

Charity Registration No. 1061001

Company Registration No. 03303549 (England and Wales)

ST. JOHN'S SCHOOL & COLLEGE
A COMPANY LIMITED BY GUARANTEE
DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020



ST. JOHN'S SCHOOL & COLLEGE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	S Smith - Chair R A Stewart LA Parkyn M Phil, Ad Dip Spec J Marshall MBE W Catchpole A Thatcher L McMillan M Fawcett P Redwood K Nicholls
CEO	Simon Charleton BEM
Charity number	1061001
Company number	03303549
Registered office	St. John's School and College Walpole Road Brighton East Sussex BN2 OAF
Auditor	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
Bankers	Barclays Bank Plc South Coast Group Leicester Leicestershire LE87 2BB

ST. JOHN'S SCHOOL & COLLEGE

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ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

The trustees present their report and financial statements for the year ended 31 August 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016).

Objectives and activities

The Charity was established in 1886 with a focus on the physical recuperation of, in the language of the era, 'deprived young people from London and the South East' but has evolved to: 'advance the education (including social and physical education) of children, young people and young adults (CYPA's) in particular (but not exclusively) of young individuals with learning or behavioural difficulties: primarily, but not exclusively, autism.'

The historic work of the Charity's founder, Sister Jane Borradaile in the nineteenth century, gifted an amazing asset to the region. The challenge for the charity now is to maintain and modernise this. St John's is a key partner in the local and regional offer, but our income is largely based on place funding and therefore the maintenance of our estate, and the development of our curriculum, needs to be significantly supported by trusts, grant-making bodies and fundraising.

Mission, Vision and Aims

Context

St. John's School and College is registered with the Department for Education as a Non-Maintained Residential Special School and an Independent Specialist College. The school and college admit children, young people and young adults between the ages of 7 to 25 years who are deemed to have special education needs and learning disabilities. The provision enables public authorities to meet their statutory duty to provide appropriate education for these individuals. Access to services is not dependent on their own ability to meet the applicable fees as funding is via the local authority with legal responsibility for their education, or in the case of post-19 applicants additionally by application for funding through the ESFA (Education, Skills and Funding Agency).

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Mission Statement

St. John's is a charity that provides education, care and therapy for children, young people and young adults with complex behaviours from 7-25 years old; we are based in Brighton and Seaford. We also offer training across the region and sector.

St. John's is about improving lives by making a practical difference to the individuals who access our services and by embracing their unique diversity. Our core mission is to enable our beneficiaries to achieve aspirational goals and to live their lives to the full. Recognising the complexity and scale of this task we focus our work around five placement outcomes which inform and guide all that we do:

- We promote well-being, the basis of effective learning
- We develop communication, the basis of engagement in society
- We focus on skills development, the basis of a productive life
- At all times we promote independence, a fundamental human right
- We passionately believe that all our beneficiaries can be employed, in some form, during their lives.

Henceforth for the purpose of this document, children, young people, and young adults will now be referred to as beneficiaries.

Vision Statement

We aim to be a regional and national leader in transforming the lives of beneficiaries with complex learning needs through an innovative, evidence-based and compassionate approach to learning. This means that we:

- continually strive to strengthen the positive impact we have on our beneficiaries through our work, transforming their lives, as well as our own.
- aspire to become known as an organisation that makes a difference and to be a valued member of the local and regional offer, by working in partnership with other providers.
- continually strive to innovate and find new and more effective ways to educate beneficiaries and support their families.
- sustain rigour in our work by holding high standards and expectations for both our beneficiaries and for ourselves; celebrating our successes but learning when things don't go as planned.
- approach our work with compassion by acknowledging the whole person, working with integrity and care; accepting beneficiaries where they are and moving them forward, without sacrificing standards or expectations.
- recognise that our staff team are our most precious asset, supporting and developing their skills and talents.
- strive to be a sustainable charity that has a positive impact on our communities and natural world.

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TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Fundamental Values

St. John's School and College provides a waking day curriculum which prepares beneficiaries for a successful life in modern Britain and beyond. Fundamental values of democracy, the rule of law, individual liberty, mutual respect and tolerance of those with different backgrounds, faiths and beliefs are promoted throughout the charity. We actively seek to promote equality and diversity. There are a full range of teaching and learning activities that encourage the beneficiaries' spiritual, moral, social and cultural development and where appropriate they are supported to explore personal, social and ethical issues within safe and supportive environments. St. John's recognises that the fundamental and functional skills of literacy, numeracy and IT underpin all our five placement outcomes.

St. John's strategic aims are:

- Provide and improve high quality services and to be recognised as a centre of excellence in the development of employability and independence skills
- Develop, support and challenge the St. John's workforce and grow our whole organisation identity
- Build partnerships and increase community engagement to maximise opportunities for beneficiaries and long-term outcomes for leavers
- Effectively meet the needs of stakeholders by providing flexible and responsive learning programmes, value for money and evidencing the social return on investment
- Ensure the organisation's long-term financial stability by making well informed business decisions.

St. John's strategic goals flow from these aims and fall under these headings:

1. Outcomes
2. Pedagogy
3. Corporate Social Responsibility
4. Partnerships
5. Governance
6. Diversifying income streams
7. Local and Regional Offer
8. Estates.

The detail behind these eight goals can be found in our three-year plan on our website.

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TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Strategic Report, Policies and Financial Review

The trustees are responsible for setting a strategy, with the Chief Executive, for achieving the eight strategic goals. The focus of this strategy is on the development of our beneficiaries through the provision of high-quality education, medical, therapeutic and residential care services. The Chief Executive provides the trustees with reports that:

- Review the Charity's progress in meeting the objectives
- Provide key information from the wider world of education and residential care, legislative and regulatory requirements
- Monitor issues such as Safeguarding, Health & Safety and Equality & Diversity.

The charity takes its responsibility towards equality and diversity seriously. It fulfils its responsibilities under the Equality Act, as outlined in its equality policy and via the curriculum, including but not limited to, delivery of PSHE (Personal, Social, Health and Economic education). All staff have mandatory training in Equality & Diversity and Prevent. All policies are assessed by carrying out an equality impact assessment. St. John's aims to create and maintain a culture of inclusion and tolerance.

The charity is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of any protected characteristic. Incidents of harassment or bullying are taken very seriously and addressed through organisational processes, including disciplinary action where necessary. St. John's makes reasonable adjustments to meet the needs of both staff and beneficiaries.

Risk Management

The trustees acknowledge that risk management falls within their duty to manage and control the charity. Although elements of the risk management process (described in further detail below) are delegated to the senior leadership team, the review of risk is also embedded within trustee board and sub-committee meetings. Through this dual-pronged approach, the trustees are satisfied that major risks have been identified, reviewed and adequately mitigated where necessary.

A review of the charity's risk register is undertaken by the senior leadership team on a periodic basis. This qualitative process involves the identification of risk, professional judgement to assess likelihood of occurrence and potential impact, and the design of mitigating strategies for implementation. In addition, generic, site-specific and dynamic risk assessments are undertaken for the school, college and residential houses as well as for vehicles and offsite activities. Safeguarding, whistle-blowing and health & safety are discussed at every senior leadership team meeting, and safer recruitment practices are followed as standard.

An additional COVID-19 risk assessment has been created, and continues to be updated, by the 'COVID Taskforce'.

The current public spending constraints continue to be an increasing pressure on the charity going forward and the pressures on the High Needs budget settlements for local authorities could potentially reduce beneficiary enrolments and numbers.

The potential changes of the beneficiary profile in the future will result in the need for the charity to widen the range of needs it can support.

Area reviews and the development of high needs provision either as additional provision to local special needs schools or local GFE colleges could also potentially reduce beneficiary numbers.

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The majority of funding has historically come from local government and in order to fund the continued development of services the charity will need to find ways to continue to augment this with charitable money or other sources.

The gap between the intentions of recent legislation and effects of implementation require the management to continue to engage with the funding bodies to find ways in which we can assist them to fulfil their statutory duty from the finite resources they will have available to them. The Charity is committed to working closely and supportively with local authorities and other non-maintained schools and Independent Specialist Colleges.

The Education Provision

The teaching, learning and assessment for all children, young people and young adults who attend St. John's is focused on maximising their potential and the achievement of placement outcomes that are related to the following key areas of learning:

- Wellbeing
- Communication
- Social skills
- Independence and community participation
- Employability
- English
- Mathematics

Beneficiaries are assessed at pre-entry and at the start of their placement and placed into a specified tutor group where they are supported by a dedicated tutor and keyworker who monitor and support the individual beneficiary's progress throughout the academic year. Residential beneficiaries benefit from a similar structure where they have a residential house manager and residential keyworker. Collaborative work between education and residential staff ensure that residential beneficiaries benefit from a 'waking day curriculum'.

St. John's continues to meet the standards of Autism Accreditation and regularly audits environments and resources to ensure that all beneficiaries are appropriately supported, and their needs effectively met.

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St. John's School (Seaford 7-19)

St. John's School provides care and support to vulnerable children, young people and young adults whose needs are related primarily to an Autism Spectrum Condition (ASC). Other young people whose primary needs are non-ASC may also be assessed where we judge we can meet needs. The aims of our provision are achieved by offering each young person a bespoke package of support tailored to suit their individual and complex needs. The multidisciplinary approach is key to the success of individual children, young people and young adults therapeutic approaches are embedded throughout the waking day curriculum, during which children, young people and young adults are learning from the minute they wake up until the minute they go to bed. The on-site therapy team, education and care staff work closely together to ensure consistent and effective person-centred approaches are used that promote a holistic support service.

At St. John's we recognise the paramount need to create systems and structures that promote children's and young people's capacity to understand themselves and what it takes for them to feel successful. We address these challenges in a number of ways, formally through specific elements of the curriculum which have, as clear objectives, the development of these qualities. In addition, specific support is provided, whether to individuals or in small group settings to further enhance young people's attitudes and practical skills. Beyond this, the school is permeated by an ethos of learning, which sees all members of the community as being capable of continuing to learn and to be successful.

Our approach is based upon children and young people having respect for themselves and others, as well as for their physical environment. While negative behaviours are consistently challenged, our focus is on identifying positive behaviours and on encouraging their reinforcement and replication. We do not work on a sanction-based scheme; however, we recognise that there are naturally occurring consequences to all behaviours. The ethos of the school and residential provision is based on the philosophy that nurturing positive relationships are essential for achieving successful educational and personalised developmental outcomes for children and young people.

We have extensive grounds, tennis and badminton courts as well as a heated indoor swimming pool. Our adapted therapy and sensory room give opportunities for our beneficiaries to explore their attitudes to self and others. Subject specific rooms such as music, science and cooking enable them to develop lifelong skills that they can transfer into future settings.

Our highly qualified and trained staff have learning and outcomes central to all learning and development actions. This thread, like Brighton rock, runs through the heart of the school.

Following an initial and short closure of on-site learning at the School as a result of the first COVID-19 lockdown in March 2020, we quickly started introducing CYPAs back, following thorough risk assessments, on the second week of this lockdown. September saw us returning to full capacity. Bubbles were tightly formed, and additional rules embedded due to the increased numbers. We are now running a full timetable with a broad number of subjects.

Each day is a challenge during COVID-19, however our beneficiaries are making progress and engaged and happy. We continue to be ahead of the curve by thinking outside of the box and supporting all of us.

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St. John's College (Brighton 19-25)

The College curriculum is designed to offer the most relevant and stimulating learning experiences for all the young adults who attend. The curriculum enables each beneficiary to undertake an individualised study programme that is aligned to their aspirations, destinations and planned EHCP outcomes. Two Heads of Learning take on the responsibility for Curriculum and Accreditation, Personal Development and Wellbeing, whilst collectively ensuring that the curriculum is responsive to changes in beneficiaries' interests, potential and levels of motivation.

The curriculum subjects, qualifications and planned learning activities reflect our aim to support all beneficiaries in their preparation into adulthood, providing a range of opportunities that not only develop their vocational, functional and independence skills, but are also relevant to their predicted and expected placement outcomes.

Beneficiaries develop their skills through a range of practical and relevant work-related learning areas: Scrummies Café & Deli (Catering), Laundry; Flourish (Horticulture); Foundations (Construction & Maintenance); Inklusion (Art and Printing); Productions (Theatre & Performing Arts); Resonance (Music); Inspirations (in-house shop); Solutions (Stationery & Business Admin); Shine (Industry cleaning) and Ability (Creative Media and IT). The structure and organisation of these vocational subjects enable beneficiaries to develop practical skills and pursue their work interests. Functional Skills: English, Maths, ICT and Communication are delivered through discrete teaching sessions and by being embedded within vocational learning sessions.

Beneficiaries also access during their study programme, PSHE, Sport, and Skills for Life sessions that provide essential development in personal health, citizenship, personal safety, community engagement, social skills and independence.

There is a balanced approach to the provision of accredited and non-accredited learning. The selection and registration of accredited courses are reviewed annually in line with beneficiary needs and aspirations.

Vocational, English and Maths qualifications may be achieved by beneficiaries at Entry Level through to Level 2. Additionally, all beneficiaries work towards the achievement of English, Maths and personal development targets that are not accredited but which demonstrate clear knowledge, understanding and skill acquisition.

Beneficiaries attend tutorial sessions at the start and end of each day, undertaking a weekly session with their keyworkers to reflect and monitor their own progress and learning. The young adult voice is captured in a number of ways throughout the year via such activities as a young adult governor; the young adult council; the young adult journey week; annual reviews and young adult questionnaires.

Community learning is also a key feature of the college curriculum extending and increasing the level of challenge for beneficiaries. Community partnerships enable groups of beneficiaries to undertake timetabled sessions in different venues, travel routes and undertake tasks that are directed by an external organisation but taught and supported by St. John's teaching staff. Access to a varied work experience programme also develops the beneficiaries' learning experience into more challenging and unfamiliar contexts. A young adult's potential is often unleashed and their ability to transfer practical skills into the local working community is made evident. A broad network of local employers and community groups offer work opportunities to our beneficiaries, which in turn, equips them to take up opportunities so they can engage in purposeful activity and acquire realistic and sustainable employment after their college placement has ended. We are extremely grateful to all the employers and community groups who work with us and contribute to our curriculum offer.

