**

The school benchmarks its financial performance against other Norfolk and Suffolk Academy schools, and nationally against other similar high performing schools. The school financial performance is broadly in line with schools of similar size and environment. The Governors have set financial performance targets and the budget has been set accordingly but with a clear focus on enabling the delivery of the School Development Plan (SDP).

Strategic budget plans are drawn up to ensure successful delivery of aims and goals of the School Development Plan (SDP) together with an awareness of possible future changes in funding streams and changes in employment related cost. A balance is struck between providing top quality education whilst planning and ensuring financial sustainability for existing and future cohorts. The Governing Body approves the budget each year and considers the need to balance expenditure against income to ensure that the Academy remains a 'going concern'.

The FGPC plays an active and robust role in their oversight of the school's financial wellbeing. The school continually ensures the financial health of the school with prudent financial management by a combination of regular Governor meetings, visits from internal audit, provided by an independent auditor, regular management account reports and strategic budget planning. Internal audit reports have consistently found only very few low priority recommendations or advisory points.

The school maintains an up to date risk register that is reviewed and updated at least once a year.

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**DEBENHAM HIGH SCHOOL**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money (continued)**

**Purchasing, ensuring best value**

The school financial regulations govern the procurement methods to be used within and above certain financial boundaries. The best price is sought at the discretion of the finance team for smaller value purchases and bulk discounts are obtained where individual department orders can be combined. Best value is considered to be a balance of price, quality of service and efficiency. Where appropriate the school uses government approved frameworks for higher value purchases under the DfE Buying for Schools guidance.

Following the expiration of the Government's Procurement Policy Notes PPN 02/20 and PPN 04/20, the school has continued to follow Government guidance relating to the payment of suppliers to ensure service continuity during and after the coronavirus (COVID-19) outbreak, for example the school continued to support Debenham Leisure Centre by paying for its regular use of sports facilities during lockdown.

The school was mindful though of ensuring that suppliers were not either accidentally or deliberately seeking to profit from services that were not provided by checking and challenging standard invoices.

Despite the loss of catering income, the school chose not to furlough catering staff during lockdown, as the cost of staffing could still be met from existing funds.

**Future plans**

Following the school's successful designation as a Teaching School from March 2016 – August 2021, the school will continue to develop this outward-facing role as a leading educational institution.

Currently this is through networks with local schools both primary and secondary as well as national agencies such as Leading Edge, SSAT and the Ambition Teaching Hub.

The school is still open to consideration of the expansion of the Academy Trust to work more formally with other schools in the future, but is content with the position of the school in terms of its strategic direction at this time.

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

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

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**DEBENHAM HIGH SCHOOL**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Capacity to handle risk**

The Board of Governors 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 Governors 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 Governors.

The school uses a comprehensive Risk Management Plan which identifies the main risks to the school and the methods and strategies employed to mitigate those risks. A group of Governors from the FGPC and the Business Manager review the plan and the controls in place formally once a year in the Summer Term but risks are considered every time a decision is taken.

**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 Governors;
- regular reviews by the Finance and General Purposes 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, and the use of frameworks;
- delegation of authority and segregation of duties; and
- identification and management of risks.

In 2020-21, the Governors appointed TIAA Ltd as internal auditors who report directly to the Finance and General Purposes Committee and visit the school to carry out internal control reviews over three days per year. The Risk Management Plan drives the focus of internal audit and enables the Governors and the Accounting Officer to discharge their duty to ensure internal controls are robust and appropriate.

During the year one internal audit review has been carried out in July 2021 which encompassed a review of both ICT Security, with a particular emphasis on cyber-security. The report's overall assessment was of 'Reasonable Assurance', and an action plan has been put in place to address the findings. Governors were assured that most measures are in place, and were satisfied that TIAA had carried out a thorough and detailed review.

Further internal scrutiny was carried out during the year by Governors to review safeguarding and the Single Central Record.



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**DEBENHAM HIGH SCHOOL**  
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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 auditor;
- the work of the External auditor;
- the school resource management self-assessment tool;
- the work of the School Business Manager and Bursar 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 General Purposes Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Governors on 14 December 2021 and signed on their behalf by:



**Mr David Carruthers**  
Chair of Governors



**Mr Simon Martin**  
Accounting Officer

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**DEBENHAM HIGH SCHOOL**  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of Debenham High School I have considered my responsibility to notify the Academy Trust Board of Governors and the Education and 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 Governors are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2020.

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



**Mr Simon Martin**  
Accounting Officer  
Date: 14 December 2021

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**DEBENHAM HIGH SCHOOL**  
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**STATEMENT OF GOVERNORS' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year. Under company law, the Governors 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 Governors 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 judgements 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 Governors 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 Governors 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 Governors 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 Governors and signed on its behalf by:



**Mr David Carruthers**  
Chair of Governors  
Date: 14 December 2021

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**DEBENHAM HIGH SCHOOL**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
DEBENHAM HIGH SCHOOL**

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**Opinion**

We have audited the financial statements of Debenham High School (the 'academy trust') for the year ended 31 August 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and 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 Trust's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
DEBENHAM HIGH SCHOOL (CONTINUED)**

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**Other information**

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

We have nothing to report in this regard.

