
JOHN TAYLOR MAT
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

Members	G Moss MBE C Hopkins MBE (Chair) The Diocese of Lichfield Educational Trust Ltd F Robinson (appointed 1 September 2024) M Stokes (appointed 1 September 2024)
Trustees	C Hopkins MBE (Chair) R Anderson (resigned 1 September 2025) M Donoghue OBE, Accounting Officer G Evans P Freeman T Hopkins C Sanders S Tye J Hodgkinson (appointed 1 September 2025)
Company registered number	07421140
Company name	John Taylor MAT
Principal and registered office	Branston Locks Primary and Nursery School Shire Way Branston Burton upon Trent DE13 9WU
Company secretary	B Mahoney

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REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Senior management team

M Donoghue OBE, Chief Executive Officer
B Mahoney, Chief Operating Officer
N Morland, Director of Teaching School Hub
J Blanchenot, Headteacher, John Taylor HS (from 1 September 2024)
M Mincher, Headteacher, Kingsmead School (left 30 November 2024)
S Cope, Acting Headteacher, Kingsmead School
(from 1 December 2024 to 31 August 2025)
S Burton, Co-headteacher, Thomas Russell Infants' School
T Moore, Co-headteacher, Thomas Russell Infants' School
R Cruise, Headteacher, Rykneld Primary School
D Adams, Headteacher, Shobnall Primary and Nursery School
M Baxter, Executive Headteacher, All Saints Rangemore C of E, Needwood
C of E Primary Schools and Yoxall St Peter's
C Gaffiney, Headteacher, Winshill Village Primary and
Nursery School (left 31 January 2025)
L Howard, Acting Headteacher, Winshill Village Primary and Nursery
School (from 1 February 2025)
S Plant, Headteacher, John Taylor Free School (resigned 31 August 2025)
S Rowe, Headteacher, The Mosley Academy
C Powell, Executive Headteacher, Rugeley John Taylor All Through
School (opened 1 September 2025)
I McArthur, Headteacher, Paulet High School
N Mason, Headteacher, Chase Terrace Academy
J Cripps, Headteacher, Church Gresley infant and Nursery School
L Gaffiney, Headteacher, Walton on Trent C of E Primary and
Nursery School (resigned 31 August 2025)
C Allen, Headteacher, Fradley Park Primary and Nursery School
E Fussell (previously Wilson), Headteacher, All Saints C of E Primary
School
N Leeson, Headteacher, Whittington Primary and Nursery School
R Johnson, Headteacher, Blythe Bridge High School
K Bryant, Headteacher, Branston Locks Primary and Nursery
School (joined 1 September 2024)

Independent auditor

Forvis Mazars LLP
Chartered Accountants
Statutory Auditor
Park View House
58 The Ropewalk
Nottingham
NG1 5DW

Bankers

Lloyds TSB
High Street
Burton on Trent
Staffordshire
DE13 9LT

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

JOHN TAYLOR MAT
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The Members and Directors present their annual report together with the financial statements and auditor's report of the charitable company for the year ended 31 August 2025. The annual report serves the purposes of both a Trustees' Report, and a Director's Report under company law.

During 2024/25 the Trust operated twenty academies (nineteen in 2023/24) for pupils aged 2 to 19 serving catchment areas in Barton under Needwood, Burton Upon Trent, Yoxall, Hednesford, Burntwood, Blythe Bridge and Whittington (Staffordshire) and Walton on Trent and Church Gresley (Derbyshire).

Achievements of John Taylor Multi-Academy Trust during 2024/25:

- The growth of the Trust through additional year groups joining our open Free Schools (John Taylor Free School and Fradley Park Primary and Nursery School) and the opening of our third Free School in September 2024 – Branston Locks Primary and Nursery school.
- Another successful year of the Trust's Teaching School Hub (one of 87 nationally), providing initial teacher training, leadership programmes and other services for the 250 schools of North Warwickshire, Nuneaton and Bedworth, Tamworth, Lichfield, East Staffordshire and Cannock Chase districts.
- Test and examination outcomes (see below) that demonstrate the strength of the Trust's schools.
- Successful trust-wide training day (July 2025) encompassing teachers, leaders and support staff in all our schools.
- The continuation of project activities for the forthcoming opening of Rugeley John Taylor School (Staffordshire's first all-through school which we will sponsor) in September 2025 (secondary phase).
- The awarding of an OBE to the CEO in the King's New Year Honours List 2025, and the awarding of an MBE to the Chair of the Members in the King's Birthday Honours 2025 - both for "services to education".

Structure, governance and management

a. Constitution

The Trust is a company limited by guarantee (registration number 07421140) and an exempt charity. The Charitable Company's memorandum and articles of association are the primary governing documents of the Academy Trust. John Taylor Multi Academy Trust was formed on 1 June 2015 and has adopted the above registration number with revised memorandum and articles of association.

The Trustees of John Taylor MAT are also Directors for the Charitable Company for the purpose of company law. The Charitable Company is known as John Taylor MAT (JTMAT).

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

During the year under review 6 Trustee Board meetings were held together with an Annual General Meeting. The training and induction provided for new Directors will depend on their existing experience. Where necessary, induction will provide training on charity and educational legal and financial matters. All Directors are provided with copies of relevant policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

b. Members' liability

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

c. Directors' indemnities

The Multi-Academy Trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides unlimited cover. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme.

d. Method of recruitment and appointment or election of Trustees

Directors of the Trust are appointed by existing Members in accordance with the Trust's Articles of Association. Chairs of each Local Governing Body and its Committees are annually elected to their roles at the final committee meeting of the academic year in each academy's Local Governing Body (LGB). Directors are appointed because of the range of skills and expertise they can bring to help realise JTMAT's vision and values for the Trust, enhance the effective strategic leadership and management of the Trust, and effectively represent stakeholder interest within the Trust.

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

The training and induction provided for each new Director will depend on their existing experience. The Trust purchases support that provides for individual and collective training through an annual programme of training which is reviewed each year to reflect any changes in practice and legislation. The Trust, as a matter of course, will annually revisit training needs of existing Directors and discuss in their induction process any needs pertaining to new Directors. This practice is replicated for governors serving on the Local Governing Bodies of academies within the Trust.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

f. Organisational structure

The Directors and key management personnel are responsible for setting general policy, adopting a strategic plan and budget, monitoring academies by the use of budgets and making major decisions about the direction of the Trust and its academies capital expenditure and senior staff appointments. They are also bound by duties and responsibilities as set out in charity law and the duties of a Director as set out in company law. The Chief Executive Officer is accountable for the overall financial viability and sustainability of the Trust and for the development of relationships with key internal and external stakeholders for the benefit of its pupils and the wider communities. As the Accounting Officer for JTMAT, the Chief Executive Officer has personal responsibility for ensuring value for money, regularity and propriety. Each Local Governing Body has established a Managing and Organising Committee whose role is to improve, monitor and evaluate the efficiency and effectiveness of systems, procedures and structures of the Academy and the deployment of resources required to ensure them.

These Committees meet half termly and have responsibility for a number of related areas.

The CEO meets with the key management personnel of the Trust (listed on p.2) as an Executive Group 6 times per year. Senior Leadership Teams comprising Headteachers, Deputy and Assistant Heads and Directors of Business (or their schools' equivalents) lead Trust academies at an executive level implementing Trust policies and reporting back to their governors via their Local Governing Bodies. As a group, the Senior Leadership Team is responsible for the authorisation of spending within agreed budgets and the appointment of staff through appointment panels, which always contain a Governor. Some spending control is devolved to members of staff within leadership responsibilities that lie below senior level (e.g. curriculum or phase leaders), with limits above this being countersigned by the Headteacher, a Deputy/Assistant or the Business/Finance Manager, in line with the approved Scheme of Delegation for that Academy.

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

The rules for determining the pay and remuneration of JTMAT key management and senior personnel, including the CEO, are set out in the Trust Pay Policy which follows closely the stipulations embodied in the School Teachers' Pay and Conditions (STPCD) and Green Book documents. The Trustees have established pay ranges for each individual school within the MAT based on the total unit score calculation and remuneration for key management personnel does not exceed the maximum permissible within each school group size. An Executive Pay Committee has been established by the Trust to consider CEO and COO remuneration.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

h. Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the year	10
Full-time equivalent employee number	9.2

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	4
1%-50%	6
51%-99%	-
100%	-

Percentage of pay bill spent on facility time £000

Total cost of facility time	7
Total pay bill	58,500
Percentage of total pay bill spent on facility time	0.012 %

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	85.32 %
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i. Related parties and other connected charities and organisations

As a multi-academy trust, John Taylor MAT has no structural or commercial affiliation to any other organisations. All pecuniary interests for staff and directors are recorded, and reviewed annually. "Pecuniary interests" is a standing item on every MAT Board and LGB meeting.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

j. Engagement with employees (including disabled persons) (Section 172 Statement)

John Taylor Multi-Academy Trust recognises the importance of employee engagement as a means of aiding recruitment, securing employee retention and productivity, and as a way to ensure wellbeing. It seeks to engage its employees via a number of strategies:

- An annual staff survey regarding workload, workplace relationships, training and support and other features that enables us to review and refine our provision.
- The issuing of the Trust's strategic plan to all employees on an annual basis to ensure their awareness of the Trust's key priorities and strategies.
- Staff representation (teaching and support) on all schools' Local Governing Bodies to enable direct engagement in the decision-making process and the setting of strategic direction for schools.
- A regular and engaging social media presence, with open access for all employees to follow events, news and developments within JTMAT and our partnerships.
- Engagement with trade unions and professional associations via paid facilities time (funded by the Trust) and local forums.
- A standardised performance management system which ensures all employees have access to support, professional development and career advancement opportunities.
- Provision of a well-being grant to all schools for minor improvements to staff facilities.
- The distribution of "JTMATers", an in-house staff e-magazine, to all colleagues in all schools.
- A "new joiners" event at the start of each year for colleagues new to employment in the Trust.

The Multi-Academy Trust considers all applications from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment with the Trust continues. The Trust's policy is to provide training, career development and opportunities for promotion, which are, as far as possible, identical to those for other employees. Policy and its implementation is reviewed annually by Directors and its implementation by governors at each academy's LGB.