A small group of beneficiaries follow a programme of study that is unique in its structure and delivery. It has been designed to support the needs of beneficiaries who have significant and complex needs (including mental health and behaviours that challenge) and who find that they are unable to learn in conventional classroom settings or

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TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

with peers. Beneficiaries in the Involve programme benefit from highly individualised timetables and teaching and support which is undertaken in various venues, including in the residential houses, in the community, or in dedicated solo learning spaces. Beneficiaries are supported to access the college facilities when ready to do so and where possible eventually join classes and college activities. The dedicated staff team promote inclusion through all their work and aim to support beneficiaries to integrate into the wider community at different rates and levels.

A team of therapists and well-being professionals provides specialist support at the school and college to enable all beneficiaries to develop their personal, social and emotional skills so that they are able to access and succeed in their learning programmes. The team work closely with parents, carers, social workers, GPs, specialist consultants and other outside agencies to ensure that the beneficiaries maintain physical health and emotional stability throughout their time at St. John's.

All beneficiaries at St. John's receive personalised support with their transition at the start of their placement, progression through their placement and the moving on to future destinations. This is managed effectively by a dedicated transition officer who works with residential and education staff, parents/carers, and appropriate external agencies and community services. Information, advice, and guidance provides support for beneficiaries in making choices around their living and work opportunities. External Careers advice and guidance provided by 'My Future Starts Here' and advocacy sessions provided by an external service, has been organised to enhance the support already provided and will potentially help us to support leavers who intend to continue to live locally in Brighton.

Achievement and Performance (College)

Due to the COVID-19 pandemic and associated lock down at the end of March 2020 the college responded to the Government guidance and sent the 38-week residential beneficiaries and day beneficiaries' home for a short period supported by remote learning. Risk assessments were completed for each individual and sent to their Local Authority. We remained open and supported 15 beneficiaries who reside with us 52 weeks a year. These beneficiaries attended college as normal and followed their weekly timetable until the end of the academic year. Remote learning was put in place by the teaching team and communicated out to beneficiaries and their parents whilst residing at home. Beneficiaries were then invited back on a part time attendance mode incrementally in line with space availability for social distancing requirements and safe staffing levels.

St. John's' continued expectation that commissioners will fund assessed needs in full has enabled the organisation to maintain and improve service standards and invest in new facilities and staff development to meet the needs of all of our beneficiaries. In the 12 months since the last report and accounts, the charity has continued to provide high quality services and most importantly structure work and learning spaces to meet all expected COVID-19 safety protocols.

Improvements to learning spaces and specialist environments to meet individual beneficiary needs, the enhancement of teaching and learning resources and the completion of general grounds work has continued this year.

Staff training remains a key priority. Weekly workshops for all teachers and instructors continue to be an essential training activity, in addition to a range of inset courses that were delivered to both residential and education staff teams during the year.

Various systems and processes have been upgraded in line with the objectives identified in the college quality improvement plan. The work that has been undertaken included continued focused improvements in the development of teaching, learning and assessment strategies, improved narration of learning and progress within lessons, and effective observations, feedback and action plans.

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TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

The total number of beneficiaries that enrolled at the college during 2019/20 was 64, 42 beneficiaries were residential and 22 attended on a day basis.

Each beneficiary worked towards a series of English and Maths targets over the year, the results of which were reported termly as KPIs to the Governing Body. Beneficiaries achieved on average 84% of their English targets and on average 94% of their Maths targets. Beneficiaries also accomplished their learning goals through the achievement of accredited qualifications. The total number of qualifications undertaken and expected to be completed by July 2020 was 89. Of that, 75 (84%) qualifications were achieved.

This included 25 English qualifications were achieved from 32 expected (78%) and 17 maths qualifications were achieved from 21 expected (80%). A number of beneficiaries have also transferred onto extended qualifications (for example a Certificate from an Award) and some are progressing with their courses in the next academic year. This represents a substantial level of skill development and personalised learning being achieved.

The development of community links continues on a year-on-year basis whereby direct employer engagement provides a comprehensive range of work experience opportunities. The number of beneficiaries who undertook an external work placement during 2019/20 was 33 which included 2 first year beneficiaries. Due to the COVID-19 pandemic and the lock down in March 2020 onwards local employers were unable to support beneficiaries in their places of work. The number of internal work placements undertaken was 48 and a range of work-based learning activities were embedded within the individual timetabled sessions of the beneficiary's study programme.

Data on the 16 college leavers reflects a diverse range of destination outcomes. 19% (3) took up Further Education, 6% (1) progressed to Higher Education and the remaining 75 % (12) participate in structured activities. In terms of residential status 38% (6) leavers moved into fully supported living, 44% (7) moved back home with family. 6% (1) beneficiary is undertaking work experience placements in their local area and 12% (2) beneficiaries are volunteering. 1 beneficiary is staying at St. John's whilst his new placement is being arranged. Destination data is updated at key points in the following academic year as not all intended destination outcomes are confirmed within the first few months of a beneficiary leaving. Individual case studies related to our leavers reflect the considerable impact St. John's provision continues to have on individual beneficiaries.

The annual Self-Assessment Report has been contributed to throughout the year with stakeholder feedback and the quality improvement plan has been regularly monitored to ensure strategic objectives for the year have been worked towards and met, including the commitment of all staff to the continuous improvement agenda.

The following paragraphs relate to the whole organisation:

St. John's continues to provide the highest standards of safeguarding for a safe and secure environment. There has been a continued focus on meeting the requirements of the Prevent duty, with mandatory training for all staff and the continued promotion of British values and teaching of internet safety throughout the organisation.

Investment in positive behaviour and mental health support for beneficiaries has been a significant focus this year. A study revealed that a considerable number of our beneficiaries have a mental health diagnosis and that others who are not diagnosed display behaviours aligned to having mental health needs. St. John's is also committed to, and is successful in, reducing the use of physical restraint in line with the work of the Restraint Reduction Network. The ability of staff to effectively support beneficiaries with their behaviours and help them to self-regulate positively impacts on the ability of beneficiaries to access learning and reach their full potential. Psychology and Behaviour Assistant roles have been introduced to build capacity for this work and weekly 'Behaviour for Learning' meetings have been introduced to improve the creation of positive behaviour plans for all beneficiaries, not just for those who are referred. These meetings have also ensured plans are communicated more clearly to all staff who work with a particular beneficiary across the week.

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For 2020 the usual Achievement Ceremonies and Alumni events were restricted, but not eliminated, by the impact of the Coronavirus pandemic (COVID-19).

COVID-19 has had a significant impact on the work of the Charity since March 2020. Owing to some strict health and safety measures positive case numbers have been low and have been as a result of activity outside of the charity. Whilst the health impact on our CYPAs has, as of this date, remained low it has impacted significantly on our staff with having to shield, self-isolate as a result of positive cases, or await results.

Spending on PPE, hygiene and other related matters have been higher than otherwise would have been the case. Significant additional staffing costs have also been, and continue to be, incurred due to limited 'Bubble' group sizes and COVID-19 related staff absences. To date the commissioners have had a positive and supportive approach to St. John's with full funding continuing to be received. We are confident that we have good systems to monitor spending and good reserves to manage this challenge, including Designated Funds being identified to support continued increased spend.

The staff team, as a whole, have risen to this challenge with exemplary diligence.

Fee Setting

Careful consideration is given to the setting of appropriate fees. Fee elements associated with the direct provision of education, care, and medical therapeutic support are variable based on the specific requirements of individual placements. However, all fees have an overhead element, which is common amongst all placements agreed in a particular year.

Regulatory Framework for Education Services

The charity is committed to good practice as outlined in the Office for Standards in Education, Children's Services and Skills (Ofsted) Common Inspection Framework and looks at the benefits of those strategies and techniques that appear to have proved successful in a process of continuous improvement. The school (education) was inspected in January 2017 and judged as 'Good'. The school residential provision was inspected by Ofsted in June 2019 and the judgement was also 'Good'.

In 2018, the College was inspected by Ofsted and the Trustees were delighted to note the continuing improvement in all aspects of provision as measured from the 2017 report. The senior leaders have worked very hard during this time to achieve a grade of 'Good' in all five categories and an overall effectiveness grade of 'Good'. CQC grades are all good or better.

Ofsted and CQC continue to monitor provision across the charity and we respond vigorously to any recommendations which they make.

Strategic report

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

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TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Financial review

The Statement of Financial Activities shows net incoming resources for the year of £495,319 (2019: £421,963) and total reserves stand at £5,237,380 (2019: £4,742,061) being £950,000 Designated Reserves, £62,001 Restricted Reserves and £4,225,379 Unrestricted Reserves. Funds continue to be invested in improvements to, and refurbishment of, environments and resources for learning.

The reserves policy states the charity aims to make a surplus of 3-5% of turnover which is then budgeted to be spent in the following years investing in beneficiary resources. The Trustees agree that reserves excluding fixed assets (or free reserves) of £1 - £1.5 million are required to cope with downturns and unforeseen circumstances. Free reserves totalled £1,039,419 (2019: £1,478,554). The charity is therefore acting in line with its reserves policy.

Plans for the future

Senior leaders, working with Trustees and Governors, rewrote the Charity's Three-Year Strategic Plan in the Autumn of 2019.

The external environment remains challenging for this particular sector. Pressure on public finances and the High Needs block in particular continues, with all agencies having to make difficult decisions on how to prioritise and ration available resources. This is at the same time that they are facing an upward trend in the number of people with complex needs who require specialist services which are resource intensive and relatively expensive compared with the needs of the general population.

It is clear that pressures on both national and local government spending will continue. The combination of changes in funding models, differing interpretations by local authorities of funding and Special Education Needs (SEN) legislation, together with a policy of funding specialist provision as a last resort, increases uncertainty of beneficiary numbers going forward. The charity recognises the need to develop additional sources of revenue to support long term business sustainability and growth. St. John's School and College are aware that more beneficiaries with complex needs are being referred to specialist providers which in turn requires greater resources, particularly space, staff expertise and training.

The charity has built a strong organisation, developing the curriculum and residential service, developing the facilities, and delivering excellent outcomes for beneficiaries. There is a need, however, to be careful with our management of resources to ensure that each service can operate within the income it earns and demonstrate value for money. St. John's will continue to seek additional external funds wherever these can be used for enhancing our service offering.

Prudent financial management may suggest the financial health of the Charity is strong; and this is correct. However, as the majority of the funding gained is passported to the beneficiaries, and there are significant peaks and troughs in our cash flow owing to the dependence on commissioners, the ability to use these funds for development work and long-term estates renovation is limited. The maintained, free-school, and MAT sectors by contrast have much greater security in terms of capital investment and funding for development innovation. The less predictable nature of our income stream poses additional challenges and, ironically incurs additional costs.

The Trustees intend to regularly review their current strategies to maintain the charity's position in a highly competitive and volatile market, whilst continuing to provide investment to provide high quality residential care and education, measured by the monitoring and regulatory inspections in line with the resources that are available.

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Key areas for future development:

- Review of business plan and strategy to include the identification of different services and packages and a review of our estates' strategy.
- Continued focus on financial management and control, including the identification of efficiencies and sustaining value for money.
- Review and development of responsive fee setting and monitoring models.
- Develop the work with local authorities to maintain positive relationships and be part of the solution to deliver effective Special Education Needs and Disability (SEND) reforms.
- Continued development of school and college curriculum models to meet beneficiaries' needs and aspirations and to improve life chances.
- Continued focus on community partnerships to improve beneficiary outcomes and destinations for example our partnership with Team Domenica, a similar charity.

Over the academic years the decision to rent rather than purchase residential accommodation has met our immediate demands. This will be kept under review to ensure it is aligned with future demand. Should there be a reduction in demand for day placements then the way forward may be to offer more residential places. Continuing to rent may not be the most effective way to maximise the use of the charity's resources.

Structure, governance and management

The charity is a company limited by guarantee and is therefore governed by a memorandum and articles of association. The Legal and Administrative Information page forms part of this report.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

S Smith - Chair

R A Stewart

LA Parkyn M Phil, Ad Dip Spec

J Marshall MBE

W Catchpole

A Thatcher

L McMillan

M Fawcett

P Redwood

(appointed 2nd January 2020)

K Nicholls

(appointed 28th August 2020)

B Bland

(resigned 9th January 2020)

None of the trustees has any beneficial interest in the charity. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The board of trustees requires breadth and depth of experience to carry out its duties effectively and efficiently. The recruitment of suitable persons with the time available to give is always a difficult task. However, the board seek to ensure that the following attributes are represented amongst its members: legal background, financial/accounting background, education experience and business experience at senior management level. As new trustees are appointed, adequate induction and familiarisation is arranged.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Trustees accept ultimate responsibility for directing the affairs of a charity and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. The trustees are responsible for the overall management of the St. John's School and College Charity and meet three times a year. The CEO's remuneration and terms and conditions are set by the trustees.

The trustees determine the general policy of the charity. Trustees delegate operational decisions and responsibilities to the chief executive. However, strategic and major financial decisions are made by the trustees, taking into account advice and recommendations from the chief executive and senior leadership team.

The School and College have governing bodies who, on behalf of the trustees, understand its strengths and weaknesses through appropriate involvement in self-assessment; they provide challenges and hold the Principal and Headteacher to account for improving the quality of learning and the effectiveness of performance management systems; monitor the quality of the experience provided for beneficiaries and their outcomes; understand their roles and responsibilities in relation to equality and diversity; and fulfil legislative requirements, such as those for disability, safeguarding, and health and safety. Two trustees are appointed to the governing body.