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

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

- the information given in the Governors' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' 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 Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' 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 Governors' 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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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
DEBENHAM HIGH SCHOOL (CONTINUED)**

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**Responsibilities of trustees**

As explained more fully in the Governors' responsibilities statement, the Governors (who are also the directors of the Academy Trust 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 Governors 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 Governors are responsible for assessing the Academy Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the Academy Trust or to cease operations, or have no realistic alternative but to do so.

**Auditor's 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 Auditor's 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.

Due to the field in which the Company operates, we identified the areas most likely to have a direct material impact on the financial statements as compliance with tax legislation, accounting standards and requirements, including Charities SORP (FRS 102) and the Academies Accounts Direction 2020 to 2021, the Companies Act 2006 and charity law. In addition, we considered the provisions of other laws and regulations which whilst not having a direct impact on the financial statements, are fundamental to the Company's ability to operate, including Academies Financial Handbook 2020, funding agreements, safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Company's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with Management, the Accounting Officer and the Governors about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Considering the conclusion of our assurance report on regularity to the Company and the Education and Skills Funding Agency;
- Reviewing the Accounting Officer's Statement on Regularity, Propriety and Compliance;
- Review the findings of the Company's internal scrutiny;
- Reviewing legal and professional fees to confirm matters where the Company engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
DEBENHAM HIGH SCHOOL (CONTINUED)**

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- Reviewing board and finance and general purposes committee minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by Management in their significant accounting estimates, particularly around the actuarial assumptions used to estimate the Local Government Pension Scheme defined benefit obligation; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of any significant transactions outside the normal course of business.

Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 Auditor's report.

**Use of our report**

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



**Joanne Fox BA FCA (Senior statutory auditor)**

for and on behalf of  
**Larking Gowen LLP**  
Chartered Accountants  
Statutory Auditors  
Ipswich

20 December 2021

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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

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In accordance with the terms of our engagement letter dated 6 November 2020 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 Debenham High School 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 Debenham High School and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Debenham High School 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 Debenham High School and ESFA, for our work, for this report, or for the conclusion we have formed.

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

The accounting officer is responsible, under the requirements of Debenham High School's funding agreement with the Secretary of State for Education dated 31 December 2010 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 Trust's income and expenditure.

The work undertaken to draw our conclusion, includes, but is not limited to:

- Enquiry of senior management, Governors and the Accounting Officer;
- Inspection and review of the accounting records, meeting minutes, internal control procedures, management representations and declarations of interest;
- Reviewing the results of the Academy Trust's internal scrutiny;
- Checking the application of financial controls; and
- Review of certain governance arrangements and transactions.



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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO DEBENHAM  
HIGH SCHOOL AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)**

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**Conclusion**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 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.



**Larking Gowen LLP**  
Chartered Accountants  
Statutory Auditors

20 December 2021

**DEBENHAM HIGH SCHOOL**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>						
Donations and capital grants	4	6,384	-	27,072	33,456	17,011
Other trading activities	6	47,048	-	-	47,048	36,664
Investment Income	7	340	-	-	340	2,557
Charitable activities:	5					
Funding for educational operations		143,700	3,809,855	-	3,953,555	3,769,611
Teaching school		2,945	59,711	-	62,656	105,041
Insurance claim		-	-	-	-	48,736
<b>Total income</b>		<b>200,417</b>	<b>3,869,566</b>	<b>27,072</b>	<b>4,097,055</b>	<b>3,979,620</b>
<b>Expenditure on:</b>						
Charitable activities:	8					
Academy trust educational operations		116,483	3,787,458	353,576	4,257,517	4,159,560
Teaching school		551	80,103	-	80,654	91,781
Other resources expended	9	17,520	-	-	17,520	13,632
<b>Total expenditure</b>		<b>133,356</b>	<b>3,868,759</b>	<b>353,576</b>	<b>4,355,691</b>	<b>4,264,973</b>
<b>Net income/(expenditure)</b>		<b>67,061</b>	<b>807</b>	<b>(326,504)</b>	<b>(258,636)</b>	<b>(285,353)</b>
Transfers between funds	20	(8,134)	(89,323)	97,457	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>58,927</b>	<b>(88,516)</b>	<b>(229,047)</b>	<b>(258,636)</b>	<b>(285,353)</b>
<b>Other recognised gains/(losses):</b>						
Actuarial (losses)/gains on defined benefit pension schemes	27	-	(327,000)	-	(327,000)	184,000
<b>Net movement in funds</b>		<b>58,927</b>	<b>(415,516)</b>	<b>(229,047)</b>	<b>(585,636)</b>	<b>(101,353)</b>

**DEBENHAM HIGH SCHOOL**  
(A company limited by guarantee)

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

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
<b>Reconciliation of funds:</b>					
Total funds brought forward	463,565	(701,043)	7,427,048	7,189,570	7,290,923
Net movement in funds	58,927	(415,516)	(229,047)	(585,636)	(101,353)
<b>Total funds carried forward</b>	<b>522,492</b>	<b>(1,116,559)</b>	<b>7,198,001</b>	<b>6,603,934</b>	<b>7,189,570</b>

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

The notes on pages 37 to 64 form part of these financial statements.