- During employment the Multi-Academy Trust seeks to work with employees, taking into account their personal circumstances, to ensure appropriate training, development and advancement opportunities are available to enable them to reach their full potential.
- Volunteers' policy
- Health & safety policy

In accordance with the Multi-Academy Trust's equal opportunities policy, the Academy Trust has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available at www.jtmat.co.uk/policies.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

**k. Engagement with suppliers, customers and others in a business relationship with the Academy Trust
(Section 172 Statement)**

JTMAT recognises that it has a duty to act in a professional and ethical manner with all with whom we engage. As a charitable company, and a public sector body, we are acutely aware that we have multiple stakeholders. These include:

- Children in our schools
- The parents and families of children in our schools
- The Trust's employees
- The wider communities within which our schools operate
- The Department for Education and its agencies (e.g. Ofsted)
- Other government departments who are accountable to the electorate and the taxpayer
- The Members of the Trust
- Commercial and non-commercial partners and suppliers

The Trust's Communications Policy, underpinned by the National Standards for Teachers, the National Standards for Headteachers, the Nolan Principles for Public Life and statute, set out the standards and media through which we should engage with all stakeholders. Should the Trust, or an employee within it, exceed or fall short of these standards, JTMAT's Compliments, Comments and Complaints Policy is available for stakeholders to express satisfaction or seek redress. This Policy can be viewed on the Trust's website - www.jtmat.co.uk/policies

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities

a. Objects and aims

To provide an excellent broad and balanced curriculum for all learners in MAT academies that ensures each individual achieves stretching personal goals and fulfils their potential. The principal object and activity of the charitable company is the operation of John Taylor MAT to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum.

In accordance with the articles of association the charitable company has adopted a "Scheme of Government" approved by the Secretary of State for Education. The Scheme of Government specifies, amongst other things, the basis for admitting students to its academies, the catchment areas from which the students are drawn, and that the curriculum should comply with the substance of the national curriculum.

The main objectives of the Trust during the year ended 31 August 2025 are summarised below:

- Children are well prepared for the next stage in their lives through experiencing the best learning opportunities through exceptional teaching and support, and access to high quality resources and provision in and beyond the classroom.
- Children achieve more, and make better progress, by attending a JTMAT academy than would otherwise be expected. We add value.
- Our academies are full, and always oversubscribed as a result of their popularity, reputation and success.
- Our academies are staffed with high performing professionals, exhibiting passion and taking pride in their work, in a context of effective support and challenge.
- Individuals are recognised and valued by our academies, and the Multi-Academy Trust, where we place high value on the physical mental health and wellbeing of all within whom we engage.
- Accommodation and premises are safe, well maintained, and with facilities that are constantly improving.
- Infrastructure is both effective and efficient, underpinned by sound financial management practices whereby value for money is always given due regard.
- Management systems are coherent and cohesive, and staffed by colleagues who are innovative, adaptable and capable of absorbing new initiatives.
- Our academies, and the Multi Academy Trust, are held in the highest regard by others within and beyond the educational sector, and our work and its impact is validated by external accreditation and inspection.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities (continued)

b. Objectives, strategies and activities

The Trust's main strategy is enshrined in its mission statement which is that 'we believe in the power of education to improve lives - and the world'. The keys to our success are:

Our commitment to ensure:

- Learning is at the heart of all we do: Keeping "the main thing, the main thing" - prioritising our people, time, energy and funding to the improvement of the educational experience - both formal and informal.
- A passion for excellence: Only comparing ourselves with the best. When finding it, seeking to match and then surpass it.
- Restlessness and curiosity: Looking for opportunity to be involved and to learn from new experiences.
- Courage to innovate: Leading change - in teaching and learning, curriculum development, organisational structures.
- Tenacity and resilience: Holding to our mission in times of turbulence, and remaining resolute until we achieve what we set out to do.
- Collegiality: listening to others, sharing with others, learning from others.

In line with our Equality Policy the Trust is committed to ensuring equality of opportunity for all who learn and work here.

c. Public benefit

The Directors have complied with the duty in Section 17 of the Charities Act 2011, to have due regard to public benefit guidance published by the Charity Commission in exercising their powers or duties. In particular, the Directors consider how planned activities will contribute to the aims and objectives they have set. The Trust has provided a fully comprehensive education to all pupils in its care. It fully complies with all statutory guidance and seeks to support its wider educational objectives via a strong community role.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities (continued)

d. Equality statement

The Multi-Academy Trust seeks to achieve the objectives set down in the Equality Act 2010.

- a) As part of its accommodation strategy the Trust updates its access audit as required.
- b) The Trust has, in each Academy, an appointed SEND Co-ordinator, who provides information, advice and arranges support where necessary for students with disabilities.
- c) There is a list of specialist equipment held by each Academy which the Trust can make available for use by pupils and a range of assistive technology is available in each Special Educational Needs Department.
- d) The policy for the admittance of all pupils is described in the Trust's Admissions Policy. Appeals against a decision not to offer a place are dealt with under the appeals procedure outlined within the admissions policy.
- e) The Trust has made a significant investment in the appointment of specialist teachers to support pupils with learning difficulties and/or disabilities. There is a continuing programme of staff development in each academy to ensure the provision of a high level of appropriate support for pupils who have learning difficulties and/or disabilities.
- f) Specialist programmes are described in Academy prospectuses, and achievements are recorded and published in the standard format.
- g) We inform pupils and parents, at the point of transfer to Academies within the MAT, of the Academy's pastoral system and identified staff e.g. Head of Year, to whom they can go to if they require support or assistance of any kind.
- h) The Trust has a dedicated SEND Lead to support the work of our schools and their SENDCos (see b above), and has secured dedicated access to both Educational Psychologist and Speech and Language Therapist time to provide therapeutic support for children and families and specialist training for those who work with them.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report

Achievements and performance

Academies within the Trust continue to perform strongly or are improving in a range of key performance indicators. Academic achievement is clearly very closely aligned to our strategic objectives- particularly regarding children's preparedness for the next stages of their lives (our first objective) and the most demonstrable way in which we can indicate that our Trust adds value (the second objective).

Primary Phase data 2025:

	GLD – all pupils	Year 1 Phonics	Year 2 Reading Exp+	Year 2 reading GD	Year 2 Writing Exp+	Year 2 Writing GD	Year 2 Maths Exp+	Year 2 Maths GD
All Saints Alrewas	79%	85%	69%	19%	69%	6%	75%	13%
All Saints Rangemore	70%	94%	62%	25%	62%	0%	62%	0%
Branston Locks	74%	82%	77%	23%	67%	6%	71%	15%
Church Gresley	72%	85%	73%	27%	68%	18%	86%	9%
Fradley Park	85%	93%	90%	41%	76%	14%	86%	36%
Mosley	73%	75%	58%	0%	58%	0%	67%	0%
Needwood	67%	93%	69%	29%	63%	13%	74%	25%
Rykneld	78%	90%	77%	20%	70%	13%	73%	20%
Shobnall	70%	94%	83%	22%	77%	8%	90%	20%
TRIS	67%	90%	85%	25%	80%	5%	85%	20%
Walton	70%	83%	85%	22%	80%	11%	94%	15%
Whittington	86%	74%	85%	7%	70%	4%	74%	15%
Winshill	61%	87%	72%	6%	67%	0%	78%	6%
Yoxall	79%	85%	72%	20%	69%	7%	75%	15%

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

Year 6 Primary Phase data 2025:

	Reading ARE	Reading GD	Writing ARE	Writing GD	Maths ARE	Maths GD	GPS ARE	GPS GD
Alrewas 32 pupils 4 SEND K code	97%	38%	78%	9%	91%	22%	75%	19%
Rangemore 15 pupils No SEND	93%	60%	87%	7%	100%	80%	100%	47%
Yoxall 23 pupils 1 SEND K code	83%	30%	74%	0%	70%	22%	74%	17%
Needwood 15 pupils 1 EHCP 2 SEND K code	73%	33%	60%	7%	93%	27%	80%	27%
Mosley 30 pupils 1 EHCP 5 SEND K code	87%	50%	73%	17%	73%	20%	77%	37%
Shobnall 23 pupils 3 SEND K code	100%	53%	97%	28%	97%	38%	100%	50%
Rykneld 91 pupils 2 EHCP 14 SEND K code	91%	62%	82%	13%	91%	58%	95%	74%
Walton 19 pupils 4 EHCPs 3 SEND K code	65%	35%	55%	10%	50%	30%	50%	30%

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

Primary Phase data 2025:

Whittington 46 pupils 2 EHCPs 4 SEND K code	87%	37%	87%	15%	87%	28%	83%	37%
Winshill 25 pupils 3 EHCPs 8 SEND K code	67%	16%	60%	0%	68%	4%	60%	8%
Pupil numbers = 319 EHCPs = 11 K code SEND = 43 Total SEND = 54 = 17%	84%	41%	75%	11%	82%	33%	79%	35%

National Data for comparison

National Data	2024	2025
Reception - Good Level of Development	67%	67.7%
Year 1 - Phonics	80%	80%
Year 6 – Reading expected +	74%	75%
Year 6 – Reading Greater Depth	28%	33%
Year 6 – SPAG expected +	72%	73%
Year 6 – SPAG Greater Depth	32%	30%
Year 6 – Writing expected +	73%	72%
Year 6 – Writing Greater Depth	13%	13%
Year 6 – Maths expected +	73%	74%
Year 6 – Maths Greater Depth	24%	26%

Our pupils make a good start to their education with most being equipped academically, socially and emotionally for key stage 1 expectations. Pupils with developmental delay or special educational needs are identified early and supported well by our schools.

Pupils are taught phonics well which equips them to meet the demands of year 2 curriculum.

Pupils achieve well, compared to national by the end of Key Stage 2, they have the skills and knowledge to meet the requirements of year 7.