The Trustees have delegated certain tasks to the subcommittee for Finance. The finance committee meets up to five times a year, ahead of the Trustee Board under the chairmanship of the Chair of Trustees. This committee also acts as the audit committee reviewing initial risk management of the charity and undertaking best value measurement of the charity's resources.

'The Clerk' of the trustees and governing body is responsible for co-ordinating the work schedule of the trustees and governing body including taking the minutes of all meetings. All trustees and governors give their time freely and only one governor applied for remuneration of travel expenses in the year.

SLT pay on recruitment or change in responsibility is subject to benchmarking and affordability. Once in post inflationary pay increases are subject to CEO approval.

Compliance with Charity Commission Guidance & Public Benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Trustees have considered the question of public benefit and are satisfied that the Charity's activities are as defined by charity law and Charity Commission regulations.

St. John's is a member of the National Association of Special Schools (NASS), and the National Association of Specialist Colleges (NATSPEC). The College is also member of the SE Regional Peer Review Development group (PRD) and attends all Independent Specialist Provider (ISP) meetings with the South Eastern Local Authority Group. The charity has extensive community links as a local provider and continues to develop further links and collaborative working opportunities each year.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Employee involvement

The charity's policy is to consult and discuss with employees, through unions, staff councils and at meetings, matters likely to affect employees' interests.

Information of matters of concern to employees is given through information bulletins and reports which seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the charity's performance.

Disabled persons

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the charity continues and that the appropriate training is arranged. It is the policy of the charity that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

The Trustees approve the above Strategic Report in their capacity as company directors.

The accounts have been authorised for issue by the Board of Trustees.

On behalf of the board of the Board of Trustees



.....
S Smith

Trustee

Dated: 28/01/2021.....

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2020

The trustees, who are also the directors of St. John's School & College for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

ST. JOHN'S SCHOOL & COLLEGE

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

Opinion

We have audited the financial statements of St John's School & College (the 'charitable company') for the year ended 31 August 2020. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 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.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

ST. JOHN'S SCHOOL & COLLEGE

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (including the strategic report) has been prepared in accordance with applicable legal requirement

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report (including the strategic report).

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

ST. JOHN'S SCHOOL & COLLEGE

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use if our report

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

Mark Cummins FCCA (Senior Statutory Auditor)

for and on behalf of

TC Group

The Courtyard

Shoreham Road

Upper Beeding

West Sussex

BN44 3TN

Date:.....

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	Unrestricted Funds £	Designated funds £	Restricted Funds £	Total 2020 £	Total 2019 £
<u>Income from:</u>						
Donations and Legacies	4	105,455	-	10,849	116,304	136,220
Charitable Activities	5	10,475,466	-	19,931	10,495,397	11,444,860
Other Trading Income	6	1,581	-	-	1,581	6,447
Investments	7	5,774	-	-	5,774	5,959
Total Income		10,588,276	-	30,780	10,619,056	11,593,486
<u>Expenditure on:</u>						
Raising funds	8	35,072	-	-	35,072	47,870
Charitable Activities	8	10,052,622	-	36,043	10,088,665	11,123,653
Total Expenditure		10,087,694	-	36,043	10,123,737	11,171,523
Net income/(expenditure)		500,582	-	(5,263)	495,319	421,963
Transfer in funds	17	(950,000)	950,000	-	-	-
Net movement in funds		(449,418)	950,000	(5,263)	495,319	421,963
Fund balances at 1 September 2019		4,674,797	-	67,264	4,742,061	4,320,098
Fund balances at 31 August 2020		4,225,379	950,000	62,001	5,237,380	4,742,061

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

ST. JOHN'S SCHOOL & COLLEGE

BALANCE SHEET

AS AT 31 AUGUST 2020

	Notes	Total 2020		Total 2019	
		£	£	£	£
Fixed Assets					
Tangible Assets	11		3,192,314		3,207,539
			<u>3,192,314</u>		<u>3,207,539</u>
Current Assets					
Debtors	12	954,664		562,118	
Cash at bank and in hand		<u>2,024,623</u>		<u>1,877,064</u>	
		2,979,287		2,439,182	
Creditors: amounts falling due within one year	13	<u>(934,221)</u>		<u>(904,660)</u>	
Net current assets			<u>2,045,066</u>		<u>1,534,522</u>
Total assets less current liabilities			<u><u>5,237,380</u></u>		<u><u>4,742,061</u></u>
Income funds					
Restricted funds	16		62,001		67,264
<u>Unrestricted funds</u>					
Designated funds	17	950,000		-	
General unrestricted funds	18	<u>4,225,379</u>		<u>4,674,797</u>	
			<u>5,175,379</u>		<u>4,674,797</u>
			<u><u>5,237,380</u></u>		<u><u>4,742,061</u></u>

The financial statements were approved by the Trustees on 28/01/2021.....



.....
S Smith

Trustee

Company Registration No. 03303549

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2020

		2020		2019	
	Notes	£	£	£	£
Cash flows from operating activities					
Cash generated from operations	20		168,349		54,730
Investing activities					
Purchase of tangible fixed assets	11	(26,864)		(41,334)	
Proceeds on disposal of tangible fixed assets		300		7,900	
Inklusion Ltd. Transfer		-		(11,296)	
Inklusion Ltd. Dissolution		-		100	
Interest received	7	5,774		5,959	
Net cash used in investing activities			(20,790)		(38,671)
Net increase/ (decrease) in cash and cash			147,559		16,059
Cash and cash equivalents at beginning of the year			1,877,064		1,861,005
Cash and cash equivalents at end of year			<u>2,024,623</u>		<u>1,877,064</u>

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

1 Charity information

St. John's School & College is a private company limited by guarantee incorporated in England and Wales. The registered office is St. John's School and College, Walpole Road, Brighton, East Sussex, BN2 0AF.

2 Accounting policies

2.1 Accounting convention

The accounts have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

2.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the Coronavirus pandemic, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Designated funds are those which have been set aside by trustees to be spent on a specific purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

All funds are applied for charitable purposes.

2.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Fees represent the total invoice value of educational and residential services rendered during the year. Fees invoiced in advance are deferred.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2 Accounting policies (Continued)

2.5 Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis inclusive of any VAT which cannot be recovered (this includes ex-gratia costs).

Teaching and welfare includes the costs of schooling and residential care including staffing and the provision of educational apparatus and equipment. Also included here are the office running costs.

Support costs are those functions that assist the work of the charity. All support costs have been allocated to the main charitable activity. Governance costs are disclosed in the accounts and are also allocated entirely to the main charitable activity.

2.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	No depreciation *
Furnitures & Fixtures	15% on the reducing balance method
Equipment	Straight line over 10 years**
Motor vehicles	25% on the reducing balance method
Inklusion Ltd. transferred assets	25% on the reducing balance method

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

*The buildings are all used for the purpose of the charity's business. Each year considerable amounts are spent on refurbishing, updating and repairing the buildings so that they meet the charity's needs. It is the policy of the charity to write off these sums against revenue in the year they are expended/committed. The residual value of the buildings has been considered and assessed as high and therefore the Trustees do not consider it appropriate to depreciate the buildings. Professional advice has stated that the property is worth at least the value at which it is stated in the accounts and may have higher value if used for alternative purposes.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**Most purchases of equipment are replacements and are written off in the year of acquisition.

2 Accounting policies (Continued)

2.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

2.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2.9 Employee benefits

- Childcare vouchers – scheme closed 4th October 2018
- Simply Health – level 1 funded by St. John's
- Travel to work scheme
- Bike to work scheme
- Cinema discount

Termination benefits along with any unused holiday entitlement costs are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2.10 Retirement benefits

The charity contributes to the Teachers' Defined Benefits Scheme at rates set by the scheme actuary and advised by the scheme administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the charity. In accordance with FRS 102 the scheme is accounted for as a defined contribution scheme. The charity operates defined contribution schemes for other employees whereby the assets of the schemes are held separately from those of the charity in independently administered funds. Contributions to these schemes are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the schemes.

3 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statement.

4 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Donations and grants	105,455	10,849	116,304	136,220
For the year end 31 August 2019	61,747	74,473	-	136,220

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

5 Income from charitable activities

	Fee £	Ancillary £	Restricted £	Total 2020 £	Total 2019 £
<u>Income from charitable</u>					
School Education	1,504,824	-	-	1,504,824	1,842,559
School Residential	496,874	-	-	496,874	1,123,767
College Education	3,681,304	-	-	3,681,304	3,857,845
College Residential	3,508,506	-	-	3,508,506	3,339,404
Respite	64,193	-	-	64,193	86,369
Government Grants	1,190,945	-	19,931	1,210,876	1,174,730
Ancillary	-	28,820	-	28,820	20,186
	<u>10,446,646</u>	<u>28,820</u>	<u>19,931</u>	<u>10,495,397</u>	<u>11,444,860</u>

6 Other trading income

Other trading income is made up of various work related enterprises run by the school and college, these consist of Scrummies Café, Harmonies Café, Scrummies Deli, Print Shop, Flourish, Zest Car Valeting and Solutions.

Beneficiaries carry out related work duties providing opportunities for them to develop the vital skills, knowledge and behaviours relevant to the work place.

This approach raises levels of beneficiaries' independence and self-confidence and helps learners to prepare for work experience, volunteering and employment.

	2020 £	2019 £
Enterprise takings	<u>1,581</u>	<u>6,447</u>

7 Income from investments

	2020 £	2019 £
Interest receivable	<u>5,774</u>	<u>5,959</u>

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

8 Expenditure

	Staff costs £	Depreciation £	Other Costs £	Total 2020 £	Total 2019 £
Raising Funds	21,023	-	14,049	35,072	47,870
Charitable Activities					
Direct	6,935,287	-	1,106,193	8,041,480	8,815,256
Support (note 9)	1,253,645	-	59,184	1,312,829	1,490,255
Premises	-	29,069	705,287	734,356	818,142
Charitable Activities Total	8,188,932	29,069	1,870,664	10,088,665	11,123,653
Total	8,209,955	29,069	1,884,713	10,123,737	11,171,523

9 Support costs

	Support Costs £	Governance Costs £	2020 £	2019 £
Audit Fees	-	14,700	14,700	14,700
Inspection Fees	-	5,007	5,007	3,000
Data Protection Audit	-	-	-	2,500
Legal Fees	2,111	-	2,111	-
Professional Fees	30,946	-	30,946	47,625
Consultancy IT	522	-	522	924
Consultancy Health & Safety	5,898	-	5,898	6,600
Support Salaries	1,253,645	-	1,253,645	1,414,906
	1,293,122	19,707	1,312,829	1,490,255

Support costs include £14,700 (2019: £14,400) paid to current auditors in respect of audit fees and £nil (2019: £nil) in respect of other services.

Support costs include £nil (2019: £300) paid to previous auditors in respect of audit fees and £nil (2019: £10,600) in respect of other services.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

10 Staff costs

Number of employees

The average monthly number employees during the year was:

	2020 number	2019 number
Teaching and welfare	341	382
Education Support	44	49
	<u>385</u>	<u>431</u>

Employment Costs

	2020 £	2019
Wages and salaries	7,291,876	814,1362 *
Social security costs	605,912 **	592,912 *
Other pension costs	312,167	225,569
	<u>8,209,955</u>	<u>8,959,843</u>

*2019: £23,589 apprenticeship levy costs have been removed from wages and salaries and restated in social security costs.

**2020: Social security costs includes PAYE Settlement Agreement costs of £20,298 relating to prior years.

During the period payments of £799 (2019: £33,254) were made with regards to the termination of employment.

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£60,000 - £70,000	1	1
£70,000 - £80,000	2	2
£90,000 - £100,000	-	-
£100,000 - £110,000	1	1

All employees whose emoluments exceeded £60,000 were engaged in direct charitable work.

Remuneration of key management personnel

The senior leadership team consists of the CEO, Principal, Headteacher, Director of Operations (left 23/05/20), Head of HR and Positive Behaviour Support Leader. Senior leadership pay for the period totalled £488,272 (2019: £618,413).

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

11 Tangible fixed assets

	Freehold land £	Fixtures and £	Equipment	Motor £	Total £
Cost					
At 1 September 2019	3,079,572	172,512	104,304	149,805	3,506,193
Additions	-	-	300	26,564	26,864
Disposals	-	(172,512)	-	(13,000)	(185,512)
As at 31 August 2020	3,079,572	-	104,604	163,369	3,347,545
Depreciation					
As at 1 September 2019	-	160,145	46,895	91,614	298,654
Depreciation charged in the year	-	1,082	7,232	20,755	29,069
Eliminated in respect of disposals	-	(161,227)	-	(11,265)	(172,492)
As at 31 August 2020	-	-	54,127	101,104	155,231
Carrying amount					
At 31 August 2020	3,079,572	-	50,477	62,265	3,192,314
At 31 August 2019	3,079,572	12,367	57,409	58,191	3,207,539

Barclays Bank PLC hold a charge over 18/20 Caburn Road, Hove, East Sussex, BN3 6EF.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

12 Debtors: Amount falling due within one year

	2020	2019
	£	£
Trade debtors	489,455	343,927
Other debtors	8,486	11,959
Prepayments and accrued income	456,723	206,232
	<u>954,664</u>	<u>562,118</u>

13 Creditors: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	240,978	311,346
Accruals	156,647	151,482
Deferred income	241,607	184,126
Other taxation and social security	129,456	111,102
Other creditors	165,533	146,604
	<u>934,221</u>	<u>904,660</u>

14 Deferred income

	2020	2019
	£	£
Deferred income at 1st September	184,126	193,657
New	241,607	184,126
Released	<u>(184,126)</u>	<u>(193,657)</u>
Deferred income at 31st August	<u>241,607</u>	<u>184,126</u>

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

15 Retirement benefit schemes

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £172,039 (2019: £121,932).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

The charity also operates a defined contribution scheme from Standard Life, which is available to the non-teaching staff. The employer contribution under this scheme was 5%. Employer contributions for the year were £14,644 (2019: £15,018) This scheme is closed to new entrants.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

15 Retirement benefit schemes (continued)

The charity operates a pension scheme with NEST for its remaining employees', contributions under this scheme were 3%. Contributions made by the employer during the year were £125,484 (2019: £88,619).