**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07467445**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	14	7,142,771	7,412,029
		<u>7,142,771</u>	<u>7,412,029</u>
<b>Current assets</b>			
Stocks	15	6,697	6,270
Debtors	16	84,095	152,681
Cash at bank and in hand		1,214,502	949,584
		<u>1,305,294</u>	<u>1,108,535</u>
Creditors: amounts falling due within one year	17	(284,231)	(257,494)
<b>Net current assets</b>		<u>1,021,063</u>	<u>851,041</u>
<b>Total assets less current liabilities</b>		<u>8,163,834</u>	<u>8,263,070</u>
Creditors: amounts falling due after more than one year	18	(30,900)	(51,500)
<b>Net assets excluding pension liability</b>		<u>8,132,934</u>	<u>8,211,570</u>
Defined benefit pension scheme liability	27	(1,529,000)	(1,022,000)
<b>Total net assets</b>		<u><u>6,603,934</u></u>	<u><u>7,189,570</u></u>
<b>Funds of the Academy Trust</b>			
<b>Restricted funds:</b>			
Fixed asset funds	20	7,198,001	7,427,048
Restricted income funds	20	412,441	320,957
		<u>7,610,442</u>	<u>7,748,005</u>
Restricted funds excluding pension liability	20	7,610,442	7,748,005
Pension reserve	20	(1,529,000)	(1,022,000)
		<u>6,081,442</u>	<u>6,726,005</u>
<b>Total restricted funds</b>	20	6,081,442	6,726,005
<b>Unrestricted income funds</b>	20	522,492	463,565
		<u>6,603,934</u>	<u>7,189,570</u>
<b>Total funds</b>		<u><u>6,603,934</u></u>	<u><u>7,189,570</u></u>

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07467445**

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

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The financial statements on pages 32 to 64 were approved and authorised for issue by the Governors and are signed on their behalf, by:



**Mr David Carruthers**  
Chair of Governors  
Date: 14 December 2021

The notes on pages 37 to 64 form part of these financial statements.

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**DEBENHAM HIGH SCHOOL**  
**(A company limited by guarantee)**

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

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	<b>Note</b>	<b>2021</b> £	<i>2020</i> £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	22	<b>346,712</b>	<i>237,202</i>
<b>Cash flows from investing activities</b>	24	<b>(61,194)</b>	<i>(41,589)</i>
<b>Cash flows from financing activities</b>	23	<b>(20,600)</b>	<i>(22,487)</i>
<b>Change in cash and cash equivalents in the year</b>		<b>264,918</b>	<i>173,126</i>
Cash and cash equivalents at the beginning of the year		<b>949,584</b>	<i>776,458</i>
<b>Cash and cash equivalents at the end of the year</b>	25, 26	<b>1,214,502</b>	<i>949,584</i>

The notes on pages 37 to 64 form part of these financial statements

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**DEBENHAM HIGH SCHOOL**  
**(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. General information**

Debenham High School is a private company limited by guarantee, incorporated in England and Wales, registered number 07467445. The registered office is Gracechurch Street, Debenham, Suffolk IP14 6BL.

**2. Accounting policies**

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

**2.1 Basis of preparation of financial statements**

The financial statements of the Academy Trust, 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.

**2.2 Going concern**

The Governors 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 Trust to continue as a going concern. The Governors 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 Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

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**DEBENHAM HIGH SCHOOL**  
**(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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**2. Accounting policies (continued)**

**2.3 Income**

All incoming resources are recognised when the Academy Trust 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.

• **Other income**

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

**2.4 Expenditure**

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

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.



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**DEBENHAM HIGH SCHOOL**  
**(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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**2. Accounting policies (continued)**

**2.5 Taxation**

The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Academy Trust 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.

**2.6 Tangible fixed assets**

Assets costing £5,000 or more and certain substantial items of IT equipment 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 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 land	- 0.8% (125 years) straight line
Long leasehold buildings and building extensions	- 2% (50 years) straight line
Leasehold improvements	- 5-10% (10-20 years) straight line
Plant and machinery	- 20% (5 years) straight line
Fixtures, fittings & equipment	- 10% (10 years) straight line
Motor vehicles	- 20% (5 years) straight line
ICT equipment & software	- 33% (3years) straight line

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

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.

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**DEBENHAM HIGH SCHOOL**  
**(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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**2. Accounting policies (continued)**

**2.7 Stocks**

Liquid Propane Gas, Wood Pellet and Catering stock is valued at lower of cost or net realisable value.

**2.8 Debtors**

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

**2.9 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.

**2.10 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 Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**2.11 Provisions**

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

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

**2.12 Financial instruments**

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement 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 16. Prepayments are not financial instruments.

Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 17 and 18. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

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**DEBENHAM HIGH SCHOOL**  
**(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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**2. Accounting policies (continued)**

**2.13 Leased assets**

Rentals under operating leases are charged on a straight line basis over the lease term.

**2.14 Pensions**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. 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 Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/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.