Trust School Improvement Focus 2025-26

- Progress and attainment of Disadvantaged- Working though the Provision development group and evidence informed project group
- Access to the curriculum for all learners through adaptive teaching methods
- Continued focus on developing accurate assessment judgments in all year groups especially in greater depth writing

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

Secondary Phase (Key Stage 4) 2025

	Pupil nos 2025	Progress 8		P8 Disadvantaged		Attainment 8		5+ Eng + Maths		4+ Eng + Maths	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Trust Summary	1213	0.27	-0.06	-0.33	-0.43	47.4	47.22	44.2%	45.2%	66.9%	69.1%
Blythe Bridge High School* **	165	-0.09	-0.04	-0.94	-0.81	46.7	48.11	41.2%	49.7%	64%	72.2%
Chase Terrace Academy	220	-0.22	-0.44	-0.86	-0.74	44.2	41.3	35.9%	37.0%	66.8%	61.3%
John Taylor Free School	225	0.08	-0.29	0.23	-0.45	46.3	43.74	48.0%	41.3%	67.1%	64.1%
John Taylor High School	241	0.71	0.48	-0.01	0.48	54.8	56.67	63.5%	65.0%	79.3%	84.6%
Kingsmead School	214	0.94	0.43	-0.06	0.11	48.5	51.33	39.5%	47.4%	66.5%	74.9%
Paulet High School	148	-0.02	-0.69	-0.56	-1.03	40.9	40.26	29.7%	24.8%	50.0%	53.0%

*** Blythe Bridge High School progress cannot be compared with other schools as JTMAT baseline data was not in place for this cohort due to the joining date of the school

Priorities

- Ongoing support for Paulet High School to build on the improvement this year. This will primarily focus on core subject and Post 16
- Ongoing work with core subjects via secondees at Chase Terrace Academy
- Review of the curriculum at Blythe Bridge High School
- Focus on Disadvantaged via the Provision Development Group and led by Stacey Jordan from the Research School all schools are working on a collaborative enquiry project focused on adaptive teaching

Secondary Phase (Key Stage 5) data 2025:

	JTH 2023	2024	2025 Actual	KNG 2023	2024	2025 Actual	PHS 2023	2024	2025	BBS 2023	2024	2025	CTA 2023	2024	2025	JFS 2025
L3 overall																
Students included in L3 Overall Cohort	168	163	144	77	91	90	65	61	65	43	69	59	67	51	75	99
L3 Overall Average Points per Entry	35.05	37.63	37.98	36.24	35.1	37.2	26.58	29	27.66	31.17	28.79	30.71	31.39	30.85	32.54	30.54
L3 Overall Average Grade	B-	B-	B-	B-	B-	B-	C-	C-	C-	C+	C+	C+	C+	C+	C+	C-
Level 3 VA		0.17	0.55		0.12	0.13		-0.28	-0.22		0.12	0.05		0.12	0.08	0.11

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

Primary Phase Data:

Data sets:

Rec GLD%: The proportion of children in Reception who achieve a Good Level of Development
Exp+%: The proportion of children who have reached at least the expected standard
GD%: The proportion of children who have achieved Greater Depth, thereby exceeding the expected standard.
MTC: Multiplication tables check (only applied in Year 4, scored out of 25)

Secondary Phase Data:

Data sets:

SEN: EHCP: The number of children in the cohort with an Education and Health Care Plan
SEN Support: The number of children in the cohort recorded as requiring additional support for an identified special need.
KS2 Prior: The average score on entry per child, measured against a national index (average 100)
LPA: Low prior attainers (based on primary data)
MPA: Medium prior attainers (based on primary data)
HPA: High prior attainers (based on primary data)

Attainment 8*:

Pupils' best 8 qualifications at GCSE (or equivalent) total score (each grade being attributed points)

Progress 8*:

Not applicable for 2025 due to the absence of Key Stage 2 (Year 6) outcome data.

Pupils' best 8 qualifications at GCSE (or equivalent) aggregated and based on national expectations of progress (0 = expected progress, +1 = one grade per subject higher than pupils of similar ability achieve nationally, -1 = one grade per subject lower than pupils of similar ability achieve nationally).

*Only certain subject combinations are eligible to form the "suite" considered for calculation within Attainment 8 and Progress 8.

Post 16:

L3: Level 3 qualifications are Advanced (A) Level or equivalent.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Financial review

The Trust has seen another strong year in terms of financial performance which included growth within our open free schools (John Taylor Free School and Fradley Park Primary and Nursery School), together with the opening of our third Free School, Branston Locks Primary and Nursery School. The Trust and its schools have finished the 2024/25 financial year in a slightly better position, despite continued cost pressures. Reserves have been required to support some shortfalls but this is not a medium or longer term solution due to the finite nature of such reserves. The John Taylor Teaching School Hub - one of 87 nationally (11 in the West Midlands) has had a successful fourth year providing initial teacher training, leadership programmes and other services for the 250 schools of North Warwickshire, Nuneaton and Bedworth, Tamworth, Lichfield, East Staffordshire and Cannock Chase districts.

The Trust will continue to be proactive in terms of income generation, prudent in terms of expenditure plans and will adopt a cautious approach to large projects, ensuring they can be fully funded with no potential risk.

a. Reserves policy

The appropriate level of reserves is determined by the JTMAT Audit Committee in line with its Reserves Policy and will be subject to annual approval by the Trust Board (currently up to 12% of total GAG income). The Trust aims to maintain an adequate level of uncommitted reserves to:

- provide a working balance to cushion the impact of uneven cash flows and avoid unnecessary short term borrowing;
- provide a contingency to cushion the impact of unexpected events, emergencies and large shortfalls in budgets;
- plan for potential major items of expenditure.

The Trust's current level of free reserves (total funds less the amount held in fixed assets and restricted pension funds) is £6,571k (2024 - £7,243k) which is in line with desired levels at 11%.

The Trust regularly monitors and reviews the level of reserves in the light of the changing funding and financial climate and other risks such as the potential cash impact on its pension scheme and the inflationary impact on utility and other costs. These will be reviewed and monitored on an on-going basis.

The Trust held total fund balances at 31 August 2025 of £170,980k (2024 - £161,248k) comprising £166,551k (2024 - £157,561k) of restricted funds and £4,429k (2024 - £3,687k) of unrestricted general funds and included within the restricted reserves is a pension reserve liability of £Nil (2024 - £Nil).

The Trust has a restricted fixed assets fund, with a balance of £164,409k which is in respect of fixed assets and capital expenditure of the Trust, which is not available for general purpose of the Trust.

The pension balance at 31 August 2025 is £Nil (2024 - £Nil) which is shown separately in a restricted fund and the Trustees continue to review the contribution due based on the reports received from the schemes actuaries ensuring the cash is available to meet contributions as they fall due.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

b. Investment policy

The Trust continues to use the services of an external platform to manage funds that are not required on a day to day basis across a range of timescales from immediate access to 12 months. The amounts invested are informed by a rigorous cash flow process to ensure sufficient funds are readily available when required.

c. Financial and risk management objectives and policies

The Directors have adopted the statement of recommended practice (SORP) approach to identifying and managing the risks of the Trust. The Trust's exposure to risk is largely bank balances, trade creditors and debtors plus a potential deficit in respect of the Local Government Defined Benefits pension scheme for support staff across the Trust. The Trust assesses the risks arising from its operations and examines the likelihood and materiality of each risk. The Trust has operational and strategic risk registers which describe the control mechanisms in place to manage or mitigate each risk. The Trust addresses the risk of misappropriation of funds through theft, fraud or other means by engaging positively with accountancy and internal and external auditing services and verification processes and using industry standard, bespoke financial packages and systems designed to mitigate risk.

The MAT strategic risk register is reviewed at all MAT Board meetings and mitigating actions agreed as required and all changes documented. Each Academy's strategic and operational risk registers are reviewed regularly by the Local Governing Body via a standing item at their meetings. The Trust's risk management practices were examined externally via its programme of internal scrutiny in 2024 and considered effective.

d. Financial review

Most of the Trust's income is obtained from the Department for Education (DfE) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2025 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Trust also receives grants for capital projects from the DfE. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' SORP (FRS102), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund.

The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the ended 31 August 2025, total expenditure of £83,719k (2024 - £78,700k) was covered by recurrent grant funding from the DfE and other incoming resources. Expenditure over income for the year (excluding movements in the restricted fixed asset fund and pension fund) was £672k (2024 - £2,385k).

At 31 August 2025 the net book value of fixed assets was £160,302k (2024 - £149,339k). Assets were used exclusively for providing education and the associated support services to the students of the academies within the Trust.

The balance of the pension reserve of £Nil (2024 - £Nil) relates to the non-teaching staff pension scheme, where, unlike the teachers' scheme, separate assets are held to fund future liabilities as discussed in note 27. A deficit can be met in the longer term from any combination of increased employer to employee contributions, increased government funding or changes to scheme benefits.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

e. Going concern

After making appropriate enquiries, the Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. The Trust and its Central Team continues to grow which enables it to support its schools during difficult times and ensure our schools suffer only minimal detriment throughout such situations. Many Trust schools are regularly over subscribed and most enjoy an excellent reputation amongst the communities they serve. This, together with careful financial management, has resulted in most schools having a positive reserve position of varying levels, enabling some to undertake significant capital planning during the next few years. For this reason the Trust continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Promoting the Success of the Company (Section 172 Statement)

The Board and its Directors are acutely aware of the impact of their decisions upon the success of the company, and the consequent impact the Trust's success has on the lives, outcomes, and life chances of the children we make provision for. Clear moral purpose, combined with financial prudence and informed and effective strategic risk management combine to ensure decisions made regarding growth, investment, and organisational change are taken with due sobriety and measurement. The Trust's risk management strategy has evolved over many years, and is seen as a model of effective practice.

All associated with the Trust are aware of its reputational value, and that individual and corporate actions will enhance or erode that value. As such, we actively monitor and evaluate our engagement with stakeholders, and seek feedback on how we can improve (see previous section on Engagement with suppliers, customers and others in a business relation with the Trust). Reputational value assists the Trust in securing pupil admissions by gaining and retaining the parental confidence of the communities we serve. It helps to ensure the recruitment of high calibre professionals who have ambitions to work for a highly regarded employer that is noted for its performance and its staff development. It assures the Department for Education and other governmental agencies that the Trust is worthy of serious consideration for new strategic growth opportunities and consequent funding streams.

f. Key performance indicators:

Members and Directors must have the skills, knowledge and experience to run the Multi Academy Trust. Their duties include ensuring that the Trust's funds are used only in accordance with the law, its articles of association, its funding agreement and the Academies Financial Handbook. The Trust has continued to grow and at 21 schools we have out-stripped its previous growth projections of eight schools by 2019 and 14 schools by 2021.

Governance KPI's

1. Ensure that distinction is achieved between Member and Director roles within the MAT as enshrined in documentation.
2. All Members and Directors fully understand their duties as Company Directors and Charity Trustees as laid out in the Companies Act 2006 and Charity Commission guidance as exemplified in a skills audit.
3. All schools have a full complement for their Local Governing Bodies, with an appropriate set of skills and experiences to undertake their defined responsibilities.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Financial KPI's

1. Assurance received that annual financial accounts have been properly prepared and are free of material misstatements.
2. Accounts filed with Companies House for public access by 31 December each year and on the Trust website by 31 January of the following year.
3. All statutory returns submitted on time.
4. Staffing costs should be capped at 80% of total Trust income (excluding restricted fixed asset funds, the income on conversion/transfer of existing academies and the LGPS pension movement). Actual staff costs for 2024/25 - 78.9%.
5. Alternative sources of funding are pursued, consistent with the Trust's core competencies.