Contributions were due under the schemes at the balance sheet date amounting to £57,765 (2019: £37,093) are included in other creditors.

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				
	Balance at 1 September 2019	Incoming resources	Transfer between funds	Resources expended	Balance at 31 August 2020
	£	£		£	£
Research Officer Intern	871	-	-	(782)	89
Music Equipment - Brighton	2,371	-	-	(1,396)	975
Outdoor Improvement Project	15,721	-	-	(11,971)	3,750
Recording Studio - Seaford	5,723	-	-	(3,270)	2,453
Cross Site Sensory Project	22,450	-	(22,450)	-	-
Building Futures	-	3,642	22,450	-	26,092
Seaford Library Grant	1,801	-	-	-	1,801
St. John's Summer School	5,614	-	-	-	5,614
Framfield Vehicle	-	1,321	-	-	1,321
Pier View Coastal Walk	-	1,564	-	-	1,564
Other Fundraising	1,417	4,322	-	(2,809)	2,930
Inklusion fixed assets	11,296	-	-	(4,942)	6,354
16-19 Bursary Funding	-	19,931	-	(10,873)	9,058
	67,264	30,780	-	(36,043)	62,001

Project

Research Officer Intern

Music Equipment - Brighton

Outdoor Improvement Project

Recording Studio - Seaford

Cross Site Sensory Project

Building Futures

Seaford Library Grant

St. John's Summer School

Framfield Vehicle

Description

Research and marketing officer employed temporarily to assist.

Update and expand the range of music equipment within the College.

Nature trail for Seaford School grounds.

Update and expand the range of music equipment within the School.

Sensory items across all sites including Biodome on College site. Balance transferred to Building Futures project with the funder's authority.

Create a state-of-the-art bespoke residential unit that provides accommodation for learners from St. John's.

Introduce and develop a library within Seaford School.

3-day summer school open to raise awareness of the activities and opportunities the charity offers.

To purchase a new vehicle for Framfield residential house.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

16 Restricted funds (continued)

Pier View Coastal Walk	Create an outdoor sensory space for Pier View residential house.
Other Fundraising	Funds for various residential houses to replenish sensory items.
Inklusion fixed assets	Net book value of fixed assets transferred from Inklusion. To be returned to funder if no longer in use.
16-19 Bursary Funding	Provide financial help to learners whose access or completion of education might be inhibited by financial consideration.

17 Designated funds

Movement in funds					
	Balance at 1 September 2019	Incoming resources	Transfer between funds	Resources expended	Balance at 31 August 2020
Building Futures	-	-	750,000	-	750,000
COVID-19	-	-	200,000	-	200,000
	-	-	950,000	-	950,000

The transfer to the Building Futures Reserve recognises St John's commitment to purchase residential properties to replace current rented properties. The Charity's intention is to provide residential homes that meet the needs of the CYPAs, promote their independence to the maximum, and play a key part of the charity's commitment to sustainability.

The transfer to the COVID-19 Reserve recognises that full income was received in 2019/20, during the initial phases of the pandemic, when the country was in lockdown. This is a designated reserve to support the additional cost to be incurred in 2020/21 due to the ongoing situation.

18 Analysis of net assets between funds

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2020 £
Fund balances as at 31 August 2020				
Tangible assets	3,185,960	-	6,354	3,192,314
Current assets	1,973,640	950,000	55,647	2,979,287
Current liabilities	(934,221)	-	-	(934,221)
	4,225,379	950,000	62,001	5,237,380

	Unrestricted £	Designated £	Restricted £	Total 2019 £
Fund balances as at 31 August 2019				
Tangible assets	3,196,243	-	11,296	3,207,539
Current assets	2,383,214	-	55,968	2,439,182
Current liabilities	(904,660)	-	-	(904,660)
	4,674,797	-	67,264	4,742,061

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating lease, which fall due as follows:

	Land and buildings 2020	Other 2020	Land and buildings 2019	Other 2019
	£	£	£	£
< 1 year	105,000	24,575	103,975	24,575
1 - 2 years	-	48,490	48,600	49,150
2 - 5 years	-	-	-	23,915
	<u>105,000</u>	<u>73,065</u>	<u>152,575</u>	<u>97,640</u>

Related party transactions

During the year L Parkyn received £100 (2019: £3,611) in respect of education consultancy and reimbursed expenses. No trustees received remuneration for their role as a trustee in 2019 or 2020.

20 Cash generated from operations

	2020	2019
	£	£
Surplus for the year	495,319	421,963
Adjustments for:		
Investment income	(5,774)	(5,959)
Loss on disposal of tangible fixed assets	12,720	692
Depreciation of tangible fixed assets	29,069	26,849
Movements in working capital:		
(Increase)/ decrease in debtors	(392,546)	(113,280)
Increase/ (decrease) in creditors	<u>29,561</u>	<u>(275,535)</u>
	<u>168,349</u>	<u>54,730</u>

Charity Registration No. 1061001

Company Registration No. 03303549 (England and Wales)

ST. JOHN'S SCHOOL & COLLEGE
A COMPANY LIMITED BY GUARANTEE
DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020



ST. JOHN'S SCHOOL & COLLEGE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	S Smith - Chair R A Stewart LA Parkyn M Phil, Ad Dip Spec J Marshall MBE W Catchpole A Thatcher L McMillan M Fawcett P Redwood K Nicholls
CEO	Simon Charleton BEM
Charity number	1061001
Company number	03303549
Registered office	St. John's School and College Walpole Road Brighton East Sussex BN2 OAF
Auditor	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
Bankers	Barclays Bank Plc South Coast Group Leicester Leicestershire LE87 2BB

ST. JOHN'S SCHOOL & COLLEGE

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ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

The trustees present their report and financial statements for the year ended 31 August 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016).

Objectives and activities

The Charity was established in 1886 with a focus on the physical recuperation of, in the language of the era, 'deprived young people from London and the South East' but has evolved to: 'advance the education (including social and physical education) of children, young people and young adults (CYPA's) in particular (but not exclusively) of young individuals with learning or behavioural difficulties: primarily, but not exclusively, autism.'

The historic work of the Charity's founder, Sister Jane Borradaile in the nineteenth century, gifted an amazing asset to the region. The challenge for the charity now is to maintain and modernise this. St John's is a key partner in the local and regional offer, but our income is largely based on place funding and therefore the maintenance of our estate, and the development of our curriculum, needs to be significantly supported by trusts, grant-making bodies and fundraising.

Mission, Vision and Aims

Context

St. John's School and College is registered with the Department for Education as a Non-Maintained Residential Special School and an Independent Specialist College. The school and college admit children, young people and young adults between the ages of 7 to 25 years who are deemed to have special education needs and learning disabilities. The provision enables public authorities to meet their statutory duty to provide appropriate education for these individuals. Access to services is not dependent on their own ability to meet the applicable fees as funding is via the local authority with legal responsibility for their education, or in the case of post-19 applicants additionally by application for funding through the ESFA (Education, Skills and Funding Agency).

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Mission Statement

St. John's is a charity that provides education, care and therapy for children, young people and young adults with complex behaviours from 7-25 years old; we are based in Brighton and Seaford. We also offer training across the region and sector.

St. John's is about improving lives by making a practical difference to the individuals who access our services and by embracing their unique diversity. Our core mission is to enable our beneficiaries to achieve aspirational goals and to live their lives to the full. Recognising the complexity and scale of this task we focus our work around five placement outcomes which inform and guide all that we do:

- We promote well-being, the basis of effective learning
- We develop communication, the basis of engagement in society
- We focus on skills development, the basis of a productive life
- At all times we promote independence, a fundamental human right
- We passionately believe that all our beneficiaries can be employed, in some form, during their lives.

Henceforth for the purpose of this document, children, young people, and young adults will now be referred to as beneficiaries.

Vision Statement

We aim to be a regional and national leader in transforming the lives of beneficiaries with complex learning needs through an innovative, evidence-based and compassionate approach to learning. This means that we:

- continually strive to strengthen the positive impact we have on our beneficiaries through our work, transforming their lives, as well as our own.
- aspire to become known as an organisation that makes a difference and to be a valued member of the local and regional offer, by working in partnership with other providers.
- continually strive to innovate and find new and more effective ways to educate beneficiaries and support their families.
- sustain rigour in our work by holding high standards and expectations for both our beneficiaries and for ourselves; celebrating our successes but learning when things don't go as planned.
- approach our work with compassion by acknowledging the whole person, working with integrity and care; accepting beneficiaries where they are and moving them forward, without sacrificing standards or expectations.
- recognise that our staff team are our most precious asset, supporting and developing their skills and talents.
- strive to be a sustainable charity that has a positive impact on our communities and natural world.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Fundamental Values

St. John's School and College provides a waking day curriculum which prepares beneficiaries for a successful life in modern Britain and beyond. Fundamental values of democracy, the rule of law, individual liberty, mutual respect and tolerance of those with different backgrounds, faiths and beliefs are promoted throughout the charity. We actively seek to promote equality and diversity. There are a full range of teaching and learning activities that encourage the beneficiaries' spiritual, moral, social and cultural development and where appropriate they are supported to explore personal, social and ethical issues within safe and supportive environments. St. John's recognises that the fundamental and functional skills of literacy, numeracy and IT underpin all our five placement outcomes.

St. John's strategic aims are:

- Provide and improve high quality services and to be recognised as a centre of excellence in the development of employability and independence skills
- Develop, support and challenge the St. John's workforce and grow our whole organisation identity
- Build partnerships and increase community engagement to maximise opportunities for beneficiaries and long-term outcomes for leavers
- Effectively meet the needs of stakeholders by providing flexible and responsive learning programmes, value for money and evidencing the social return on investment
- Ensure the organisation's long-term financial stability by making well informed business decisions.

St. John's strategic goals flow from these aims and fall under these headings:

1. Outcomes
2. Pedagogy
3. Corporate Social Responsibility
4. Partnerships
5. Governance
6. Diversifying income streams
7. Local and Regional Offer
8. Estates.

The detail behind these eight goals can be found in our three-year plan on our website.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Strategic Report, Policies and Financial Review

The trustees are responsible for setting a strategy, with the Chief Executive, for achieving the eight strategic goals. The focus of this strategy is on the development of our beneficiaries through the provision of high-quality education, medical, therapeutic and residential care services. The Chief Executive provides the trustees with reports that:

- Review the Charity's progress in meeting the objectives
- Provide key information from the wider world of education and residential care, legislative and regulatory requirements
- Monitor issues such as Safeguarding, Health & Safety and Equality & Diversity.

The charity takes its responsibility towards equality and diversity seriously. It fulfils its responsibilities under the Equality Act, as outlined in its equality policy and via the curriculum, including but not limited to, delivery of PSHE (Personal, Social, Health and Economic education). All staff have mandatory training in Equality & Diversity and Prevent. All policies are assessed by carrying out an equality impact assessment. St. John's aims to create and maintain a culture of inclusion and tolerance.

The charity is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of any protected characteristic. Incidents of harassment or bullying are taken very seriously and addressed through organisational processes, including disciplinary action where necessary. St. John's makes reasonable adjustments to meet the needs of both staff and beneficiaries.

Risk Management

The trustees acknowledge that risk management falls within their duty to manage and control the charity. Although elements of the risk management process (described in further detail below) are delegated to the senior leadership team, the review of risk is also embedded within trustee board and sub-committee meetings. Through this dual-pronged approach, the trustees are satisfied that major risks have been identified, reviewed and adequately mitigated where necessary.

A review of the charity's risk register is undertaken by the senior leadership team on a periodic basis. This qualitative process involves the identification of risk, professional judgement to assess likelihood of occurrence and potential impact, and the design of mitigating strategies for implementation. In addition, generic, site-specific and dynamic risk assessments are undertaken for the school, college and residential houses as well as for vehicles and offsite activities. Safeguarding, whistle-blowing and health & safety are discussed at every senior leadership team meeting, and safer recruitment practices are followed as standard.

An additional COVID-19 risk assessment has been created, and continues to be updated, by the 'COVID Taskforce'.

The current public spending constraints continue to be an increasing pressure on the charity going forward and the pressures on the High Needs budget settlements for local authorities could potentially reduce beneficiary enrolments and numbers.

The potential changes of the beneficiary profile in the future will result in the need for the charity to widen the range of needs it can support.

Area reviews and the development of high needs provision either as additional provision to local special needs schools or local GFE colleges could also potentially reduce beneficiary numbers.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

The majority of funding has historically come from local government and in order to fund the continued development of services the charity will need to find ways to continue to augment this with charitable money or other sources.

The gap between the intentions of recent legislation and effects of implementation require the management to continue to engage with the funding bodies to find ways in which we can assist them to fulfil their statutory duty from the finite resources they will have available to them. The Charity is committed to working closely and supportively with local authorities and other non-maintained schools and Independent Specialist Colleges.

The Education Provision

The teaching, learning and assessment for all children, young people and young adults who attend St. John's is focused on maximising their potential and the achievement of placement outcomes that are related to the following key areas of learning:

- Wellbeing
- Communication
- Social skills
- Independence and community participation
- Employability
- English
- Mathematics

Beneficiaries are assessed at pre-entry and at the start of their placement and placed into a specified tutor group where they are supported by a dedicated tutor and keyworker who monitor and support the individual beneficiary's progress throughout the academic year. Residential beneficiaries benefit from a similar structure where they have a residential house manager and residential keyworker. Collaborative work between education and residential staff ensure that residential beneficiaries benefit from a 'waking day curriculum'.