**2.15 Fund accounting**

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

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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**3. Critical accounting estimates and areas of judgement**

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 27, 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.

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

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Restricted fixed asset funds 2021 £</b>	<b>Total funds 2021 £</b>
Donations	6,384	-	11,749	<b>18,133</b>
Capital Grants	-	-	15,323	<b>15,323</b>
	<u>6,384</u>	<u>-</u>	<u>27,072</u>	<u><b>33,456</b></u>
	<u>6,384</u>	<u>-</u>	<u>27,072</u>	<u><b>33,456</b></u>

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Restricted fixed asset funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	1,525	95	-	1,620
Capital Grants	-	-	15,391	15,391
	<u>1,525</u>	<u>95</u>	<u>15,391</u>	<u>17,011</u>
	<u>1,525</u>	<u>95</u>	<u>15,391</u>	<u>17,011</u>

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**5. Funding for the academy trust's educational operations**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
<b>DfE/ESFA grants</b>			
General Annual Grant	-	3,396,249	<b>3,396,249</b>
Other DfE/ESFA grants			
Pupil Premium	-	93,746	<b>93,746</b>
Teachers' Pension Grant	-	131,211	<b>131,211</b>
Teaching School	-	56,711	<b>56,711</b>
Other	-	64,121	<b>64,121</b>
	-	3,742,038	<b>3,742,038</b>
<b>Other Government grants</b>			
High Tariff Need Grant	-	46,433	<b>46,433</b>
LA Pupil Premium	-	16,103	<b>16,103</b>
Other	4,500	-	<b>4,500</b>
	4,500	62,536	<b>67,036</b>
<b>Other income from the academy trust's educational operations</b>	104,465	3,000	<b>107,465</b>
<b>COVID-19 additional funding (DfE/ESFA)</b>			
Catch-up Premium	-	53,440	<b>53,440</b>
Other DfE/ESFA COVID-19 Funding	-	8,552	<b>8,552</b>
	-	61,992	<b>61,992</b>
<b>COVID-19 additional funding (non-DfE/ESFA)</b>			
Other COVID-19 Funding	37,680	-	<b>37,680</b>
	37,680	-	<b>37,680</b>
	<b>146,645</b>	<b>3,869,566</b>	<b>4,016,211</b>

The academy received £53,440 of funding for catch-up premium and costs incurred in respect of this funding totalled £6,207, with the remaining £47,233 to be spent in 2021/22.

Included within other income from the academy trust's educational operations is £2,945 in unrestricted funds and £3,000 in restricted funds relating to the Teaching School.

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**5. Funding for the academy trust's educational operations (continued)**

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
<b>DfE/ESFA grants</b>			
General Annual Grant	-	3,244,800	3,244,800
Other DfE/ESFA grants			
Pupil Premium	-	98,231	98,231
Teachers' Pension Grant	-	131,961	131,961
Teaching School	-	88,140	88,140
Other	-	68,646	68,646
	<hr/>	<hr/>	<hr/>
	-	3,631,778	3,631,778
<b>Other Government grants</b>			
High Tariff Needs Grant	-	48,867	48,867
LA Pupil Premium	-	12,879	12,879
Other grants	6,000	9,300	15,300
	<hr/>	<hr/>	<hr/>
	6,000	71,046	77,046
<b>Other income from the academy trust's educational operations</b>	159,528	6,300	165,828
	<hr/>	<hr/>	<hr/>
	165,528	3,709,124	3,874,652
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**6. Income from other trading activities**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Items sold	23,689	<b>23,689</b>
Income from services provided	19,559	<b>19,559</b>
Hire of facilities	3,800	<b>3,800</b>
	<hr/>	<hr/>
	47,048	<b>47,048</b>
	<hr/> <hr/>	<hr/> <hr/>

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**FOR THE YEAR ENDED 31 AUGUST 2021**

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

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Items sold	16,550	16,550
Income from services provided	16,786	16,786
Hire of facilities	3,328	3,328
	<u>36,664</u>	<u>36,664</u>

**7. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Investment income	<u>340</u>	<u>340</u>

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Investment income	<u>2,557</u>	<u>2,557</u>

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**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>
Staff Costs	3,024,943	425,091	<b>3,450,034</b>
Premises	-	203,383	<b>203,383</b>
Other Costs	257,723	427,031	<b>684,754</b>
	<u>3,282,666</u>	<u>1,055,505</u>	<u><b>4,338,171</b></u>
	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Staff Costs	2,928,455	384,860	3,313,315
Premises	-	177,428	177,428
Other Costs	341,133	419,465	760,598
	<u>3,269,588</u>	<u>981,753</u>	<u>4,251,341</u>



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

**Analysis of support costs**

	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Staff costs	<b>423,577</b>	384,353
Staff development	<b>1,514</b>	507
Depreciation	<b>284,862</b>	281,923
Technology costs	<b>24,218</b>	14,221
Premises costs	<b>203,383</b>	177,428
Other support costs	<b>102,665</b>	108,584
Governance costs	<b>15,286</b>	14,737
	<b><u>1,055,505</u></b>	<u>981,753</u>