Human Resource KPI's

1. All MAT academies fully staffed with high calibre staff.
2. Pupil to teacher ratios are favourable compared to national levels.
3. 100% training penetration rate achieved (calculated as % of employees completing a course of training compared to total number of employees employed).
4. 100% performance management penetration for all eligible staff across all MAT schools.

Estate Management KPI's

1. All schools achieve Level 3 or better in Health & Safety audit undertaken by external provider
2. All schools to demonstrate compliance in top 5 building compliance checks (ie Electrical testing, Gas/Oil safety, Fire Alarm servicing and safety, Lift maintenance and Water Hygiene risk assessments)
3. Reduction in carbon output across the Trust estate of 3% pa

School Standards KPI's

1. All MAT schools retain or improve their Ofsted inspection rating.
2. Parent, staff and student survey data illustrates satisfaction.
3. Schools can demonstrate the adding of value to children of all ages, abilities, and backgrounds.
4. All schools are fully compliant with health and safety, safeguarding and other statutory requirements.

g. Plans for future periods

The Academy Trust will continue striving to improve the levels of performance of its pupils and students at all levels and will continue its efforts to ensure they secure employment or a place in Higher Education once they leave school. Key priorities are identified in our Strategic Plan 2024/27:

Teaching and Learning

Guided by our agreed teaching and learning principles and quality assurance processes, further enhance the high-quality educational experience for all pupils.

Curriculum and Assessment

Ensure all our pupils have access to a broad, balanced, rich, and engaging curriculum that is aspirational, meets the needs of all our learners and prepares them well for their next steps.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Service Provision

Improve the scale, scope, efficiency and effectiveness of Trust support for our schools and their communities, providing assurance of statutory compliance whilst encouraging and enabling excellence.

Growth

Work with partners to ensure growth of the Trust is positive for both new members of our family of schools and those schools they are joining.

"One Trust"

To drive a collaborative culture for the Trust which is manifested consistently and coherently throughout all tiers of operation - from ethos through policy and procedures to practice.

A summary of the Trust's Strategic Plan (2024/27) is available on the Trust's website – www.jtmat.co.uk

Principal risks and uncertainties

The Multi-Academy Trust has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the Trust's assets and reputation.

Based on its Terms of Reference, the Audit and Compliance Committee in 2023 undertook a comprehensive review of the risks to which the Trust is exposed. This identified systems and procedures, including specific preventable actions which should mitigate any potential impact on the Trust.

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control, and during the year the review has been informed by the work of the Audit and Compliance Committee and the external auditor, as well as an DfE review of Financial Management and Governance and the self-assessment process.

A strategic risk register is maintained at the Trust level which is reviewed at least termly by all Directors and more frequently where necessary. This includes consideration of those risks impacting on trustees' responsibilities to ensure the Trust's estate is safe, well maintained and complies with relevant regulations. For each Academy within the Trust, both strategic and operational risk registers are in place, reviewed by Governors on the LGB (it appearing as a standing item on all governing body agendas). The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the Trust and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. All individual academy strategic risk registers are annually reviewed by the Accounting Officer, with feedback provided to both each academy and also to the Audit and Compliance Committee of the Trust Board.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Principal risks and uncertainties (continued)

Outlined below is a description of the principal risk factors that may affect the Trust. Not all the factors are within the Trust's control. Other factors besides those listed below may also adversely affect the Trust and its academies.

- Strategic & Reputational,
- Operational Risk,
- Compliance Risk,
- Financial Risk.

1. Government funding

The Academy has considerable reliance on continued government funding through the DfE. In 2024/25, 94% of the Academy's revenue was ultimately public funded. There can be no assurance gained that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

This risk is mitigated in a number of ways:

- Funding is derived through a number of direct and indirect contractual arrangements.
- By ensuring the Trust is rigorous in delivering high quality education and training.
- Considerable focus and investment is placed on maintaining and managing key relationships with the DfE.
- By ensuring that the Trust delivers good value in the use of public resources.

2. Maintain adequate funding of pension liabilities

The financial statements report the share of the pension scheme deficit on the Trust's Balance Sheet in line with the requirements of FRS 102.

Fundraising

John Taylor Multi Academy Trust does not undertake formal fundraising via external fundraisers. All fundraising undertaken during the year was monitored by the Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Streamlined Energy and Carbon Reporting

John Taylor Multi Academy Trust is a large company as determined by sections 465 and 466 of the companies Act 2006 and consumes more than 40,000 KWh of energy in a reporting period. This report has been compiled using energy data from the period 1st September 2024 to 31st August 2025. The report has been compiled with data only from schools that have been within the Trust for the whole of the reporting period. The only school not included in this report is Rugeley John Taylor School as it was opened after the end of the reporting period, this new school will of course be included in the data collection for next year's report.

This is the sixth annual report from the John Taylor Multi Academy Trust, and the headline figures still show a small decrease of carbon emissions compared with both last year and importantly all other years. Whilst the rate of emissions is decreasing it is important to note that the rate at which they are decreasing is still reducing and levelling out. Improved energy awareness and strategic aims will help to drive continued reductions in carbon emissions.

The headline amount of carbon emissions as represented by the overall tonne of carbon per pupil (tCO₂e) has decreased slightly, this is due to a significant reduction in the School Transport and Grey fleet mileage readings. Gas use has increased by 2% however the rate of increase has reduced from last years recorded rate increase of 16%. Electric use has decreased from recorded levels last year by 3%, this is particularly encouraging considering that a full year of the new Branston Locks Primary Schools energy consumption, an all-electric site, is included in this report.

Whilst there is an increase in the biomass generated power and a minimal increase in LPG use, heavy Oil consumption has been significantly reduced. This reduction of oil is largely due to the old redundant back up boilers being replaced at Kingsmead school for more efficient gas boilers. The large conversion factors applied to heavy oil for carbon production reflect positively in this year's overall reduction.

The slightly decreased levels of Electric energy are welcome with thirteen schools consuming between 1% to 49% less than previous years, with the remaining six recording moderate increases. Whilst Branston Locks has no comparable year on year data it is the Trusts highest Primary school user of electrical energy followed closely by Rykneld Primary School.

16 Schools in the Trust have gas supplies for the purpose of heating and cooking, ten schools recorded reductions in gas consumption of between 0.22% to an impressive 19% saving compared to last years recorded use.

It is still considered that the increase in energy costs and awareness during the reporting period have influenced energy usage in schools. This report will include for the stated period:

- Its UK energy use and associated greenhouse gas emissions, as a minimum relating to gas, purchased electricity and transport fuel;
- Its energy use and emissions;
- An emissions intensity ratio;
- Methodologies used in the calculations;
- Measures taken to improve energy efficiencies in the period.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Streamlined Energy and Carbon Reporting (continued)

UK Greenhouse gas emissions and energy use data for the period 1st September 2024 to 31st August 2025	
Energy consumption used to calculate emissions (kWh)	9,205,739
Energy Consumption break down (kWh)	
<ul style="list-style-type: none"> • Gas 4,987,271 • Electricity 3,572,927 • Transport fuel 57,810.5 • Heating Oil 68,082.3 • Liquid Petroleum Gas (lpg) 56,328.3 • Biomass 463,320 	
<u>Scope 1 emissions in metric tonnes CO2e</u>	
Gas consumption	910.63
Heating LPG	1.70
Heating Oil	1.77
Owned transport – mini- buses.	4.85
Biomass	5.33
<u>Total Scope 1</u>	924.28
<u>Scope 2 emissions in metric tonnes CO2e</u>	
Purchased electricity.	624.87
<u>Total Scope 2</u>	624.87
<u>Scope 3 emissions in metric tonnes CO2e</u>	
Business travel in employee-owned vehicles	7.91
<u>Total gross emissions in metric tonnes CO2e</u>	1557.06
<u>Intensity ratio</u>	
Tonnes CO2e per pupil	0.151
<u>Quantification and Reporting Methodology</u>	
The Trust has followed the 2021 HM Government Environmental Reporting Guidelines. We have used the GHG Reporting Protocol – Conversion factors from Department for Business, Energy & Industrial Strategy 'Government conversion factors for company reporting of greenhouse gas emissions' 2025.	

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Streamlined Energy and Carbon Reporting (continued)

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO₂e per pupil.

Measures taken to improve energy efficiency.

The installation of low carbon technologies at John Taylor High School, and Chase Terrace Technology College are still resulting in lower gas usage than in the same period for the previous year, these reductions whilst small represent a reduction in the schools reliance on natural gas for heating the school environment. Encouragingly electrical use at both sites is reduced from the previous year this may be in part increased awareness and embedding of good practice for Air Source Heat Pumps and the installation of LED lighting through the schools.

The Trust continues to include energy saving themed projects when allocating its School Condition Allocation (SCA) to address condition-based capital works, some of the completed projects during the period and include:

- All schools not identified as net zero – The provision of a full energy audit and report to help schools manage strategies in reducing and conserving energy.
- Blythe Bridge High School - Re-roofing the largest single roof including the installing of additional insulation to the roof deck.
- The continued Re-roofing to Paulet High School, Kingsmead School and Chase Terrace High School installing increased levels of insulation.
- John Taylor High School – Phase two of replacement windows for better performing and thermally efficient glazing, reducing the significant solar gain on an exposed elevation.
- Whittington Primary School – Re-roofing of Kitchen roof including increased insulation levels.
- Church Gresley Infants School – Essential repairs and refurbishment to windows ensuring seals and automatic closers remain operating efficiently.
- Kingsmead School the replacement of the schools' "standby" boilers from heavy oil to natural gas.
- Paulet and Kingsmead schools' renewal of old leaking pipework bringing energy savings by shorter pipe routes and increased levels of pipe insulation.

The awareness of the need to save energy in the school environment is continued to be promoted specifically from a financial perspective, the need to use energy in a sustainable manner continues to provide the Trust with significant challenge.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Streamlined Energy and Carbon Reporting (continued)

Plans for future periods

Energy reduction and reduction of carbon emissions into the atmosphere remains an increasingly important target to achieve, not only for the education sector but also for the for the country.