St. John's continues to meet the standards of Autism Accreditation and regularly audits environments and resources to ensure that all beneficiaries are appropriately supported, and their needs effectively met.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

St. John's School (Seaford 7-19)

St. John's School provides care and support to vulnerable children, young people and young adults whose needs are related primarily to an Autism Spectrum Condition (ASC). Other young people whose primary needs are non-ASC may also be assessed where we judge we can meet needs. The aims of our provision are achieved by offering each young person a bespoke package of support tailored to suit their individual and complex needs. The multidisciplinary approach is key to the success of individual children, young people and young adults therapeutic approaches are embedded throughout the waking day curriculum, during which children, young people and young adults are learning from the minute they wake up until the minute they go to bed. The on-site therapy team, education and care staff work closely together to ensure consistent and effective person-centred approaches are used that promote a holistic support service.

At St. John's we recognise the paramount need to create systems and structures that promote children's and young people's capacity to understand themselves and what it takes for them to feel successful. We address these challenges in a number of ways, formally through specific elements of the curriculum which have, as clear objectives, the development of these qualities. In addition, specific support is provided, whether to individuals or in small group settings to further enhance young people's attitudes and practical skills. Beyond this, the school is permeated by an ethos of learning, which sees all members of the community as being capable of continuing to learn and to be successful.

Our approach is based upon children and young people having respect for themselves and others, as well as for their physical environment. While negative behaviours are consistently challenged, our focus is on identifying positive behaviours and on encouraging their reinforcement and replication. We do not work on a sanction-based scheme; however, we recognise that there are naturally occurring consequences to all behaviours. The ethos of the school and residential provision is based on the philosophy that nurturing positive relationships are essential for achieving successful educational and personalised developmental outcomes for children and young people.

We have extensive grounds, tennis and badminton courts as well as a heated indoor swimming pool. Our adapted therapy and sensory room give opportunities for our beneficiaries to explore their attitudes to self and others. Subject specific rooms such as music, science and cooking enable them to develop lifelong skills that they can transfer into future settings.

Our highly qualified and trained staff have learning and outcomes central to all learning and development actions. This thread, like Brighton rock, runs through the heart of the school.

Following an initial and short closure of on-site learning at the School as a result of the first COVID-19 lockdown in March 2020, we quickly started introducing CYPAs back, following thorough risk assessments, on the second week of this lockdown. September saw us returning to full capacity. Bubbles were tightly formed, and additional rules embedded due to the increased numbers. We are now running a full timetable with a broad number of subjects.

Each day is a challenge during COVID-19, however our beneficiaries are making progress and engaged and happy. We continue to be ahead of the curve by thinking outside of the box and supporting all of us.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

St. John's College (Brighton 19-25)

The College curriculum is designed to offer the most relevant and stimulating learning experiences for all the young adults who attend. The curriculum enables each beneficiary to undertake an individualised study programme that is aligned to their aspirations, destinations and planned EHCP outcomes. Two Heads of Learning take on the responsibility for Curriculum and Accreditation, Personal Development and Wellbeing, whilst collectively ensuring that the curriculum is responsive to changes in beneficiaries' interests, potential and levels of motivation.

The curriculum subjects, qualifications and planned learning activities reflect our aim to support all beneficiaries in their preparation into adulthood, providing a range of opportunities that not only develop their vocational, functional and independence skills, but are also relevant to their predicted and expected placement outcomes.

Beneficiaries develop their skills through a range of practical and relevant work-related learning areas: Scrummies Café & Deli (Catering), Laundry; Flourish (Horticulture); Foundations (Construction & Maintenance); Inklusion (Art and Printing); Productions (Theatre & Performing Arts); Resonance (Music); Inspirations (in-house shop); Solutions (Stationery & Business Admin); Shine (Industry cleaning) and Ability (Creative Media and IT). The structure and organisation of these vocational subjects enable beneficiaries to develop practical skills and pursue their work interests. Functional Skills: English, Maths, ICT and Communication are delivered through discrete teaching sessions and by being embedded within vocational learning sessions.

Beneficiaries also access during their study programme, PSHE, Sport, and Skills for Life sessions that provide essential development in personal health, citizenship, personal safety, community engagement, social skills and independence.

There is a balanced approach to the provision of accredited and non-accredited learning. The selection and registration of accredited courses are reviewed annually in line with beneficiary needs and aspirations.

Vocational, English and Maths qualifications may be achieved by beneficiaries at Entry Level through to Level 2. Additionally, all beneficiaries work towards the achievement of English, Maths and personal development targets that are not accredited but which demonstrate clear knowledge, understanding and skill acquisition.

Beneficiaries attend tutorial sessions at the start and end of each day, undertaking a weekly session with their keyworkers to reflect and monitor their own progress and learning. The young adult voice is captured in a number of ways throughout the year via such activities as a young adult governor; the young adult council; the young adult journey week; annual reviews and young adult questionnaires.

Community learning is also a key feature of the college curriculum extending and increasing the level of challenge for beneficiaries. Community partnerships enable groups of beneficiaries to undertake timetabled sessions in different venues, travel routes and undertake tasks that are directed by an external organisation but taught and supported by St. John's teaching staff. Access to a varied work experience programme also develops the beneficiaries' learning experience into more challenging and unfamiliar contexts. A young adult's potential is often unleashed and their ability to transfer practical skills into the local working community is made evident. A broad network of local employers and community groups offer work opportunities to our beneficiaries, which in turn, equips them to take up opportunities so they can engage in purposeful activity and acquire realistic and sustainable employment after their college placement has ended. We are extremely grateful to all the employers and community groups who work with us and contribute to our curriculum offer.

A small group of beneficiaries follow a programme of study that is unique in its structure and delivery. It has been designed to support the needs of beneficiaries who have significant and complex needs (including mental health and behaviours that challenge) and who find that they are unable to learn in conventional classroom settings or

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

with peers. Beneficiaries in the Involve programme benefit from highly individualised timetables and teaching and support which is undertaken in various venues, including in the residential houses, in the community, or in dedicated solo learning spaces. Beneficiaries are supported to access the college facilities when ready to do so and where possible eventually join classes and college activities. The dedicated staff team promote inclusion through all their work and aim to support beneficiaries to integrate into the wider community at different rates and levels.

A team of therapists and well-being professionals provides specialist support at the school and college to enable all beneficiaries to develop their personal, social and emotional skills so that they are able to access and succeed in their learning programmes. The team work closely with parents, carers, social workers, GPs, specialist consultants and other outside agencies to ensure that the beneficiaries maintain physical health and emotional stability throughout their time at St. John's.

All beneficiaries at St. John's receive personalised support with their transition at the start of their placement, progression through their placement and the moving on to future destinations. This is managed effectively by a dedicated transition officer who works with residential and education staff, parents/carers, and appropriate external agencies and community services. Information, advice, and guidance provides support for beneficiaries in making choices around their living and work opportunities. External Careers advice and guidance provided by 'My Future Starts Here' and advocacy sessions provided by an external service, has been organised to enhance the support already provided and will potentially help us to support leavers who intend to continue to live locally in Brighton.

Achievement and Performance (College)

Due to the COVID-19 pandemic and associated lock down at the end of March 2020 the college responded to the Government guidance and sent the 38-week residential beneficiaries and day beneficiaries' home for a short period supported by remote learning. Risk assessments were completed for each individual and sent to their Local Authority. We remained open and supported 15 beneficiaries who reside with us 52 weeks a year. These beneficiaries attended college as normal and followed their weekly timetable until the end of the academic year. Remote learning was put in place by the teaching team and communicated out to beneficiaries and their parents whilst residing at home. Beneficiaries were then invited back on a part time attendance mode incrementally in line with space availability for social distancing requirements and safe staffing levels.

St. John's' continued expectation that commissioners will fund assessed needs in full has enabled the organisation to maintain and improve service standards and invest in new facilities and staff development to meet the needs of all of our beneficiaries. In the 12 months since the last report and accounts, the charity has continued to provide high quality services and most importantly structure work and learning spaces to meet all expected COVID-19 safety protocols.

Improvements to learning spaces and specialist environments to meet individual beneficiary needs, the enhancement of teaching and learning resources and the completion of general grounds work has continued this year.

Staff training remains a key priority. Weekly workshops for all teachers and instructors continue to be an essential training activity, in addition to a range of inset courses that were delivered to both residential and education staff teams during the year.

Various systems and processes have been upgraded in line with the objectives identified in the college quality improvement plan. The work that has been undertaken included continued focused improvements in the development of teaching, learning and assessment strategies, improved narration of learning and progress within lessons, and effective observations, feedback and action plans.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

The total number of beneficiaries that enrolled at the college during 2019/20 was 64, 42 beneficiaries were residential and 22 attended on a day basis.

Each beneficiary worked towards a series of English and Maths targets over the year, the results of which were reported termly as KPIs to the Governing Body. Beneficiaries achieved on average 84% of their English targets and on average 94% of their Maths targets. Beneficiaries also accomplished their learning goals through the achievement of accredited qualifications. The total number of qualifications undertaken and expected to be completed by July 2020 was 89. Of that, 75 (84%) qualifications were achieved.

This included 25 English qualifications were achieved from 32 expected (78%) and 17 maths qualifications were achieved from 21 expected (80%). A number of beneficiaries have also transferred onto extended qualifications (for example a Certificate from an Award) and some are progressing with their courses in the next academic year. This represents a substantial level of skill development and personalised learning being achieved.

The development of community links continues on a year-on-year basis whereby direct employer engagement provides a comprehensive range of work experience opportunities. The number of beneficiaries who undertook an external work placement during 2019/20 was 33 which included 2 first year beneficiaries. Due to the COVID-19 pandemic and the lock down in March 2020 onwards local employers were unable to support beneficiaries in their places of work. The number of internal work placements undertaken was 48 and a range of work-based learning activities were embedded within the individual timetabled sessions of the beneficiary's study programme.

Data on the 16 college leavers reflects a diverse range of destination outcomes. 19% (3) took up Further Education, 6% (1) progressed to Higher Education and the remaining 75 % (12) participate in structured activities. In terms of residential status 38% (6) leavers moved into fully supported living, 44% (7) moved back home with family. 6% (1) beneficiary is undertaking work experience placements in their local area and 12% (2) beneficiaries are volunteering. 1 beneficiary is staying at St. John's whilst his new placement is being arranged. Destination data is updated at key points in the following academic year as not all intended destination outcomes are confirmed within the first few months of a beneficiary leaving. Individual case studies related to our leavers reflect the considerable impact St. John's provision continues to have on individual beneficiaries.

The annual Self-Assessment Report has been contributed to throughout the year with stakeholder feedback and the quality improvement plan has been regularly monitored to ensure strategic objectives for the year have been worked towards and met, including the commitment of all staff to the continuous improvement agenda.

The following paragraphs relate to the whole organisation:

St. John's continues to provide the highest standards of safeguarding for a safe and secure environment. There has been a continued focus on meeting the requirements of the Prevent duty, with mandatory training for all staff and the continued promotion of British values and teaching of internet safety throughout the organisation.

Investment in positive behaviour and mental health support for beneficiaries has been a significant focus this year. A study revealed that a considerable number of our beneficiaries have a mental health diagnosis and that others who are not diagnosed display behaviours aligned to having mental health needs. St. John's is also committed to, and is successful in, reducing the use of physical restraint in line with the work of the Restraint Reduction Network. The ability of staff to effectively support beneficiaries with their behaviours and help them to self-regulate positively impacts on the ability of beneficiaries to access learning and reach their full potential. Psychology and Behaviour Assistant roles have been introduced to build capacity for this work and weekly 'Behaviour for Learning' meetings have been introduced to improve the creation of positive behaviour plans for all beneficiaries, not just for those who are referred. These meetings have also ensured plans are communicated more clearly to all staff who work with a particular beneficiary across the week.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

For 2020 the usual Achievement Ceremonies and Alumni events were restricted, but not eliminated, by the impact of the Coronavirus pandemic (COVID-19).

COVID-19 has had a significant impact on the work of the Charity since March 2020. Owing to some strict health and safety measures positive case numbers have been low and have been as a result of activity outside of the charity. Whilst the health impact on our CYPAs has, as of this date, remained low it has impacted significantly on our staff with having to shield, self-isolate as a result of positive cases, or await results.

Spending on PPE, hygiene and other related matters have been higher than otherwise would have been the case. Significant additional staffing costs have also been, and continue to be, incurred due to limited 'Bubble' group sizes and COVID-19 related staff absences. To date the commissioners have had a positive and supportive approach to St. John's with full funding continuing to be received. We are confident that we have good systems to monitor spending and good reserves to manage this challenge, including Designated Funds being identified to support continued increased spend.

The staff team, as a whole, have risen to this challenge with exemplary diligence.

Fee Setting

Careful consideration is given to the setting of appropriate fees. Fee elements associated with the direct provision of education, care, and medical therapeutic support are variable based on the specific requirements of individual placements. However, all fees have an overhead element, which is common amongst all placements agreed in a particular year.

Regulatory Framework for Education Services

The charity is committed to good practice as outlined in the Office for Standards in Education, Children's Services and Skills (Ofsted) Common Inspection Framework and looks at the benefits of those strategies and techniques that appear to have proved successful in a process of continuous improvement. The school (education) was inspected in January 2017 and judged as 'Good'. The school residential provision was inspected by Ofsted in June 2019 and the judgement was also 'Good'.

In 2018, the College was inspected by Ofsted and the Trustees were delighted to note the continuing improvement in all aspects of provision as measured from the 2017 report. The senior leaders have worked very hard during this time to achieve a grade of 'Good' in all five categories and an overall effectiveness grade of 'Good'. CQC grades are all good or better.

Ofsted and CQC continue to monitor provision across the charity and we respond vigorously to any recommendations which they make.

Strategic report

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Financial review

The Statement of Financial Activities shows net incoming resources for the year of £495,319 (2019: £421,963) and total reserves stand at £5,237,380 (2019: £4,742,061) being £950,000 Designated Reserves, £62,001 Restricted Reserves and £4,225,379 Unrestricted Reserves. Funds continue to be invested in improvements to, and refurbishment of, environments and resources for learning.