**9. Other expenditure**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Items for resale	17,520	<b>17,520</b>
	<b><u>17,520</u></b>	<u>17,520</u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Items for resale	13,632	13,632
	<b><u>13,632</u></b>	<u>13,632</u>

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

Net income/(expenditure) for the year includes:

	2021 £	2020 £
Depreciation of tangible fixed assets	353,576	345,722
Loss on disposal of fixed assets	4,288	-
Fees paid to auditor for:		
- audit	7,925	7,765
- other services	4,455	4,450
	<u>          </u>	<u>          </u>

**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	2,483,345	2,415,180
Social security costs	229,855	223,466
Pension costs	696,579	649,799
	<u>          </u>	<u>          </u>
	3,409,779	3,288,445
Staff development expenses	10,524	8,966
Indirect employee costs	10,731	15,904
	<u>          </u>	<u>          </u>
	<u>3,431,034</u>	<u>3,313,315</u>

Included above are supply teacher costs of £2,013 (2020 - £15,849).

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

**b. Staff numbers**

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

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
Teachers	<b>45</b>	<i>43</i>
Admin & support	<b>55</b>	<i>52</i>
Management	<b>4</b>	<i>5</i>
	<b>104</b>	<i>100</i>

The average headcount expressed as full-time equivalents was:

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
Teachers	<b>38</b>	<i>38</i>
Admin & support	<b>31</b>	<i>29</i>
Management	<b>4</b>	<i>5</i>
	<b>73</b>	<i>72</i>

**c. Higher paid staff**

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

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
In the band £60,001 - £70,000	<b>2</b>	<i>1</i>
In the band £70,001 - £80,000	<b>-</b>	<i>1</i>
In the band £80,001 - £90,000	<b>1</b>	<i>1</i>

3 (2020 - 2) of the above employees participated in the Teachers' Pension Scheme.

**d. Key management personnel**

The key management personnel of the Academy Trust comprise the Governors and the senior leadership 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 Trust was £480,823 (2020 - £491,953).

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**12. Governors' remuneration and expenses**

One or more Governors has been paid remuneration or has received other benefits from an employment with the Academy Trust. The principal and other staff Governors 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 Governors' remuneration and other benefits was as follows:

		2021	2020
		£	£
Mr Simon Martin, Headteacher (from 1 September 2020)	Remuneration	<b>80,000 - 85,000</b>	N/A
	Pension contributions paid	<b>15,000 - 20,000</b>	N/A
Mr David McMillan	Remuneration	<b>45,000 - 50,000</b>	45,000 - 50,000
	Pension contributions paid	<b>10,000 - 15,000</b>	10,000 - 15,000
Mr Andrew Dubberley (from 1 October 2019)	Remuneration	<b>45,000 - 50,000</b>	40,000 - 45,000
	Pension contributions paid	<b>10,000 - 15,000</b>	5,000 - 10,000
Mrs Emma Wnukoshi (from 8 December 2020)	Remuneration	<b>5,000 - 10,000</b>	N/A
	Pension contributions paid	<b>0 - 5,000</b>	N/A
Miss J Upton, Headteacher (until 31 August 2020)	Remuneration	<b>N/A</b>	85,000 - 90,000
	Pension contributions paid	<b>N/A</b>	20,000 - 25,000
Mrs C Bosley (until 31 August 2020)	Remuneration	<b>N/A</b>	5,000 - 10,000
	Pension contributions paid	<b>N/A</b>	0 - 5,000

During the year ended 31 August 2021, no Governor expenses have been incurred (2020 - £597 to 2 staff Governors).

**13. Governors' and Officers' insurance**

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £10,000,000 on any one claim. The premiums paid for the years ended 31 August 2021 and 31 August 2020 could not be separated from the single general insurance premium (in which this insurance was included).

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**14. Tangible fixed assets**

	Leasehold land & buildings £	Furniture and equipment £	Plant and machinery £	Computer equipment & software £	Motor vehicles £	Total £
<b>Cost or valuation</b>						
At 1 September 2020	8,807,714	290,172	51,708	278,360	26,015	9,453,969
Additions	49,323	8,946	5,448	24,889	-	88,606
Disposals	(5,593)	-	-	(21,056)	-	(26,649)
At 31 August 2021	<u>8,851,444</u>	<u>299,118</u>	<u>57,156</u>	<u>282,193</u>	<u>26,015</u>	<u>9,515,926</u>
<b>Depreciation</b>						
At 1 September 2020	1,602,783	177,678	40,530	200,571	20,378	2,041,940
Charge for the year	274,675	28,727	4,984	39,987	5,203	353,576
On disposals	(1,305)	-	-	(21,056)	-	(22,361)
At 31 August 2021	<u>1,876,153</u>	<u>206,405</u>	<u>45,514</u>	<u>219,502</u>	<u>25,581</u>	<u>2,373,155</u>
<b>Net book value</b>						
At 31 August 2021	<u><u>6,975,291</u></u>	<u><u>92,713</u></u>	<u><u>11,642</u></u>	<u><u>62,691</u></u>	<u><u>434</u></u>	<u><u>7,142,771</u></u>
At 31 August 2020	<u><u>7,204,931</u></u>	<u><u>112,494</u></u>	<u><u>11,178</u></u>	<u><u>77,789</u></u>	<u><u>5,637</u></u>	<u><u>7,412,029</u></u>