Unfortunately the current government has brought to a close access to funding for LCSF (Low Carbon Skills Funding) and PSDS (Public Sector De-Carbonisation Scheme), without access to this type of funding it is difficult to plan any form of decarbonisation strategy such is the heavy cost of conversion to low carbon technologies. The Trust will aim to continue to invest money in capital condition projects that have a secondary advantage of saving or conserving energy, and we will obviously explore alternative funding when and if made available for de-carbonisation purposes.

We will continue to promote the efficient use of energy and look to reduce its reliance on un-monitored energy. The MAT will continue to engage with business leaders in its current estate to educate and bring awareness of energy saving principles.

The Trust has committed in its allocations of its school improvement fund (SCA) for the coming year to include energy efficient themes when improving or extending the estate. When carrying out condition improvement works that have an energy efficiency benefit, we will actively request information from suppliers and contractors of the impact on carbon savings the work will achieve. It is hoped in time this can deliver a direct correlation between the anticipated and real time savings.

A key to reducing carbon output is to ensure that a buildings external envelope is as thermally efficient as possible, the new style technologies such as air source heat pumps depend on good levels of thermal “u” values of building structures to be an effective replacement for traditional fossil fuel burning equipment, the expenditure on SCA will continue to look at the elements that will provide the best solutions for these types of “thermal improvement” works. Our SCA program will also consider where reductions in carbon output can be considered, such as replacing old inefficient gas boilers with newer more efficient equipment, this will be particularly important to those installations that are aged and likely to be considered “obsolete”.

We will continue to consider the conversion to electric cooking where possible and work with catering providers to exercise efficient methods of cooking in the delivery of hot food. The MAT will continue to replace life expired roofing and update roofing insulation to current regulatory standards and the roll out of LED replacement light fittings will continue in schools with an aim to have all schools lit by 100% LED lighting by 2028.

The Trust has worked with the Energy team at Entrust to review the current gas supplies contract for schools in the Trust. For the last five years the Trust has been a member of the Framework used by Staffordshire County Council, the Yorkshire Purchasing Organisation (YPO). This framework when originally tendered offered good value for money due to the benefits of the large quantities of gas purchased by the authority, schools, Trust, and academies, however in the past two years the framework costs have significantly increased due to market forces and poor purchasing of wholesale energy for the framework. This framework has been re-tendered with another five-year term provision as of April 2025.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Streamlined Energy and Carbon Reporting (continued)

Plans for future periods (continued)

In consultation with the energy team at Entrust we have joined other similar organisations at looking at future purchasing options, following a number of consultations with our energy team and framework suppliers we have entered into a framework agreement with Laser Energy Services, a supplier who are derived from the commercial services group of Kent County Council and a DfE approved framework. An important factor to our decision is to utilise savings from largescale purchasing but with a sensible framework contract length of 2 years. We have been able to apply this to the whole Trust and have brought over the two Derbyshire member schools into the same purchasing provision. We considered that due to the ongoing volatility in the energy markets a framework of 2 years addressed the potential of in contract rises having a continued impact over longer periods.

The Trusts electrical energy supplies are still with the YPO framework until 2026; however, we will again work with the Entrust team to review our options for the future provision of this utility and are again likely to move to a beneficial but shorter contract term framework.

Disclosure of information to auditor

Insofar as the Trustees are aware:

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

Auditor

The auditor, Forvis Mazars LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

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

C. R. Hopkins
[C. R. Hopkins \(Dec 17, 2025 10:19:45 GMT\)](#)

C Hopkins

Chair of Trustees

Date: 17/12/2025

GOVERNANCE STATEMENT

Scope of responsibility

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

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

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

Governance

The information on governance included here supplements that described in the trustees' report and in the statement of trustees' responsibilities. The Board of Trustees has formally met 6 times during the year.

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

Trustee	Meetings attended	Out of a possible
C Hopkins MBE (Chair)	6	6
R Anderson (resigned 1 September 2025)	6	6
M Donoghue OBE, Accounting Officer	6	6
G Evans	5	6
S Tye	6	6
P Freeman	6	6
C Sanders	4	6
T Hopkins	4	6

John Taylor MAT has established robust governance structures with terms of reference for all committees and these will continue to be reviewed annually. The Board has carried out a skills audit of its members and organised training courses to address specific needs. A School Representation Group was constituted in 2018, in line with the Trust's growth trajectory, to ensure that academies within JTMAT have a clear and structured communication mechanism with the MAT Board.

The scale and scope of the Board's work remains unchanged, and is discharged through Board meetings, three Committees (Audit and Compliance, Achievement and Progress and Executive Remuneration) and individual Director engagement with the CEO and other senior leaders within the Trust and its schools.

The Board annually reviews its competences and its effectiveness and engaged in formal self-reflection following the final Board meeting of 2024/25. The most recent routine Trust Review conducted by colleagues from the Department for Education Regional Delivery Division (ROD) took place in 2019, the outcome of which was extremely positive. JTMAT is signposted by the Department as a model of effective governance, and has hosted and led numerous training sessions for the Department on a range of topics - from CEO Induction through Academy finance to governance.

The Trust has an established Audit and Compliance Committee whose main purpose is to oversee the audit process and related matters in line with the Trust Scheme of Delegation. The committee met 3 times during the year. The CEO also attended 3 meetings and the COO attended 3 meetings during the year.

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

The Board has also established an Achievement and Progress Committee to monitor standards of educational performance within and across the Trust's schools. The composition of this Committee includes Trustees with extensive educational experience and the Trust's primary and secondary improvement partners.

In order to mitigate risks of conflict of interest, the Board maintains an up-to-date and complete register of interests, and directors are reminded of their obligations at every meeting via a standing agenda item. This reminder covers not only their conduct during the meeting itself, but also relates to any and all interactions they have with the Trust and its schools.

The Trust conducts the NGA skills audit of its directors annually, as do our schools' Local Governing Bodies. In addition, it has engaged positively in the Regional Director's programme of Trust Reviews, having been the subject of two routine reviews. The Trust, as a result of its growth trajectory, has been subject to regular DfE scrutiny within the scope of their due diligence work on the conversion and sponsorship of schools. Our continued growth is a validation of the assurance that the Trust is able to provide those with regulatory authority of its competence, capacity and willingness. We look forward to the next Regional Director's review. Finally here, each Ofsted inspection (six conducted in 2024/25) has followed a theme of governance amongst its lines of enquiry. On each and every occasion, governance was viewed favourably and as a strength.

The Trust values the Ethical Leadership Framework as recommended by the National Governors Association, the Confederation of School Trusts, the Association of School and College Leaders amongst others. We appraise our schools and their governance using this framework, and its promotion was a key aspect of our Trust-wide training day in July 2025 and continues in our work.

Attendance at Audit and Compliance Committee meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
P Freeman (Chair)	3	3
J Hodgkinson	3	3
D Oates	2	3
S Tye	2	3

In addition to the MAT Board, the Trust has established Local Governing Body Managing and Organising Committees at each school which met 6 times during the year. These meetings receive Management Accounts and detailed financial reports in addition to local Capital, Health and Safety and Premises related income and expenditure issues.

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Future Plans

In its first Strategic Plan (2016-19), the Trust proposed to become a group of eight academies by 2019 (compared with its four at the time of writing). These projections were exceeded, as the Trust by the end of the academic year 2018-19 comprised three secondary schools and nine primaries. Further growth was achieved, and the opening of Branston Locks Primary and Nursery School in September 2024 marked our twentieth addition to the Trust. The Trust Board wholeheartedly and unanimously endorsed these incorporations as an ideal opportunity to provide exceptional educational provision to more communities in our area, and to further the Trust's objectives.

We have just commenced year 2 of the plan formulated for the period 2024/27 which rearticulates our growth strategy and on 1 September 2025 saw our first All Through School open (Rugeley John Taylor School). In this first year the intake consists of 150 pupils to Year 7 only with recruitment to the primary phase (Reception and Nursery) scheduled from September 2026.

The Trust continues to develop its provision for its own schools and beyond, with the enhancement of its training offer and professional learning packages a current strategy for growth. We do not anticipate significant numbers of school conversions due to a changed political context, Diocesan considerations for Church of England primaries and our own insistence upon a coherent and manageable geographical footprint.

Review of value for money

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

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

1. Robust governance and oversight of the Trust's finances

The Accounting Officer has responsibility for reviewing the effectiveness of the systems of internal control. He is informed by the internal audit service commissioned by the Audit and Compliance Committee – who undertake reviews of key financial policies, procedures, and their implementation. Reports are produced which detail the Trust's compliance and demonstrate that the Trust has robust systems and financial controls in place. These reports are presented to the Audit and Compliance Committee in order to elicit a management response, agree any appropriate action be taken and any further distribution of the report and its implications (e.g. to the Managing and Organising Committees of Local Governing Bodies or the MAT Board). The MAT Board approves the budget each year and is mindful of the need to balance expenditure against income to ensure the Trust remains a "going concern". The MAT Board also receives and approves the Statutory Accounts and the External Auditor's Management Report.

2. Reviewing controls and managing risks

The budget is monitored on a regular basis by the Chief Operating Officer (COO) and the CEO through the production of monthly management reports generated and consolidated directly from the Trust's financial management systems. Variances are highlight and where possible, remedial action taken to address significant variances that may have an impact on the budget outturn.

GOVERNANCE STATEMENT (CONTINUED)

Review of value for money (continued)

2. Reviewing controls and managing risks (continued)

The COO reports half termly to the MAT Board, presenting a budget monitoring report, cashflow statement and balance sheet. The Board receives details of the consolidated financial position of the Academies year to date and gives an update on the budget forecast for the year, including any significant variances. In turn these are reported, at summary level, to the LGB Managing and Organising Committees of each academy indicating their own academy's financial position. A risk register is reviewed at every meeting by the Trust, and financial risk is reviewed further by the Audit and Compliance Committee. The risk register details aspects of procedure and practice that contains risk, the extent of the impact should the risk manifest itself, the likelihood of the Trust's exposure to such an incidence, and the control mechanisms in place to mitigate likelihood and impact. Annually, the Audit and Compliance Committee asks the CEO and COO the following:

- a) Have any risks recorded on the register materialised?
- b) Are there any new risks that have been added since the previous review?
- c) Are there any risks that have been removed as no longer applicable since the previous review?
- d) Have there been any adjustments to the control procedures detailed in the register since the previous review?