The reserves policy states the charity aims to make a surplus of 3-5% of turnover which is then budgeted to be spent in the following years investing in beneficiary resources. The Trustees agree that reserves excluding fixed assets (or free reserves) of £1 - £1.5 million are required to cope with downturns and unforeseen circumstances. Free reserves totalled £1,039,419 (2019: £1,478,554). The charity is therefore acting in line with its reserves policy.

Plans for the future

Senior leaders, working with Trustees and Governors, rewrote the Charity's Three-Year Strategic Plan in the Autumn of 2019.

The external environment remains challenging for this particular sector. Pressure on public finances and the High Needs block in particular continues, with all agencies having to make difficult decisions on how to prioritise and ration available resources. This is at the same time that they are facing an upward trend in the number of people with complex needs who require specialist services which are resource intensive and relatively expensive compared with the needs of the general population.

It is clear that pressures on both national and local government spending will continue. The combination of changes in funding models, differing interpretations by local authorities of funding and Special Education Needs (SEN) legislation, together with a policy of funding specialist provision as a last resort, increases uncertainty of beneficiary numbers going forward. The charity recognises the need to develop additional sources of revenue to support long term business sustainability and growth. St. John's School and College are aware that more beneficiaries with complex needs are being referred to specialist providers which in turn requires greater resources, particularly space, staff expertise and training.

The charity has built a strong organisation, developing the curriculum and residential service, developing the facilities, and delivering excellent outcomes for beneficiaries. There is a need, however, to be careful with our management of resources to ensure that each service can operate within the income it earns and demonstrate value for money. St. John's will continue to seek additional external funds wherever these can be used for enhancing our service offering.

Prudent financial management may suggest the financial health of the Charity is strong; and this is correct. However, as the majority of the funding gained is passported to the beneficiaries, and there are significant peaks and troughs in our cash flow owing to the dependence on commissioners, the ability to use these funds for development work and long-term estates renovation is limited. The maintained, free-school, and MAT sectors by contrast have much greater security in terms of capital investment and funding for development innovation. The less predictable nature of our income stream poses additional challenges and, ironically incurs additional costs.

The Trustees intend to regularly review their current strategies to maintain the charity's position in a highly competitive and volatile market, whilst continuing to provide investment to provide high quality residential care and education, measured by the monitoring and regulatory inspections in line with the resources that are available.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Key areas for future development:

- Review of business plan and strategy to include the identification of different services and packages and a review of our estates' strategy.
- Continued focus on financial management and control, including the identification of efficiencies and sustaining value for money.
- Review and development of responsive fee setting and monitoring models.
- Develop the work with local authorities to maintain positive relationships and be part of the solution to deliver effective Special Education Needs and Disability (SEND) reforms.
- Continued development of school and college curriculum models to meet beneficiaries' needs and aspirations and to improve life chances.
- Continued focus on community partnerships to improve beneficiary outcomes and destinations for example our partnership with Team Domenica, a similar charity.

Over the academic years the decision to rent rather than purchase residential accommodation has met our immediate demands. This will be kept under review to ensure it is aligned with future demand. Should there be a reduction in demand for day placements then the way forward may be to offer more residential places. Continuing to rent may not be the most effective way to maximise the use of the charity's resources.

Structure, governance and management

The charity is a company limited by guarantee and is therefore governed by a memorandum and articles of association. The Legal and Administrative Information page forms part of this report.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

S Smith - Chair

R A Stewart

LA Parkyn M Phil, Ad Dip Spec

J Marshall MBE

W Catchpole

A Thatcher

L McMillan

M Fawcett

P Redwood

(appointed 2nd January 2020)

K Nicholls

(appointed 28th August 2020)

B Bland

(resigned 9th January 2020)

None of the trustees has any beneficial interest in the charity. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The board of trustees requires breadth and depth of experience to carry out its duties effectively and efficiently. The recruitment of suitable persons with the time available to give is always a difficult task. However, the board seek to ensure that the following attributes are represented amongst its members: legal background, financial/accounting background, education experience and business experience at senior management level. As new trustees are appointed, adequate induction and familiarisation is arranged.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Trustees accept ultimate responsibility for directing the affairs of a charity and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. The trustees are responsible for the overall management of the St. John's School and College Charity and meet three times a year. The CEO's remuneration and terms and conditions are set by the trustees.

The trustees determine the general policy of the charity. Trustees delegate operational decisions and responsibilities to the chief executive. However, strategic and major financial decisions are made by the trustees, taking into account advice and recommendations from the chief executive and senior leadership team.

The School and College have governing bodies who, on behalf of the trustees, understand its strengths and weaknesses through appropriate involvement in self-assessment; they provide challenges and hold the Principal and Headteacher to account for improving the quality of learning and the effectiveness of performance management systems; monitor the quality of the experience provided for beneficiaries and their outcomes; understand their roles and responsibilities in relation to equality and diversity; and fulfil legislative requirements, such as those for disability, safeguarding, and health and safety. Two trustees are appointed to the governing body.

The Trustees have delegated certain tasks to the subcommittee for Finance. The finance committee meets up to five times a year, ahead of the Trustee Board under the chairmanship of the Chair of Trustees. This committee also acts as the audit committee reviewing initial risk management of the charity and undertaking best value measurement of the charity's resources.

'The Clerk' of the trustees and governing body is responsible for co-ordinating the work schedule of the trustees and governing body including taking the minutes of all meetings. All trustees and governors give their time freely and only one governor applied for remuneration of travel expenses in the year.

SLT pay on recruitment or change in responsibility is subject to benchmarking and affordability. Once in post inflationary pay increases are subject to CEO approval.

Compliance with Charity Commission Guidance & Public Benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Trustees have considered the question of public benefit and are satisfied that the Charity's activities are as defined by charity law and Charity Commission regulations.

St. John's is a member of the National Association of Special Schools (NASS), and the National Association of Specialist Colleges (NATSPEC). The College is also member of the SE Regional Peer Review Development group (PRD) and attends all Independent Specialist Provider (ISP) meetings with the South Eastern Local Authority Group. The charity has extensive community links as a local provider and continues to develop further links and collaborative working opportunities each year.

ST. JOHN'S SCHOOL & COLLEGE

TRUSTEES' REPORT (CONTINUED) (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 AUGUST 2020

Employee involvement

The charity's policy is to consult and discuss with employees, through unions, staff councils and at meetings, matters likely to affect employees' interests.

Information of matters of concern to employees is given through information bulletins and reports which seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the charity's performance.

Disabled persons

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the charity continues and that the appropriate training is arranged. It is the policy of the charity that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

The Trustees approve the above Strategic Report in their capacity as company directors.

The accounts have been authorised for issue by the Board of Trustees.

On behalf of the board of the Board of Trustees



.....
S Smith

Trustee

Dated: 28/01/2021.....

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2020

The trustees, who are also the directors of St. John's School & College for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

ST. JOHN'S SCHOOL & COLLEGE

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

Opinion

We have audited the financial statements of St John's School & College (the 'charitable company') for the year ended 31 August 2020. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 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.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (including the strategic report) has been prepared in accordance with applicable legal requirement

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report (including the strategic report).

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

ST. JOHN'S SCHOOL & COLLEGE

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 AUGUST 2020

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use if our report

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

Mark Cummins FCCA (Senior Statutory Auditor)

for and on behalf of

TC Group

The Courtyard

Shoreham Road

Upper Beeding

West Sussex

BN44 3TN

Date:.....

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	Unrestricted Funds £	Designated funds £	Restricted Funds £	Total 2020 £	Total 2019 £
<u>Income from:</u>						
Donations and Legacies	4	105,455	-	10,849	116,304	136,220
Charitable Activities	5	10,475,466	-	19,931	10,495,397	11,444,860
Other Trading Income	6	1,581	-	-	1,581	6,447
Investments	7	5,774	-	-	5,774	5,959
Total Income		10,588,276	-	30,780	10,619,056	11,593,486
<u>Expenditure on:</u>						
Raising funds	8	35,072	-	-	35,072	47,870
Charitable Activities	8	10,052,622	-	36,043	10,088,665	11,123,653
Total Expenditure		10,087,694	-	36,043	10,123,737	11,171,523
Net income/(expenditure)		500,582	-	(5,263)	495,319	421,963
Transfer in funds	17	(950,000)	950,000	-	-	-
Net movement in funds		(449,418)	950,000	(5,263)	495,319	421,963
Fund balances at 1 September 2019		4,674,797	-	67,264	4,742,061	4,320,098
Fund balances at 31 August 2020		4,225,379	950,000	62,001	5,237,380	4,742,061

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

ST. JOHN'S SCHOOL & COLLEGE

BALANCE SHEET

AS AT 31 AUGUST 2020

	Notes	Total 2020		Total 2019	
		£	£	£	£
Fixed Assets					
Tangible Assets	11		3,192,314		3,207,539
			<u>3,192,314</u>		<u>3,207,539</u>
Current Assets					
Debtors	12	954,664		562,118	
Cash at bank and in hand		<u>2,024,623</u>		<u>1,877,064</u>	
		2,979,287		2,439,182	
Creditors: amounts falling due within one year	13	<u>(934,221)</u>		<u>(904,660)</u>	
Net current assets			<u>2,045,066</u>		<u>1,534,522</u>
Total assets less current liabilities			<u><u>5,237,380</u></u>		<u><u>4,742,061</u></u>
Income funds					
Restricted funds	16		62,001		67,264
<u>Unrestricted funds</u>					
Designated funds	17	950,000		-	
General unrestricted funds	18	<u>4,225,379</u>		<u>4,674,797</u>	
			<u>5,175,379</u>		<u>4,674,797</u>
			<u><u>5,237,380</u></u>		<u><u>4,742,061</u></u>

The financial statements were approved by the Trustees on 28/01/2021.....



.....
S Smith

Trustee

Company Registration No. 03303549

ST. JOHN'S SCHOOL & COLLEGE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2020

		2020		2019	
	Notes	£	£	£	£
Cash flows from operating activities					
Cash generated from operations	20		168,349		54,730
Investing activities					
Purchase of tangible fixed assets	11	(26,864)		(41,334)	
Proceeds on disposal of tangible fixed assets		300		7,900	
Inklusion Ltd. Transfer		-		(11,296)	
Inklusion Ltd. Dissolution		-		100	
Interest received	7	5,774		5,959	
Net cash used in investing activities			(20,790)		(38,671)
Net increase/ (decrease) in cash and cash			147,559		16,059
Cash and cash equivalents at beginning of the year			1,877,064		1,861,005
Cash and cash equivalents at end of year			2,024,623		1,877,064

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

1 Charity information

St. John's School & College is a private company limited by guarantee incorporated in England and Wales. The registered office is St. John's School and College, Walpole Road, Brighton, East Sussex, BN2 0AF.

2 Accounting policies

2.1 Accounting convention

The accounts have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

2.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account any potential impact of the Coronavirus pandemic, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes. Designated funds are those which have been set aside by trustees to be spent on a specific purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

All funds are applied for charitable purposes.

2.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Fees represent the total invoice value of educational and residential services rendered during the year. Fees invoiced in advance are deferred.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2 Accounting policies (Continued)

2.5 Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis inclusive of any VAT which cannot be recovered (this includes ex-gratia costs).

Teaching and welfare includes the costs of schooling and residential care including staffing and the provision of educational apparatus and equipment. Also included here are the office running costs.

Support costs are those functions that assist the work of the charity. All support costs have been allocated to the main charitable activity. Governance costs are disclosed in the accounts and are also allocated entirely to the main charitable activity.

2.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	No depreciation *
Furnitures & Fixtures	15% on the reducing balance method
Equipment	Straight line over 10 years**
Motor vehicles	25% on the reducing balance method
Inklusion Ltd. transferred assets	25% on the reducing balance method

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

*The buildings are all used for the purpose of the charity's business. Each year considerable amounts are spent on refurbishing, updating and repairing the buildings so that they meet the charity's needs. It is the policy of the charity to write off these sums against revenue in the year they are expended/committed. The residual value of the buildings has been considered and assessed as high and therefore the Trustees do not consider it appropriate to depreciate the buildings. Professional advice has stated that the property is worth at least the value at which it is stated in the accounts and may have higher value if used for alternative purposes.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**Most purchases of equipment are replacements and are written off in the year of acquisition.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2 Accounting policies (Continued)

2.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

2.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2.9 Employee benefits

- Childcare vouchers – scheme closed 4th October 2018
- Simply Health – level 1 funded by St. John's
- Travel to work scheme
- Bike to work scheme
- Cinema discount

Termination benefits along with any unused holiday entitlement costs are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2.10 Retirement benefits

The charity contributes to the Teachers' Defined Benefits Scheme at rates set by the scheme actuary and advised by the scheme administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the charity. In accordance with FRS 102 the scheme is accounted for as a defined contribution scheme. The charity operates defined contribution schemes for other employees whereby the assets of the schemes are held separately from those of the charity in independently administered funds. Contributions to these schemes are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the schemes.

3 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statement.

4 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Donations and grants	105,455	10,849	116,304	136,220
For the year end 31 August 2019	61,747	74,473	-	136,220

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

5 Income from charitable activities

	Fee £	Ancillary £	Restricted £	Total 2020 £	Total 2019 £
<u>Income from charitable</u>					
School Education	1,504,824	-	-	1,504,824	1,842,559
School Residential	496,874	-	-	496,874	1,123,767
College Education	3,681,304	-	-	3,681,304	3,857,845
College Residential	3,508,506	-	-	3,508,506	3,339,404
Respite	64,193	-	-	64,193	86,369
Government Grants	1,190,945	-	19,931	1,210,876	1,174,730
Ancillary	-	28,820	-	28,820	20,186
	<u>10,446,646</u>	<u>28,820</u>	<u>19,931</u>	<u>10,495,397</u>	<u>11,444,860</u>

6 Other trading income

Other trading income is made up of various work related enterprises run by the school and college, these consist of Scrummies Café, Harmonies Café, Scrummies Deli, Print Shop, Flourish, Zest Car Valeting and Solutions.