**15. Stocks**

	2021 £	2020 £
Fuel and catering stock	<u><u>6,697</u></u>	<u><u>6,270</u></u>

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**16. Debtors**

	2021 £	2020 £
<b>Due within one year</b>		
Trade debtors	4,542	12,646
Other debtors	17,442	14,795
Prepayments and accrued income	44,410	38,221
VAT recoverable	17,701	87,019
	<b>84,095</b>	<b>152,681</b>
	<b>84,095</b>	<b>152,681</b>

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

	2021 £	2020 £
Other loans	20,600	20,600
Trade creditors	74,079	78,264
Other taxation and social security	55,299	56,937
Other creditors	80,929	65,120
Accruals and deferred income	53,324	36,573
	<b>284,231</b>	<b>257,494</b>
	<b>284,231</b>	<b>257,494</b>

**18. Creditors: Amounts falling due after more than one year**

	2021 £	2020 £
Other loans	30,900	51,500
	<b>30,900</b>	<b>51,500</b>

In 2014 the ESFA awarded a Condition Improvement Fund Grant (CIF) of £1,090,500 to replace the boilers and heating infrastructure. As part of this agreement the academy trust was awarded a Salix loan for £164,800 to be repaid over eight years interest free. Repayments commenced in April 2016.

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**19. Deferred income**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 September 2020	<b>9,693</b>	<i>31,381</i>
Resources deferred during the year	<b>9,967</b>	<i>9,693</i>
Amounts released from previous periods	<b>(9,693)</b>	<i>(31,381)</i>
<b>Deferred income at 31 August 2021</b>	<b>9,967</b>	<i>9,693</i>

At the balance sheet date the academy trust was holding funds received in advance for schools meals and other receipts relating to the next academic year.

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**20. Statement of funds**

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
<b>Unrestricted funds</b>						
General funds	407,157	197,472	(132,805)	50,668	-	522,492
Teaching school	56,408	2,945	(551)	(58,802)	-	-
	<u>463,565</u>	<u>200,417</u>	<u>(133,356)</u>	<u>(8,134)</u>	<u>-</u>	<u>522,492</u>
<b>Restricted general funds</b>						
General Annual Grant	298,135	3,396,249	(3,242,264)	(88,511)	-	363,609
Other restricted	1,618	351,614	(351,633)	-	-	1,599
Catch-up Premium	-	53,440	(6,207)	-	-	47,233
Other DfE/ESFA COVID-19	-	8,552	(8,552)	-	-	-
Teaching School Fund	21,204	59,711	(80,103)	(812)	-	-
Pension reserve	(1,022,000)	-	(180,000)	-	(327,000)	(1,529,000)
	<u>(701,043)</u>	<u>3,869,566</u>	<u>(3,868,759)</u>	<u>(89,323)</u>	<u>(327,000)</u>	<u>(1,116,559)</u>
<b>Restricted fixed asset funds</b>						
DfE/ESFA grants	2,847,020	15,323	(192,731)	-	-	2,669,612
DfE/ESFA donations	-	11,749	(2,158)	-	-	9,591
Other grants	47,300	-	(2,883)	-	-	44,417
Expenditure from GAG	108,737	-	(31,324)	88,511	-	165,924
Expenditure from other funds	4,423,991	-	(124,480)	8,946	-	4,308,457
	<u>7,427,048</u>	<u>27,072</u>	<u>(353,576)</u>	<u>97,457</u>	<u>-</u>	<u>7,198,001</u>



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

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
<b>Total Restricted funds</b>	<b>6,726,005</b>	<b>3,896,638</b>	<b>(4,222,335)</b>	<b>8,134</b>	<b>(327,000)</b>	<b>6,081,442</b>
<b>Total funds</b>	<b>7,189,570</b>	<b>4,097,055</b>	<b>(4,355,691)</b>	<b>-</b>	<b>(327,000)</b>	<b>6,603,934</b>

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

The General Annual Grant is used for the normal running costs of the academy trust and includes Pupil Premium. The academy trust has also received other grants from DfE/ESFA as detailed in note 5. Details of the use of the Pupil Premium, Catch-up Premium and Summer Schools Programme Fund are reported on the school website.

The academy trust also received, from the Local Authority, High Needs Top up Funding which was expended on education support staff costs and other interventions to support those identified students.