In addition, "Risk" is a standing item on all Trust and LGB committee agendas, providing a regular opportunity for senior leaders, Directors and Governors to discuss risk and its management outside of an annual review. During 2024-25 the program of internal scrutiny focused on Key Financial Controls, Contracting and Procurement and High Needs Funding.

A Reserves Policy is in place which provides clarity for Trustees on the extent and use of reserves generated by the Trust. This ensures sufficient working capital is provided to cover any cash flow issues that may arise between expenditure and receipt of grants, and provides a contingency to assist in the management of any unexpected and urgent costs e.g. emergency maintenance work on sites and provides the resources for future significant capital projects.

3. Maximising income generation

The Trust has historically relied on its bank provider to secure a slightly higher level of interest for surplus funds. During 2023-24 the Trust secured the services of an external platform to manage funds that are not required on a day to day basis across a range of timescales from immediate access to 12 months. The amounts invested are informed by a rigorous cash flow process to ensure sufficient funds are readily available when required. The Trust explores every opportunity to generate income through fund raising and grant applications. The growth of the Trust – through 'converter' academies and new free school provision – has added to the Trust's infrastructure. As the centre for a Teaching School Hub (The John Taylor Teaching School Hub) and as the host of a Research School (The Staffordshire Research School), we encourage applications for grants and funding streams that provide opportunities to engage in research and development, initial teacher training, school to school support and other strategies that directly relate to the Trust's core purpose and mission. The accommodation of nursery provision at several of our primary schools also generates income for the Trust. Income generated from lettings is ongoing, and the Trust continues to seek ways in which it can enhance its use as a community resource and generate additional income towards its core activities in the process. Finally, the CEO's engagement as a National Leader of Education, as a member of the Regional Director's Advisory Board (reconstituted from September 2021) are an additional source of income, where the resources are re-routed into our provision. This work is also exceptionally valuable in the enhancement of the influence and reputation of the Trust beyond its locality.

GOVERNANCE STATEMENT (CONTINUED)

Review of value for money (continued)

4. Ensuring value for money is achieved and resources are used efficiently and effectively

The CEO and COO prepare the budget for Directors' approval from the priorities established in the Strategic Plan produced with reference to the Academy's Strategic Plan 2024-27, available at www.jtmat.co.uk. Through the improvement planning and self-evaluation processes, the Trust evaluates the effectiveness of strategies introduced in previous years in order to secure greater effectiveness and efficiency of resource deployment in subsequent plans. This is assisted by the use of a self-evaluation tool at Trust level. An additional member of finance staff within the Central Team has enabled some school-based transactional processes to be centralised for our primary schools since November 2024.

The staffing structures of the Trust's academies are reviewed annually by the Local Governing Bodies of each Academy and staffing is deployed to drive and support curriculum delivery, intervention initiatives, and wider school improvement. Targeted and restricted funding e.g. Pupil Premium and other grant income is deployed in accordance with criteria associated with it.

Contracts and services are regularly appraised and re-negotiated when appropriate to ensure value for money. The Trust and its Academies seek multiple quotations for goods and services. During the year the Trust conducted full tenders for numerous capital projects and IT services. The Trust utilises benchmarking information where available and where possible works closely with other local schools and academies to ensure best value. In exceptional circumstances when it is not possible to secure several alternative costings, the reason is recorded in the Procurement Waiver documentation.

The Trust became eligible for School Condition Allocation funding since 2019/20 (SCA) which is used to address condition needs at its schools. This work is informed by asset management surveys commissioned by the Trust and updated annually. The Trust delivers or commissions project management of all SCA projects and oversees the procurement process for such projects. This work has resulted in numerous improvements to our estate since eligibility began. The Trust is embarking on an update to its asbestos management processes in line with current expectations. We are working closely with Local Authority and other providers to ensure continued compliance in this area. The Trust continues to fund an annual Health and Safety SLA provided by Staffordshire County Council's Strategic H&S Service for all its schools and also funds and organises Fire Risk Assessments at all locations. Recent expansion of the Central Team enables us to further enhance our compliance work within schools.

Through the Teaching School Hub and other partnerships, economies of scale can be gained when procuring teacher training courses and other resources relating to our core activities. The Trust always assesses the costs and benefits of various options before making a purchasing decision in order to ensure that such a decision is securing best value and is the right option for the Trust for the longer term.

GOVERNANCE STATEMENT (CONTINUED)

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of academy policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in John Taylor MAT for the year 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. The following areas were scrutinised by our external provider Bishop Fleming LLP:

- Key Financial Controls
- High Needs Funding
- Contracting and Procurement

All planned work was completed within the year and no material control weaknesses were identified in any of the audit areas examined.

Capacity to handle risk

The Directors have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. A log of discussions and amendments to the Risk Register is detailed at the foot of the document, providing a chronicle of changes over time. The MAT Board is of the view that there is a formal on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year ended 31 August 2025 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the MAT Board.

The risk and control framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Trust Board of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- identification and management of risks
- risk assessments for industrial action related risks

All of the above is augmented by the Trust's Whistleblowing Policy which is available to all stakeholders. The Audit and Compliance Committee has considered the need for a specific internal audit function and currently utilises the services of Bishop Fleming LLP as internal auditor. The key areas of focus for the audit are around operational and regularity issues with a particular focus on the risk of fraud.

GOVERNANCE STATEMENT (CONTINUED)

Review of effectiveness

As Accounting Officer, the CEO has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the financial management and governance self-assessment process;
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.
- the work of the external auditors;
- the work of the internal auditors;
- correspondence/letters from DfE e.g. financial notice to improve/notice to improve (FNtl/Ntl) and 'minded to' letters.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the external auditors and executive managers and a plan to address weaknesses and ensure continuous improvement of the system is in place.

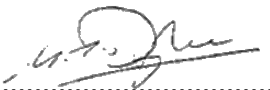
Conclusion

Based on the advice of the audit and risk committee and the accounting officer, the board of trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

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

C. R. Hopkins
[C. R. Hopkins \(Dec 17, 2025 10:19:45 GMT\)](#)
.....
C Hopkins
Chair of Trustees

Date: 17/12/2025


.....
M Donoghue
Accounting Officer

Date: 17/12/2025

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of John Taylor MAT I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the academy trust board of trustees and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I, and the board of trustees are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the framework of authorities.

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



.....
M Donoghue
Accounting Officer

Date: 17/12/2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Academies Accounts Direction published by the Department for Education, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

C. R. Hopkins

[C. R. Hopkins \(Dec 17, 2025 10:19:45 GMT\)](#)

C Hopkins
Chair of Trustees

Date: 17/12/2025

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN TAYLOR MAT

Opinion

We have audited the financial statements of John Taylor MAT (the 'Academy Trust') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities; Statement of Recommended Practice applicable to Charities (Charities SORP 2019) and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN TAYLOR MAT (CONTINUED)

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN TAYLOR MAT (CONTINUED)

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement on page 37, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the Academy Trust and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the Academy Trust is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the Academy Trust which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the funding agreement with the Department of Education, tax legislation, pension legislation, the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025.

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN TAYLOR MAT (CONTINUED)

Auditor's responsibilities for the audit of the financial statements (continued)

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to revenue recognition (which we pinpointed to the cut off assertion) and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF JOHN TAYLOR MAT (CONTINUED)

Use of the audit report

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



Vishal Thakrar (Senior Statutory Auditor)

for and on behalf of
Forvis Mazars LLP
Chartered Accountants
Statutory Auditor

Park View House
58 The Ropewalk
Nottingham
NG1 5DW

Correspondence address:

30 Old Bailey
London
EC4M 7AU

Date: 17/12/2025

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO JOHN TAYLOR MAT AND THE SECRETARY OF STATE FOR EDUCATION

In accordance with the terms of our engagement letter dated 18 September 2025 and further to the requirements of the Department for Education (DfE), as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by John Taylor MAT during the period 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament and that the financial transactions do not conform to the authorities which govern them.

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

Respective responsibilities of John Taylor MAT's Accounting Officer and the Reporting Accountant

The Accounting Officer is responsible, under the requirements of John Taylor MAT's funding agreement with the Secretary of State for Education and the Academy Trust Handbook for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2024 to 31 August 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the DfE, which requires a limited assurance engagement as set out in our engagement letter.

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

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the academy trust's income and expenditure.

The work undertaken to draw to our conclusion includes:

- Planning our assurance procedures including identifying key risks;
- Carrying out sample testing on controls;
- Carrying out substantive testing including analytical review; and
- Concluding on procedures carried out.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO JOHN TAYLOR MAT AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.


Forvis Mazars LLP (Dec 17, 2025 16:48:02 GMT)

Forvis Mazars LLP
Chartered Accountants
Statutory Auditor

Park View House
58 The Ropewalk
Nottingham
NG1 5DW

Correspondence address:

30 Old Bailey
London
EC4M 7AU

Date: 17/12/2025

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Income from:						
Donations and capital grants:	3					
Transfer on conversion from local authority		-	-	14,589	14,589	(37)
Other donations and capital grants		197	-	2,775	2,972	3,119
Other trading activities	5	600	634	-	1,234	1,234
Investments	6	521	-	-	521	234
Charitable activities:	4					
Academy Trust educational operations		1,372	71,809	-	73,181	68,194
Teaching school hub		-	1,816	-	1,816	1,765
Total income		2,690	74,259	17,364	94,313	74,509
Expenditure on:						
Raising funds	7	311	-	-	311	236
Charitable activities:						
Academy Trust educational operations	7	1,385	72,497	7,874	81,756	76,933
Teaching school hub	7	-	1,652	-	1,652	1,531
Total expenditure		1,696	74,149	7,874	83,719	78,700
Net income/ (expenditure)		994	110	9,490	10,594	(4,191)

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
	Note					
Net income/ (expenditure) brought forward		994	110	9,490	10,594	(4,191)
Transfers between funds	19	(252)	(662)	914	-	-
Net movement in funds before other recognised gains/(losses)		<u>742</u>	<u>(552)</u>	<u>10,404</u>	<u>10,594</u>	<u>(4,191)</u>
Other recognised gains/(losses):						
Actuarial (losses)/gains on defined benefit pension schemes	27	-	(862)	-	(862)	1,782
Net movement in funds		<u>742</u>	<u>(1,414)</u>	<u>10,404</u>	<u>9,732</u>	<u>(2,409)</u>
Reconciliation of funds:						
Total funds brought forward		3,687	3,556	154,005	161,248	163,657
Net movement in funds		742	(1,414)	10,404	9,732	(2,409)
Total funds carried forward		<u>4,429</u>	<u>2,142</u>	<u>164,409</u>	<u>170,980</u>	<u>161,248</u>