Beneficiaries carry out related work duties providing opportunities for them to develop the vital skills, knowledge and behaviours relevant to the work place.

This approach raises levels of beneficiaries' independence and self-confidence and helps learners to prepare for work experience, volunteering and employment.

	2020 £	2019 £
Enterprise takings	<u>1,581</u>	<u>6,447</u>

7 Income from investments

	2020 £	2019 £
Interest receivable	<u>5,774</u>	<u>5,959</u>

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

8 Expenditure

	Staff costs £	Depreciation £	Other Costs £	Total 2020 £	Total 2019 £
Raising Funds	21,023	-	14,049	35,072	47,870
Charitable Activities					
Direct	6,935,287	-	1,106,193	8,041,480	8,815,256
Support (note 9)	1,253,645	-	59,184	1,312,829	1,490,255
Premises	-	29,069	705,287	734,356	818,142
Charitable Activities Total	8,188,932	29,069	1,870,664	10,088,665	11,123,653
Total	8,209,955	29,069	1,884,713	10,123,737	11,171,523

9 Support costs

	Support Costs £	Governance Costs £	2020 £	2019 £
Audit Fees	-	14,700	14,700	14,700
Inspection Fees	-	5,007	5,007	3,000
Data Protection Audit	-	-	-	2,500
Legal Fees	2,111	-	2,111	-
Professional Fees	30,946	-	30,946	47,625
Consultancy IT	522	-	522	924
Consultancy Health & Safety	5,898	-	5,898	6,600
Support Salaries	1,253,645	-	1,253,645	1,414,906
	1,293,122	19,707	1,312,829	1,490,255

Support costs include £14,700 (2019: £14,400) paid to current auditors in respect of audit fees and £nil (2019: £nil) in respect of other services.

Support costs include £nil (2019: £300) paid to previous auditors in respect of audit fees and £nil (2019: £10,600) in respect of other services.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

10 Staff costs

Number of employees

The average monthly number employees during the year was:

	2020 number	2019 number
Teaching and welfare	341	382
Education Support	44	49
	<u>385</u>	<u>431</u>

Employment Costs

	2020 £	2019
Wages and salaries	7,291,876	814,1362 *
Social security costs	605,912 **	592,912 *
Other pension costs	312,167	225,569
	<u>8,209,955</u>	<u>8,959,843</u>

*2019: £23,589 apprenticeship levy costs have been removed from wages and salaries and restated in social security costs.

**2020: Social security costs includes PAYE Settlement Agreement costs of £20,298 relating to prior years.

During the period payments of £799 (2019: £33,254) were made with regards to the termination of employment.

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£60,000 - £70,000	1	1
£70,000 - £80,000	2	2
£90,000 - £100,000	-	-
£100,000 - £110,000	1	1

All employees whose emoluments exceeded £60,000 were engaged in direct charitable work.

Remuneration of key management personnel

The senior leadership team consists of the CEO, Principal, Headteacher, Director of Operations (left 23/05/20), Head of HR and Positive Behaviour Support Leader. Senior leadership pay for the period totalled £488,272 (2019: £618,413).

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

11 Tangible fixed assets

	Freehold land £	Fixtures and £	Equipment	Motor £	Total £
Cost					
At 1 September 2019	3,079,572	172,512	104,304	149,805	3,506,193
Additions	-	-	300	26,564	26,864
Disposals	-	(172,512)	-	(13,000)	(185,512)
As at 31 August 2020	3,079,572	-	104,604	163,369	3,347,545
Depreciation					
As at 1 September 2019	-	160,145	46,895	91,614	298,654
Depreciation charged in the year	-	1,082	7,232	20,755	29,069
Eliminated in respect of disposals	-	(161,227)	-	(11,265)	(172,492)
As at 31 August 2020	-	-	54,127	101,104	155,231
Carrying amount					
At 31 August 2020	3,079,572	-	50,477	62,265	3,192,314
At 31 August 2019	3,079,572	12,367	57,409	58,191	3,207,539

Barclays Bank PLC hold a charge over 18/20 Caburn Road, Hove, East Sussex, BN3 6EF.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

12 Debtors: Amount falling due within one year

	2020	2019
	£	£
Trade debtors	489,455	343,927
Other debtors	8,486	11,959
Prepayments and accrued income	456,723	206,232
	<u>954,664</u>	<u>562,118</u>

13 Creditors: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	240,978	311,346
Accruals	156,647	151,482
Deferred income	241,607	184,126
Other taxation and social security	129,456	111,102
Other creditors	165,533	146,604
	<u>934,221</u>	<u>904,660</u>

14 Deferred income

	2020	2019
	£	£
Deferred income at 1st September	184,126	193,657
New	241,607	184,126
Released	<u>(184,126)</u>	<u>(193,657)</u>
Deferred income at 31st August	<u>241,607</u>	<u>184,126</u>

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

15 Retirement benefit schemes

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £172,039 (2019: £121,932).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

The charity also operates a defined contribution scheme from Standard Life, which is available to the non-teaching staff. The employer contribution under this scheme was 5%. Employer contributions for the year were £14,644 (2019: £15,018) This scheme is closed to new entrants.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

15 Retirement benefit schemes (continued)

The charity operates a pension scheme with NEST for its remaining employees', contributions under this scheme were 3%. Contributions made by the employer during the year were £125,484 (2019: £88,619).

Contributions were due under the schemes at the balance sheet date amounting to £57,765 (2019: £37,093) are included in other creditors.

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				
	Balance at 1 September 2019	Incoming resources	Transfer between funds	Resources expended	Balance at 31 August 2020
	£	£		£	£
Research Officer Intern	871	-	-	(782)	89
Music Equipment - Brighton	2,371	-	-	(1,396)	975
Outdoor Improvement Project	15,721	-	-	(11,971)	3,750
Recording Studio - Seaford	5,723	-	-	(3,270)	2,453
Cross Site Sensory Project	22,450	-	(22,450)	-	-
Building Futures	-	3,642	22,450	-	26,092
Seaford Library Grant	1,801	-	-	-	1,801
St. John's Summer School	5,614	-	-	-	5,614
Framfield Vehicle	-	1,321	-	-	1,321
Pier View Costal Walk	-	1,564	-	-	1,564
Other Fundraising	1,417	4,322	-	(2,809)	2,930
Inklusion fixed assets	11,296	-	-	(4,942)	6,354
16-19 Bursary Funding	-	19,931	-	(10,873)	9,058
	67,264	30,780	-	(36,043)	62,001

Project

Research Officer Intern

Music Equipment - Brighton

Outdoor Improvement Project

Recording Studio - Seaford

Cross Site Sensory Project

Building Futures

Seaford Library Grant

St. John's Summer School

Framfield Vehicle

Description

Research and marketing officer employed temporarily to assist.

Update and expand the range of music equipment within the College.

Nature trail for Seaford School grounds.

Update and expand the range of music equipment within the School.

Sensory items across all sites including Biodome on College site. Balance transferred to Building Futures project with the funder's authority.

Create a state-of-the-art bespoke residential unit that provides accommodation for learners from St. John's.

Introduce and develop a library within Seaford School.

3-day summer school open to raise awareness of the activities and opportunities the charity offers.

To purchase a new vehicle for Framfield residential house.

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

16 Restricted funds (continued)

Pier View Coastal Walk	Create an outdoor sensory space for Pier View residential house.
Other Fundraising	Funds for various residential houses to replenish sensory items.
Inklusion fixed assets	Net book value of fixed assets transferred from Inklusion. To be returned to funder if no longer in use.
16-19 Bursary Funding	Provide financial help to learners whose access or completion of education might be inhibited by financial consideration.

17 Designated funds

Movement in funds

	Balance at 1 September 2019	Incoming resources	Transfer between funds	Resources expended	Balance at 31 August 2020
Building Futures	-	-	750,000	-	750,000
COVID-19	-	-	200,000	-	200,000
	-	-	950,000	-	950,000

The transfer to the Building Futures Reserve recognises St John's commitment to purchase residential properties to replace current rented properties. The Charity's intention is to provide residential homes that meet the needs of the CYPAs, promote their independence to the maximum, and play a key part of the charity's commitment to sustainability.

The transfer to the COVID-19 Reserve recognises that full income was received in 2019/20, during the initial phases of the pandemic, when the country was in lockdown. This is a designated reserve to support the additional cost to be incurred in 2020/21 due to the ongoing situation.

18 Analysis of net assets between funds

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2020 £
Fund balances as at 31 August 2020				
Tangible assets	3,185,960	-	6,354	3,192,314
Current assets	1,973,640	950,000	55,647	2,979,287
Current liabilities	(934,221)	-	-	(934,221)
	4,225,379	950,000	62,001	5,237,380

	Unrestricted £	Designated £	Restricted £	Total 2019 £
Fund balances as at 31 August 2019				
Tangible assets	3,196,243	-	11,296	3,207,539
Current assets	2,383,214	-	55,968	2,439,182
Current liabilities	(904,660)	-	-	(904,660)
	4,674,797	-	67,264	4,742,061

ST. JOHN'S SCHOOL & COLLEGE

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating lease, which fall due as follows:

	Land and buildings 2020	Other 2020	Land and buildings 2019	Other 2019
	£	£	£	£
< 1 year	105,000	24,575	103,975	24,575
1 - 2 years	-	48,490	48,600	49,150
2 - 5 years	-	-	-	23,915
	<u>105,000</u>	<u>73,065</u>	<u>152,575</u>	<u>97,640</u>

Related party transactions

During the year L Parkyn received £100 (2019: £3,611) in respect of education consultancy and reimbursed expenses. No trustees received remuneration for their role as a trustee in 2019 or 2020.

20 Cash generated from operations

	2020	2019
	£	£
Surplus for the year	495,319	421,963
Adjustments for:		
Investment income	(5,774)	(5,959)
Loss on disposal of tangible fixed assets	12,720	692
Depreciation of tangible fixed assets	29,069	26,849
Movements in working capital:		
(Increase)/ decrease in debtors	(392,546)	(113,280)
Increase/ (decrease) in creditors	<u>29,561</u>	<u>(275,535)</u>
	<u>168,349</u>	<u>54,730</u>

ST. JOHN'S

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Audit Findings Report Year Ended 31 August 2020

Presented to the Board of Trustees

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Your contacts in connection with this report are:

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Jonathan Aikens – Partner
Jonathanaikens@TC-Group.com

1. Introduction and Coverage

Purpose of this Report

The purpose of this report is to set out certain matters that came to our attention during the course of the audit of St John's School and College for the year ended 31 August 2020.

In order to comply with the provisions of International Standards on Auditing we are required to report to you our audit findings and in particular:

- Views about the qualitative aspects of your accounting practices and financial reporting;
- Unadjusted and adjusted misstatements;
- Matters specifically required by Auditing Standards to be communicated to those charged with governance (such as fraud and error);
- Expected modifications to our auditor's report;
- Material weaknesses in the accounting and internal control systems; and
- Any other relevant and material matters relating to the audit.

We consider that the audit approach adopted will provide the Trustees with the required confidence that a thorough and robust audit has been carried out.

We can confirm that we anticipate no moderations to our standard auditor's report.

Responsibilities

The Trustees are responsible for preparing the Trustees' Report (including the Strategic Report) and Financial Statements. TC Group as auditors to St John's School and College are responsible for forming an opinion on the Financial Statements.

Limitations

Our audit procedures, which have been designed to enable us to express an opinion on the Financial Statements, have included the examination of the transactions and the controls thereon of the charity. The work we have done was not primarily directed towards identifying weaknesses in the charity's accounting systems other than those that would affect our audit opinion, nor to the detection of fraud.

We have included in this report only those matters that have come to our attention as a result of our normal audit procedures and, consequently, our comments should not be regarded as a comprehensive record of all weaknesses that may exist or improvements that could be made.

To a certain extent the content of this paper comprises general information that has been provided by, or is based on discussions with, management and staff. Except to the extent necessary for the purposes of the audit, this information has not been independently verified. This report is to be regarded as confidential to the Trustees and is intended for use by them and staff of the charity only. No responsibility is accepted to any other person in respect of the whole or part of its contents. Before this report, or any part of it, is disclosed to a third party our consent must be obtained.

2. Independence

Auditing Standards require us to communicate at least once a year regarding all relationships between TC Group and the charity that may reasonably be thought to have a bearing on our independence.

We have reviewed our independence and confirm that TC Group is independent within the meaning of regulatory and professional requirements. In particular the objectivity of our partner, Mark Cummins, and his audit team is not impaired.

Our review included consideration of whether:

- The firm is dependent on the charity as a client due to the significance of the audit fee to the firm;
- The firm is owed significant overdue fees;
- There is any actual or threatened litigation between the firm and the charity;
- Any benefits have been received by the audit team which are not modest;
- The firm has any mutual business interest with the charity;
- Any members of the audit team have any personal or family connections with the charity or Trustees; and
- Independence is impaired through the provision of services other than the statutory audit.

3. Qualitative Aspects of Accounting Practices and Financial Reporting

ACCOUNTING POLICIES

We have reviewed the charity's accounting policies, as stated in the financial statements, and confirm that they are appropriate to provide relevant, reliable, comparable and understandable information.

RELATED PARTY TRANSACTIONS

We are required to focus on the identification and assessment of the risks of material misstatement associated with related party relationships and transactions.

We are required as an audit team to discuss the risks of fraud associated with related parties and to perform specific procedures on any related party transactions outside the normal course of business.

The related party transactions have been listed in the letter of representation.

ACCOUNTING ESTIMATES

As auditors, we are aware that the selected basis of an accounting estimate may have a significant impact on the financial statements so in our work we need to identify all accounting estimates and the basis of the estimate and, where we consider there to be a high estimation uncertainty, we must ensure our audit work challenges the basis of the estimate.

We are also required to consider the outcome of accounting estimates in prior periods as a basis for our risk assessment in the current year.

The most significant accounting estimates concern depreciation of fixed assets, classification of funds, cost allocation, and the basis and calculation of the provision for bad and doubtful debts.