Capital grants in the year relate to Devolved Formula Capital grant

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

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

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

	<i>Balance at 1 September 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2020 £</i>
<b>Unrestricted funds</b>						
General funds	396,158	244,409	(228,453)	(4,957)	-	407,157
Teaching school	51,654	10,601	(5,847)	-	-	56,408
	<u>447,812</u>	<u>255,010</u>	<u>(234,300)</u>	<u>(4,957)</u>	<u>-</u>	<u>463,565</u>
<b>Restricted general funds</b>						
General Annual Grant	194,365	3,244,800	(3,063,963)	(77,067)	-	298,135
Other restricted	1,693	369,979	(370,054)	-	-	1,618
Teaching School Fund	12,698	94,440	(85,934)	-	-	21,204
Pension reserve	(1,041,000)	-	(165,000)	-	184,000	(1,022,000)
	<u>(832,244)</u>	<u>3,709,219</u>	<u>(3,684,951)</u>	<u>(77,067)</u>	<u>184,000</u>	<u>(701,043)</u>
<b>Restricted fixed asset funds</b>						
DfE/ESFA grants	3,029,537	15,391	(197,908)	-	-	2,847,020
Other grants	50,183	-	(2,883)	-	-	47,300
Expenditure from GAG	49,904	-	(18,234)	77,067	-	108,737
Expenditure from other funds	4,545,731	-	(126,697)	4,957	-	4,423,991
	<u>7,675,355</u>	<u>15,391</u>	<u>(345,722)</u>	<u>82,024</u>	<u>-</u>	<u>7,427,048</u>
<b>Total Restricted funds</b>	<u>6,843,111</u>	<u>3,724,610</u>	<u>(4,030,673)</u>	<u>4,957</u>	<u>184,000</u>	<u>6,726,005</u>
<b>Total funds</b>	<u><u>7,290,923</u></u>	<u><u>3,979,620</u></u>	<u><u>(4,264,973)</u></u>	<u><u>-</u></u>	<u><u>184,000</u></u>	<u><u>7,189,570</u></u>

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

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

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Restricted fixed asset funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	-	-	7,142,771	<b>7,142,771</b>
Current assets	547,604	650,960	106,730	<b>1,305,294</b>
Creditors due within one year	(25,112)	(238,519)	(20,600)	<b>(284,231)</b>
Creditors due in more than one year	-	-	(30,900)	<b>(30,900)</b>
Provisions for liabilities and charges	-	(1,529,000)	-	<b>(1,529,000)</b>
<b>Total</b>	<b>522,492</b>	<b>(1,116,559)</b>	<b>7,198,001</b>	<b>6,603,934</b>

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

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Restricted fixed asset funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	-	7,412,029	7,412,029
Current assets	496,535	524,881	87,119	1,108,535
Creditors due within one year	(32,970)	(203,924)	(20,600)	(257,494)
Creditors due in more than one year	-	-	(51,500)	(51,500)
Provisions for liabilities and charges	-	(1,022,000)	-	(1,022,000)
<b>Total</b>	<b>463,565</b>	<b>(701,043)</b>	<b>7,427,048</b>	<b>7,189,570</b>

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

	2021 £	2020 £
Net expenditure for the year (as per Statement of financial activities)	<b>(258,636)</b>	(285,353)
<b>Adjustments for:</b>		
Loss on disposal of tangible fixed assets	<b>4,288</b>	-
Depreciation of tangible fixed assets	<b>353,576</b>	345,722
Capital grants	<b>(27,072)</b>	(15,391)
Returns on investments and servicing of finance	<b>(340)</b>	(2,557)
Defined benefit pension scheme cost less contributions payable	<b>161,000</b>	145,000
Defined benefit pension scheme finance cost	<b>19,000</b>	20,000
Increase in stocks	<b>(427)</b>	(1,940)
Decrease/(increase) in debtors	<b>68,586</b>	(829)
Increase in creditors	<b>26,737</b>	32,550
<b>Net cash provided by operating activities</b>	<b>346,712</b>	237,202

**23. Cash flows from financing activities**

	2021 £	2020 £
Repayments of borrowing	<b>(20,600)</b>	(22,487)
<b>Net cash used in financing activities</b>	<b>(20,600)</b>	(22,487)

**24. Cash flows from investing activities**

	2021 £	2020 £
Interest	<b>340</b>	2,557
Purchase of tangible fixed assets	<b>(76,857)</b>	(59,537)
Capital grants from DfE Group	<b>15,323</b>	15,391
<b>Net cash used in investing activities</b>	<b>(61,194)</b>	(41,589)

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**25. Analysis of cash and cash equivalents**

	2021 £	2020 £
Cash in hand and at bank	697,776	433,130
Notice deposits (less than 3 months)	516,726	516,454
<b>Total cash and cash equivalents</b>	<b>1,214,502</b>	<b>949,584</b>

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

	At 1 September 2020 £	Cash flows £	Other non- cash changes £	At 31 August 2021 £
Cash at bank and in hand	949,584	264,918	-	1,214,502
Debt due within 1 year	(20,600)	20,600	(20,600)	(20,600)
Debt due after 1 year	(51,500)	-	20,600	(30,900)
	<b>877,484</b>	<b>285,518</b>	<b>-</b>	<b>1,163,002</b>

**27. Pension commitments**

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Suffolk County Council. 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 August 2021.

Contributions amounting to £59,535 were payable to the schemes at 31 August 2021 (2020 - £59,627) 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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**27. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, 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 £405,579 (2020 - £377,794).

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

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

**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 £165,000 (2020 - £159,000), of which employer's contributions totalled £130,000 (2020 - £127,000) and employees' contributions totalled £ 35,000 (2020 - £32,000). The agreed contribution rates for future years are 20.8 per cent for employers and a variable per cent for employees.