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

The notes on pages 50 to 87 form part of these financial statements.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)
REGISTERED NUMBER: 07421140

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £000	2024 £000
Fixed assets			
Tangible assets	14	160,302	149,339
		160,302	149,339
Current assets			
Debtors	15	3,077	2,465
Investments	16	7,060	8,089
Cash at bank and in hand	24	6,878	8,085
		17,015	18,639
Current liabilities			
Creditors: Amounts falling due within one year	17	(6,330)	(6,715)
Net current assets		10,685	11,924
Creditors: amounts falling due after more than one year	18	(7)	(15)
Net assets excluding pension liability		170,980	161,248
Defined benefit pension scheme liability	27	-	-
Total net assets		170,980	161,248
Funds of the Academy Trust			
Restricted funds:			
Fixed asset funds	19	164,409	154,005
Restricted income funds	19	2,142	3,556
Total restricted funds	19	166,551	157,561
Unrestricted income funds	19	4,429	3,687
Total funds		170,980	161,248

JOHN TAYLOR MAT
(A Company Limited by Guarantee)
REGISTERED NUMBER: 07421140

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2025

The financial statements on pages 45 to 87 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

C. R. Hopkins
[C. R. Hopkins \(Dec 17, 2025 10:19:45 GMT\)](#)

C Hopkins
Chair of Trustees

Date: 17/12/2025

The notes on pages 50 to 87 form part of these financial statements.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £000	2024 £000
Cash flows from operating activities			
Net cash used in operating activities	21	(5,201)	(4,991)
Cash flows from investing activities	23	4,002	(5,552)
Cash flows from financing activities	22	(8)	3
Change in cash and cash equivalents in the year		(1,207)	(10,540)
Cash and cash equivalents at the beginning of the year		8,085	18,625
Cash and cash equivalents at the end of the year	24, 25	<u>6,878</u>	<u>8,085</u>

The notes on pages 50 to 87 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies

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

1.1 Basis of preparation of financial statements

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by the DfE, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.3 Income

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

• **Transfer on conversion**

Where assets and liabilities are received by the Academy Trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the Academy Trust. An equal amount of income is recognised as a transfer on conversion within 'Income from donations and capital grants' to the net assets received.

• **Donated fixed assets (excluding transfers on conversion or into the Academy Trust)**

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.4 Expenditure

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

- **Expenditure on raising funds**

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Tangible fixed assets

Assets costing £20k or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Freehold property	- 2 - 6.67%
Long-term leasehold property	- 2 - 6.67%
Furniture and equipment	- 10%
Computer equipment	- 33.3%
Motor vehicles	- 20%

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.5 Tangible fixed assets (continued)

The Academy Trust occupies certain land (including buildings) which are owned by its Trustees. The Trustees are the providers of the academies on the same basis as when the academies were maintained schools. The Academy Trust occupies the land (and buildings) under a mere licence. This continuing permission of their Trustees is pursuant to, and subject to, the Trustees' charitable objects, and is part of the Church's contribution since 1847 to provide State funded education in partnership with the State.

The licence delegates aspects of the management of the land (and buildings) to the Academy Trust for the time being, but does not vest any rights over the land in the Academy Trust. The Trustees have given an undertaking to the Secretary of State that they will not give the Academy Trust less than two years notice to terminate the occupation of the land (including buildings). Having considered the factual matrix under which the Academy Trust is occupying the land (and buildings) the Directors have concluded that the value of the land and buildings occupied by the Academy Trust will not be recognised on the Balance Sheet of the Company.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1.6 Liabilities

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

1.7 Provisions

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

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

1.8 Operating leases: the Trust as lessee

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

1.9 Operating leases: the Trust as lessor

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.10 Current asset investments

Cash held in deposit accounts with a notice period 3 months or greater are classified as current asset investments. They are measured at cost less impairment.

1.11 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 15. Prepayments are not financial instruments.

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

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

1.12 Taxation

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

Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.13 Pensions

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

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

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

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

1.14 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1.15 Agency arrangements

The Academy Trust acts as an agent in distributing 16-19 bursary funds from the DfE. Payments received from the DfE and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Academy Trust does not have control over the charitable application of the funds. The funds received and paid and any balances held are disclosed in note 32.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 27, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

The asset on 31 August 2025 was £40,482k. Note 27 includes details of the effects of changes in the key assumptions on this liability. As the present value of the defined benefit obligation at the reporting date is less than the fair value of plan assets at that date, the plan has a notional surplus. As management do not consider that the association will be able to recover the surplus either through reduced contributions in the future or through refunds from the plan, the surplus has not been recognised in these financial statements in line with paragraph 28.22 of FRS102.

Critical areas of judgement:

Church owned land and buildings

The Academy Trust occupies certain land (including buildings) which are owned by its Trustees. The Trustees are the providers of the academies on the same basis as when the academies were maintained schools. The Academy Trust occupies the land (and buildings) under a mere licence. The Trustees have given an undertaking to the Secretary of State that they will not give the Academy Trust less than two years notice to terminate the occupation of the land (including buildings). Having considered the factual matrix under which the Academy Trust is occupying the land (and buildings) the Directors have concluded that the value of the land and buildings occupied by the Academy Trust will not be recognised on the Balance Sheet of the company.

Accounting for John Taylor Free School's property

The free school moved into its new premises on 1 September 2018. The long term lease is yet to be signed with the Local Authority and the Trust is occupying the building on a license. The Trust has accounted for the land and buildings on its Balance Sheet at the year end as the Trust has stated it has the risk and rewards of the building and therefore has accounted for the asset. The Trust confirmed the long term lease is in the process of being finalised.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

3. Income from donations and capital grants

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Transfer on conversion from local authority	-	-	14,589	14,589	(37)
Other donations	197	-	-	197	115
Capital Grants	-	-	2,769	2,769	3,000
Donated fixed assets	-	-	6	6	4
Total 2025	<u>197</u>	<u>-</u>	<u>17,364</u>	<u>17,561</u>	<u>3,082</u>
Total 2024	<u>123</u>	<u>(85)</u>	<u>3,044</u>	<u>3,082</u>	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

4. Funding for the Academy Trust's charitable activities

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Educational operations				
DfE grants				
General Annual Grant (GAG)	-	59,027	59,027	56,031
Other DfE grants				
Pupil Premium	-	1,878	1,878	1,808
Teachers' Pay and Pension Grants	-	2,394	2,394	1,633
Mainstream Additional Grant	-	-	-	1,741
Core Schools Budget Grant	-	2,127	2,127	-
Other DfE Group grants	-	1,709	1,709	1,783
	-	67,135	67,135	62,996
Other Government grants				
Local authority grants	-	3,488	3,488	2,769
Other grants	-	7	7	2
	-	3,495	3,495	2,771
Other income from the Academy Trust's educational operations	1,372	1,179	2,551	2,427
	1,372	71,809	73,181	68,194
Teaching school hub				
DfE grants	-	917	917	965
Other income	-	899	899	800
Total Teaching school hub	-	1,816	1,816	1,765
Total 2025	1,372	73,625	74,997	69,959
Total 2024	1,227	68,732	69,959	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

5. Other trading activities

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Hire of facilities	348	-	348	344
Income from other charitable activities	178	600	778	763
Income from ancillary trading activities	74	34	108	127
Total 2025	<u>600</u>	<u>634</u>	<u>1,234</u>	<u>1,234</u>
Total 2024	<u>679</u>	<u>555</u>	<u>1,234</u>	

6. Investment income

	Unrestricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Interest from short term deposits	521	521	234
Total 2024	<u>234</u>	<u>234</u>	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

7. Expenditure

	Staff Costs	Premises	Other	Total	Total
	2025	2025	2025	2025	2024
	£000	£000	£000	£000	£000
Expenditure on fundraising trading activities	-	111	200	311	236
Educational operations:					
Direct costs	53,251	3,151	4,412	60,814	56,769
Support costs	6,829	8,335	5,778	20,942	20,164
Teaching schools	641	10	1,001	1,652	1,531
Total 2025	<u>60,721</u>	<u>11,607</u>	<u>11,391</u>	<u>83,719</u>	<u>78,700</u>
Total 2024	<u>55,928</u>	<u>11,981</u>	<u>10,791</u>	<u>78,700</u>	

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

8. Charitable activities

	2025	2024
	£000	£000
Direct costs – educational operations	60,814	56,769
Direct costs - teaching schools hub	1,429	1,395
Support costs – educational operations	20,942	20,164
Support costs – teaching schools hub	223	136
	<u>83,408</u>	<u>78,464</u>

	Teaching school hub	Educational operations	2025	2024
	£000	£000	£000	£000
Analysis of support costs				
Support staff costs	140	6,829	6,969	6,396
Depreciation	-	792	792	550
Technology costs	-	1,149	1,149	848
Premises costs	10	8,335	8,345	8,968
Legal costs - conversion	-	1	1	(1)
Legal costs - other	-	17	17	18
Other support costs	73	3,752	3,825	3,450
Governance costs	-	67	67	71
	<u>223</u>	<u>20,942</u>	<u>21,165</u>	<u>20,300</u>

9. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2025	2024
	£000	£000
Operating lease rentals	110	118
Depreciation of tangible fixed assets	3,937	3,457
Loss on disposal of fixed assets	6	-
Fees paid to auditor for:		
- audit	41	39
- other services	15	16
	<u>409</u>	<u>417</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

10. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025	2024
	£000	£000
Wages and salaries	43,613	40,496
Social security costs	5,112	4,245
Pension costs	10,872	9,588
Other employee benefits	49	42
	<hr/>	<hr/>
	59,646	54,371
Agency staff costs	1,053	1,517
Staff restructuring costs	22	40
	<hr/>	<hr/>
	60,721	55,928
	<hr/> <hr/>	<hr/> <hr/>

Staff restructuring costs comprise:

	2025	2024
	£000	£000
Severance payments	22	40
	<hr/>	<hr/>
	22	40
	<hr/> <hr/>	<hr/> <hr/>

b. Severance payments

The Academy Trust paid 2 severance payments in the year, disclosed in the following bands:

	2025
	No.
£0 - £25,000	2
	<hr/> <hr/>

c. Special staff severance payments

Included in staff restructuring costs are special severance payments of £Nil (2024 - £Nil).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

10. Staff (continued)

d. Staff numbers

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

	2025	2024
	No.	No.
Teachers	617	599
Administration and support	724	691
Management	51	52
	<u>1,392</u>	<u>1,342</u>

e. Higher paid staff

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

	2025	2024
	No.	No.
In the band £60,001 - £70,000	55	49
In the band £70,001 - £80,000	26	13
In the band £80,001 - £90,000	12	7
In the band £90,001 - £100,000	1	1
In the band £100,001 - £110,000	4	3
In the band £110,001 - £120,000	2	3
In the band £120,001 - £130,000	1	-
In the band £180,001 - £190,000	-	1
In the band £200,001 - £210,000	1	-
	<u>1</u>	<u>-</u>

f. Key management personnel

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £3,020k (2024 - £2,698k).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

11. Central services

The Academy Trust has provided the following central services to its academies during the year:

- school improvement
- IT services
- courses and leadership training
- business management; or
- others as arising

The Academy Trust charges for these services on the following basis:

The Academy charges for these services on a scale ranging from 3% - 6% based on Ofsted rating at the point of conversion - 3% for outstanding to 6% for inadequate rated schools. Newly opened schools are initially assessed at 4%.