We have reviewed these accounting estimates for the charity and conclude that they have been calculated on a basis that is consistent with our knowledge of the charity and the sector as a whole.

GOING CONCERN

The accounts have been prepared on a going concern basis.

The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue. The financial effects of the COVID-19 pandemic have been taken into account when arriving at this conclusion.

Our audit testing did not highlight any issues in preparing the accounts on a going concern basis.

4. Audit and Accounting Issues Identified During the Audit

Update on prior year recommendations

1. Formal documentation of authorisation levels

Issue	The 2019 audit found that authorisation levels had not been formally documented, with the authorisation matrix only being held in draft form. It was highlighted that it is important for authorisation levels to be formally documented to ensure staff are clear as to amounts that they are eligible to authorize and was recommended that the draft authorisation matrix was formally signed off by the Senior Leadership Team during the coming year.
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Update	The current year audit testing found this to be an ongoing action. It is recommended this is finalised during the current year.
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2. Potential EFA overpayment

Issue	The previous year's audit highlighted a creditor in the accounts totaling £45,249, representing an amount due to be paid back to the EFA in respect of a historic overpayment of funds relating to D Forson. It was recommended that this balance was investigated and that it was paid back to the EFA if required.
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Update	This issue has now been resolved.
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3. Cash held with one institution

Issue	In 2019 it was noted that all of the charity's cash is held with one institution. It was highlighted that holding all of the organisation's cash with one institution heightens the effect of risk in respect of bank default. It was recommended that the organisation considers opening a bank account with a separate banking institution so that all cash is not held with one entity.
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Update	Cash continues to be held with one institution. It is recommended that this is reviewed in the current year and that consideration is put to opening a new account with an alternative institution with a view to spreading default risk.
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4. Audit and Accounting Issues Identified During the Audit

4. Tracking of cash collection pots

Issue	The previous year's audit work found that the organisation did not have a system in place for tracking cash collection pots. It was highlighted that not having such a system increases the risk of misappropriation of funds and incompleteness of income. It was recommended that a system of numbering and tracking cash collection pots was developed and implemented.
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Update	A tracking system for cash collection pots is now in place.
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5. Fixed asset register

Issue	2019 audit testing highlighted a number of items on the fixed asset register which were historic and not identifiable. It was explained that the fixed asset register should only contain identifiable assets and it was recommended that the fixed asset register was reviewed and historic, unidentifiable assets were disposed of from the register where necessary.
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Update	A review of the fixed asset register was undertaken during the year and unidentifiable assets/assets no longer held were disposed of as necessary.
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6. Café income controls

Issue	<p>A review of the financial controls relating to café income during the 2019 audit found that segregation of duties could be improved with only one individual signing the cash count sheet on the sample item selected.</p> <p>It was recommended that two people should be present when café income is counted and that both of those individuals should sign the cash count sheet as evidence of their approval.</p>
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Recommendation	The process was updated during the year to take our recommendation into account.
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4. Audit and Accounting Issues Identified During the Audit

7. Employment status

Issue	<p>The previous year's audit testing highlighted various workers (mainly music teachers) operating as self-employed contractors who may been deemed as employees should a PAYE inspection have taken place. It was explained that if HMRC were to have questioned these individual's employment status, the charity could be liable for any unpaid employment tax and national insurance contributions in respect of the individual.</p> <p>It was recommended that all staff not on the payroll were reviewed and their employment status was confirmed as accurate and that details of reasoning as to why any workers are not applied to the payroll are documented and kept on file.</p>
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Recommendation	No issues were found in this area during this year's audit.
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8. Payroll controls

Issue	<p>The previous year's payroll audit testing found that one month's payroll summary was not signed as authorised ahead of payment. This a key control relating to the main area of expenditure of the organisation. It was also noted that only monthly movements of over £150 are investigated and verified and that the checks being conducted did not confirm amounts currently applied to payroll.</p> <p>It was recommended that monthly summaries are signed as authorised (by someone other than those involved in preparation of the payroll) before payment and that the monthly payroll checks are expanded to verify a sample of unchanged pay rates.</p>
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Recommendation	This recommendation has now been implemented.
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4. Audit and Accounting Issues Identified During the Audit

Current year findings

1. Gift Aid

Issue	The organisation has not been making gift aid claims despite receiving a small number of donations.
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Recommendation	It is recommended that the charity explore the possibility of potential gift aid and consider if they should be made going forward.
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- Our audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.
- The matters being reported here are limited to those deficiencies that we have identified during the course of our audit and that we have concluded are of sufficient importance to merit being reported to you.
- If we had performed more extensive procedures on internal controls, we might have identified more deficiencies to be reported

5. Audit Misstatements

A summary of the unadjusted/adjusted misstatements identified during the course of our work is set out below.

We have not disclosed below those items that we consider to be 'clearly trivial' in the context of our audit. For this purpose we consider 'clearly trivial' to be any matter less than £5,000. We advised management of all misstatements and agreed with them whether or not adjustments to the accounts should be made.

	Increase or (decrease) to surplus	Increase or (decrease) to Net Assets
Unadjusted Audit Misstatements	£	£
Capital items included within repair costs	5,700	5,700
Unspent pupil premium income included within creditors	7,195	7,195
Under accrual of infection control grant income	11,115	11,115
Total unadjusted items (increase in surplus if adjusted)	24,010	24,010

There are no adjusted misstatements to report.

We approve the accounting treatment of the above adjusted and unadjusted misstatements.

Trustee 

Date 28/01/2021

On behalf of the Board of Trustees

Appendix i Letter of Representation

TC Group
The Courtyard
Shoreham Road
Upper Beeding
Steyning
West Sussex
BN44 3TN

Dear Sirs

During the course of your audit of our Financial Statements for the year ending 31 August 2020, the following representations were made to you by management and trustees.

1. We acknowledge as Trustees our responsibilities under the Companies Act 2006 and Charities Act 2011 for preparing Financial Statements in accordance with the applicable accounting framework (SORP 2015 - FRS102) and for making accurate representations to you as auditors.
2. We confirm that in our opinion the financial statements give a true and fair view and in particular that where any additional information must be disclosed in order to give a true and fair view that information has in fact been disclosed.
3. We confirm that all accounting records have been made available to you for the purposes of your audit, in accordance with your terms of engagement, and that all transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and Trustees' meetings, have been made available to you. We have given you unrestricted access to persons within the charity in order to obtain evidence and have provided any additional information that you have requested for the purposes of your audit.
4. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the Financial Statements may be misstated as a result of fraud. We have disclosed to you all instances of known or suspected fraud affecting the charity involving management, employees who have a significant role in internal control or others that could have a material effect on the Financial Statements. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the charity's Financial Statements communicated by current or former employees, analysis, regulators or others.
5. The charity has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the notes to the Financial Statements.
6. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent, and have disclosed in the notes to the Financial Statements all guarantees that we have given to third parties.

Appendix i Letter of Representation

7. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the Financial Statements.
8. We confirm that significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
9. We confirm that the charity has had, at no time during the year, any arrangement, transaction or agreement to provide credit facilities (including loans, quasi-loans or credit transactions) for Trustees, nor to guarantee nor provide security for such matters, except as already disclosed in the Financial Statements.
10. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the Financial Statements and that these have been accounted for in accordance with the applicable financial reporting framework (SORP 2015 - FRS102).
11. We confirm that we are not aware of any possible or actual instances of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its activities and which are central to the charity's ability to conduct its activities, except as explained to you and as disclosed in the Financial Statements.
12. We confirm that the related party relationships and transactions set out below are a complete list of such relationships and transactions and that we are not aware of any further related parties or transactions:

Party	Relationship	Nature of transaction
B Bland	Trustee	None
W Catchpole	Trustee	None
M Fawcett	Trustee	None
J Marshall JP	Trustee	None
L McMillan	Trustee	None
K Nicholls	Trustee	None
L A Parkyn	Trustee	Expense reimbursement
P Redwood	Trustee	None
S Smith	Trustee	None
R A Stewart	Trustee	None
A Thatcher	Trustee	None
S Charleton	Chief Executive	Salary

13. We confirm that all related party relationships and transactions have been accounted for and disclosed in accordance with the applicable accounting framework (SORP 2015 – FRS 102).
14. We confirm that there have been no events since the balance sheet date which require disclosing or which would materially affect the amounts in the Financial Statements, other than those already disclosed or included in the Financial Statements.
15. We confirm that the charity has not contracted for any capital expenditure other than as disclosed in the Financial Statements.

Appendix i Letter of Representation

16. We believe that the charity's Financial Statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the Financial Statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to be made in the Financial Statements. The financial effect of the COVID-19 pandemic has been taken into account when arriving at this conclusion.
17. The effects of unadjusted misstatements are immaterial, both individually and in aggregate, to the Financial Statements as a whole.
18. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.
19. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:
 - So far as each Trustee is aware, there is no relevant audit information that you as auditors are unaware of; and
 - Each Trustee has taken all the steps that they ought to have taken as Trustee to make themselves aware of any relevant audit information and to establish that you are aware of that information.

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and expertise (and, where appropriate of supporting documentation) sufficient to satisfy ourselves that we can properly make these representations to you and that to the best of our knowledge and belief they accurately reflect the representations made to you by the Trustee during the course of the audit.

Yours faithfully



.....Trustee

...28/01/2021.....Date

Signed on behalf of the Board of Trustees

Appendix ii Financial Performance Report

Year Ended 31 August 2020

This financial performance report has been prepared to assist management and trustees in understanding the charity's financial performance and building up a year on year comparison. It includes some Key Performance Indicators, ones which we think are fundamental to the organisation. It is not a benchmarking report comparing the charity to others.

		2020	2019	2018
		£	£	£
LEARNER NUMBERS	Learner numbers – School	26	34	28
	Learner numbers – College	68	84	90
	Residential learners – School	6	14	17
	Residential learners – College	43	47	50
	Learner numbers - Total	94	118	118

INCOME	Educational fees – School	1,504,824	1,842,559	1,509,954
	Educational fees – College	3,681,304	3,857,845	3,863,313
	Educational fees – Total	5,186,128	5,700,404	5,373,267
	% increase/(decrease) in educational fees	(9%)	6%	(3%)
	Educational fee per learner – School	57,878	54,193	53,927
	Educational fee per learner – College	54,136	45,927	42,926
	Residential fees – School	496,874	1,123,767	1,142,556
	Residential fees - College	3,508,506	3,863,313	3,308,189
	Residential fees – Total	4,005,380	4,987,080	4,450,745
	% increase/(decrease) in residential fees	(20%)	12%	10%
	Residential fee per learner – School	82,812	80,269	67,209
	Residential fee per learner - College	81,593	82,198	66,164
	Government grants	1,210,876	1,174,730	1,369,512
	Total income	10,619,056	11,593,486	11,382,654

Appendix ii Financial Performance Report

		2020	2019	2018
		£	£	£
EXPENDITURE	Teaching and welfare staff costs	6,935,287	7,518,072	6,641,777
	Teaching and welfare staff numbers - FTE	273	281	288
	Cost per teaching and welfare staff member	25,403	26,755	23,062
	Support staff costs	1,253,645	1,442,651	1,630,755
	Support staff numbers – FTE	49	65	63
	Cost per support staff member	25,584	22,195	25,885
	Total staff costs	8,209,955	8,959,843	8,272,532
	Total staff numbers - FTE	322	346	351
	Cost per staff member	25,497	25,896	23,568
	Staff costs as a percentage of income	77%	77%	73%
	Staff costs as a percentage of total costs	81%	80%	74%
	Other costs	1,913,782	2,211,680	2,836,855
	Average cost per learner	107,699	94,674	94,147
	Total costs	10,123,737	11,171,523	11,109,387

OTHER	Surplus for the year	495,319	421,963	273,267
	Surplus before depreciation	524,388	448,812	299,374
	Surplus per learner	5,269	3,576	2,537
	Surplus before depreciation as a % of charitable income	5%	4%	3%
	Cash inflow from operating activities	168,349	54,730	389,744
	Free reserves	1,789,419	1,478,554	1,092,311

Appendix ii Financial Performance Report

INCOME KEY POINTS

Learner numbers in the school have decreased from 34 in 2019 to 26 in 2020 and learner numbers in the college have fallen from 84 to 68 over the same period.

The drop of learner numbers in each institution has led to a fall in educational fees in the school from £1.84m to £1.50m and a decrease in educational fees in the college from £3.86m to £3.68m.

Educational fee per school learner has fallen from £54k in 2018 to £58k in 2020 whereas educational fee per learner in the college has risen from £43k to £54k over the same 3 year period.

Residential fees have decreased from £4.99m to £4.01m year on year following a fall in residential learners in both the school (6 vs 14) and the college (43 vs 47).

Residential fee per learner in the school has risen from £67k in 2018 to £83k in 2020 and residential fee per learner in the college has risen from £66k to £82k over the same 3 year period.

COSTS KEY POINTS

Total costs have decreased from £11.11m to £10.12m between 2018 and 2020.

The fall in total costs is predominantly a result of a decrease in non-staff costs which have decreased from £2.84m to £1.91m over the same period.

Staff costs have fallen from £8.96m to £8.21m when comparing 2019 to 2020 following a review of staff structure undertaken during the 2020 accounting period. Staff costs as a percentage of total income now stands at 77% (up from 71% in 2018) and staff costs as a percentage of total costs stands at 81% (74% in 2018).

The average cost per learner continues to increase. This has increased by 14% over a 3 year period. Average cost per learner needs to be monitored carefully, and reviewed in conjunction with the change in the average fee per learner.

OTHER KEY POINTS

The charity has reported an overall net surplus for the year of £495k (£422k surplus in 2019).

Net surplus before depreciation remains positive at £524k, up from £449k in 2019.

Surplus before depreciation as a percentage of income from charitable activities has increased from 3% in 2018 to 5% in 2020.

Free reserves stand at £1.79m at the 2019 balance sheet date (2019: £1.48m).