As described in note the LGPS obligation relates to the employees of the Academy Trust, 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 Trust 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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**27. Pension commitments (continued)**

**Principal actuarial assumptions**

	<b>2021</b>	<i>2020</i>
	%	%
Rate of increase in salaries	<b>3.6</b>	2.9
Rate of increase for pensions in payment/inflation	<b>2.9</b>	2.2
Discount rate for scheme liabilities	<b>1.65</b>	1.7

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>	<i>2020</i>
	Years	Years
<i>Retiring today</i>		
Males	<b>22.1</b>	21.9
Females	<b>24.5</b>	24.1
<i>Retiring in 20 years</i>		
Males	<b>23.2</b>	22.7
Females	<b>26.4</b>	25.6

**Sensitivity analysis**

	<b>2021</b>	<i>2020</i>
	£000	£000
Discount rate +0.1%	<b>102</b>	80
Discount rate -0.1%	<b>(102)</b>	(80)
Mortality assumption - 1 year increase	<b>173</b>	134
Mortality assumption - 1 year decrease	<b>(173)</b>	(134)
CPI rate +0.1%	<b>92</b>	72
CPI rate -0.1%	<b>(92)</b>	(72)

For sensitivity purposes the Actuary has advised that they estimate that a one year increase in life expectancy would approximately increase the Employer's Defined Benefit Obligation by 3-5%, but that in practice the actual cost would depend on the structure of the revised assumption. The table above discloses the monetary impact of a 4% change.

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**27. Pension commitments (continued)**

**Share of scheme assets**

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

	2021 £	2020 £
Equities	1,852,000	1,372,000
Debt instruments	701,000	604,000
Property	196,000	209,000
Cash	56,000	140,000
<b>Total market value of assets</b>	<b>2,805,000</b>	<b>2,325,000</b>

The actual return on scheme assets was £399,000 (2020 - £(89,000)).

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

	2021 £	2020 £
Current and past service cost	(291,000)	(272,000)
Interest income	40,000	42,000
Interest cost	(59,000)	(62,000)
<b>Total amount recognised in the Statement of financial activities</b>	<b>(310,000)</b>	<b>(292,000)</b>

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

	2021 £	2020 £
<b>At 1 September</b>	<b>3,347,000</b>	<b>3,325,000</b>
Current and past service cost	291,000	272,000
Interest cost	59,000	62,000
Employee contributions	35,000	32,000
Actuarial losses/(gains)	686,000	(315,000)
Benefits paid	(84,000)	(29,000)
<b>At 31 August</b>	<b>4,334,000</b>	<b>3,347,000</b>



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**27. Pension commitments (continued)**

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

	<b>2021</b>	<i>2020</i>
	£	£
<b>At 1 September</b>	<b>2,325,000</b>	2,284,000
Return on plan assets (excluding net interest on the net defined pension liability)	<b>40,000</b>	42,000
Actuarial gains/(losses)	<b>359,000</b>	(131,000)
Employer contributions	<b>130,000</b>	127,000
Employee contributions	<b>35,000</b>	32,000
Benefits paid	<b>(84,000)</b>	(29,000)
<b>At 31 August</b>	<b>2,805,000</b>	2,325,000

**28. Operating lease commitments**

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

	<b>2021</b>	<i>2020</i>
	£	£
Not later than 1 year	<b>7,839</b>	2,030
Later than 1 year and not later than 5 years	<b>23,431</b>	1,801
	<b>31,270</b>	3,831

**29. 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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**30. Related party transactions**

Owing to the nature of the Academy Trust and the composition of the Board of Governors being drawn from local public and private sector organisations, transactions may take place with organisations in which the governors 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 Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

The Diocesan Board of Education is a related party due to its powers in relation to the appointment of the academy trust's members. Purchases during the period totalled £1,100 (2020 - £100). No amounts were outstanding at the year end.

No other transactions have taken place during the period of account other than certain Governors' remuneration and expenses disclosed in note 12.

**31. Teaching school trading account**

	2021	2021	2020	2020
	£	£	£	£
<b>Income</b>				
<b>Direct Income</b>				
Grant income	59,711		94,440	
<b>Other Income</b>				
Services provided	2,945		10,601	
<b>Total income</b>		<b>62,656</b>		<b>105,041</b>
<b>Expenditure</b>				
<b>Direct expenditure</b>				
Staff costs	70,894		57,984	
Project costs	8,985		32,947	
Audit fees	775		850	
<b>Total direct expenditure</b>	<b>80,654</b>		<b>91,781</b>	
<b>Total expenditure</b>		<b>80,654</b>		<b>91,781</b>
<b>Transfers between funds</b>		<b>(59,614)</b>		<b>-</b>
<b>(Deficit)/surplus from all sources</b>		<b>(77,612)</b>		<b>13,260</b>
<b>Teaching school balances at 1 September 2020</b>		<b>77,612</b>		<b>64,352</b>
<b>Teaching school balances at 31 August 2021</b>		<b>-</b>		<b>77,612</b>