The actual amounts charged during the year were as follows:

	2025	2024
	£000	£000
John Taylor High School	275	259
Kingsmead School	352	318
Thomas Russell Infants School	34	32
Yoxall St Peters School	26	25
Rykneld Primary School	120	110
Shobnall Primary School	32	29
Mosley Academy	30	28
Winshill Village Primary and Nursery School	40	38
John Taylor Free School	344	297
Needwood Primary School	15	15
All Saints Primary School	25	22
Walton on Trent School	28	19
Church Gresley Infant and Nursery School	54	49
Paulet High School	245	222
Chase Terrace Academy	407	389
Blythe Bridge High School	257	237
Fradley Park Primary and Nursery School	20	14
Whittington Primary School	58	54
All Saints Alrewas	44	41
Branston Locks Primary and Nursery School	9	-
Total	2,415	2,198

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

12. Trustees' remuneration and expenses

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

		2025	2024
		£000	£000
M Donoghue, (Accounting Officer)	Remuneration	205 - 210	185 - 190
	Pension contributions paid	55 - 60	45 - 50

During the period ended 31 August 2025, travel, subsistence and other professional costs totalling £2,479 were reimbursed or paid directly to 1 Trustee (2024: £2,064 to 2 Trustees).

13. Trustees' and Officers' insurance

In accordance with normal commercial practice, the academy has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides unlimited cover on any one claim and the cost for the period ended 31 August 2025 was also unlimited. The cost of this insurance is included in the total insurance cost.

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

14. Tangible fixed assets

	Freehold property £000	Long-term leasehold property £000	Assets under construction £000	Furniture and equipment £000	Computer equipment £000	Motor vehicles £000	Total £000
Cost							
At 1 September 2024	38,119	124,204	36	2,983	2,296	117	167,755
Additions	-	25	-	98	194	-	317
Acquired on conversion	-	13,871	-	311	407	-	14,589
Disposals	-	-	-	(16)	(28)	-	(44)
Transfers between classes	-	-	(36)	36	-	-	-
At 31 August 2025	<u>38,119</u>	<u>138,100</u>	<u>-</u>	<u>3,412</u>	<u>2,869</u>	<u>117</u>	<u>182,617</u>
Depreciation							
At 1 September 2024	3,008	12,595	-	955	1,775	83	18,416
Charge for the year	721	2,430	-	331	448	7	3,937
On disposals	-	-	-	(10)	(28)	-	(38)
At 31 August 2025	<u>3,729</u>	<u>15,025</u>	<u>-</u>	<u>1,276</u>	<u>2,195</u>	<u>90</u>	<u>22,315</u>
Net book value							
At 31 August 2025	<u><u>34,390</u></u>	<u><u>123,075</u></u>	<u><u>-</u></u>	<u><u>2,136</u></u>	<u><u>674</u></u>	<u><u>27</u></u>	<u><u>160,302</u></u>
At 31 August 2024	<u><u>35,111</u></u>	<u><u>111,609</u></u>	<u><u>36</u></u>	<u><u>2,028</u></u>	<u><u>521</u></u>	<u><u>34</u></u>	<u><u>149,339</u></u>

JOHN TAYLOR MAT
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

15. Debtors

	2025	2024
	£000	£000
Due within one year		
Trade debtors	115	169
VAT repayable	466	411
Other debtors	260	256
Prepayments and accrued income	2,236	1,629
	<u>3,077</u>	<u>2,465</u>

16. Current asset investments

	2025	2024
	£000	£000
Cash deposit accounts	<u>7,060</u>	<u>8,089</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

17. Creditors: Amounts falling due within one year

	2025	2024
	£000	£000
Other loans	8	8
Trade creditors	1,810	2,277
Other taxation and social security	1,220	949
Other creditors	1,407	1,362
Accruals and deferred income	1,885	2,119
	<u>6,330</u>	<u>6,715</u>
	2025	2024
	£000	£000
Deferred income		
Deferred income at 1 September 2024	931	1,456
Resources deferred during the year	1,138	881
Amounts released from previous periods	(895)	(1,406)
Deferred income at 31 August	<u>1,174</u>	<u>931</u>

Included within deferred income is £679k (2024 - £553k) which relates to grants received in advance, UIFSM grant, donations and lettings in the year. Income of £495k (2024 - £377k) relates to trip income for the 2024/25 financial year have also been deferred.

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

	2025	2024
	£000	£000
Other loans	<u>7</u>	<u>15</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds

	Balance at 1 September 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2025 £000
Unrestricted funds						
General Funds	3,687	2,690	(1,696)	(252)	-	4,429
Restricted general funds						
General Annual Grant (GAG)	3,077	59,027	(59,943)	(227)	-	1,934
Pupil Premium	-	1,878	(1,878)	-	-	-
Core Schools Budget Grant	-	2,127	(2,127)	-	-	-
Teachers pay / Pension grant	-	2,394	(2,394)	-	-	-
Other grants and restricted income	-	7,017	(7,017)	-	-	-
Teaching school hub	479	1,816	(1,652)	(435)	-	208
Pension reserve	-	-	862	-	(862)	-
	<u>3,556</u>	<u>74,259</u>	<u>(74,149)</u>	<u>(662)</u>	<u>(862)</u>	<u>2,142</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

	Balance at 1 September 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2025 £000
Restricted fixed asset funds						
DfE capital grants	2,031	2,775	(4,043)	-	-	763
Assets donated on conversion	147,958	14,589	(3,739)	914	-	159,722
Capital expenditure from GAG	4,016	-	(92)	-	-	3,924
	<u>154,005</u>	<u>17,364</u>	<u>(7,874)</u>	<u>914</u>	<u>-</u>	<u>164,409</u>
Total Restricted funds	<u>157,561</u>	<u>91,623</u>	<u>(82,023)</u>	<u>252</u>	<u>(862)</u>	<u>166,551</u>
Total funds	<u><u>161,248</u></u>	<u><u>94,313</u></u>	<u><u>(83,719)</u></u>	<u><u>-</u></u>	<u><u>(862)</u></u>	<u><u>170,980</u></u>

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

Restricted general funds

The General Annual Grant is the recurrent funding to be used for the educational purposes in accordance with the Academy Trust's Funding Agreement with the DfE. The pension reserve of £Nil (overdrawn) represents the Academy Trust's share of the deficit in the Staffordshire Pension Fund and the Derbyshire Pension Fund.

Payments are being made in line with those required by the tri annual valuation in order to reduce the Trust's share of the deficit.

Restricted other funds

From time to time, additional fund are applied for as set out above or specific purposes laid down by the grant provider and to be used for educational purposes.

Fixed asset funds

This fund represents the net book value of fixed assets that the Academy Trust has purchased out of grants and donations received or were transferred on conversion. It also includes unspent capital monies at the year end.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

Unrestricted funds

The unrestricted funds represent funds available to the Trustees to apply for the general purposes of the Academy Trust.

Transfers relate to GAG funds used for capital expenditure.

Unrestricted fund transfers to GAG relate to schools whose GAG funds were in deficit at the year end.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2025.

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

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
General Funds	3,656	2,263	(2,025)	(207)	-	3,687
Restricted general funds						
General Annual Grant (GAG)	5,647	56,031	(56,807)	(1,794)	-	3,077
Pupil Premium	-	1,808	(1,808)	-	-	-
Mainstream schools additional grant	-	1,741	(1,741)	-	-	-
Teachers pay / Pension grant	-	1,633	(1,633)	-	-	-
Other grants and restricted income	-	6,309	(6,309)	-	-	-
Teaching school hub	325	1,765	(1,531)	(80)	-	479
Pension reserve	(2,306)	(85)	609	-	1,782	-
	<u>3,666</u>	<u>69,202</u>	<u>(69,220)</u>	<u>(1,874)</u>	<u>1,782</u>	<u>3,556</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
Restricted fixed asset funds						
DfE capital grants	3,158	3,004	(4,131)	-	-	2,031
Assets donated on conversion	151,199	40	(3,281)	-	-	147,958
Capital expenditure from GAG	1,978	-	(43)	2,081	-	4,016
	<u>156,335</u>	<u>3,044</u>	<u>(7,455)</u>	<u>2,081</u>	<u>-</u>	<u>154,005</u>
Total Restricted funds	<u>160,001</u>	<u>72,246</u>	<u>(76,675)</u>	<u>207</u>	<u>1,782</u>	<u>157,561</u>
Total funds	<u><u>163,657</u></u>	<u><u>74,509</u></u>	<u><u>(78,700)</u></u>	<u><u>-</u></u>	<u><u>1,782</u></u>	<u><u>161,248</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2025	2024
	£000	£000
John Taylor High School	1,310	1,667
Kingsmead School	575	220
Thomas Russell Infants School	178	168
Yoxall C of E Primary School	(102)	(89)
Mosley Academy	243	180
Rykneild Primary School	57	112
Shobnall Primary School	60	74
Winshill Village Primary School	(140)	4
John Taylor Free School	1,100	1,413
Needwood Primary School	158	191
All Saints Primary School	175	156
All Saints Primary and Nursery School	(111)	(40)
Walton on Trent School	(47)	(33)
Church Gresley Infant and Nursery School	188	188
Paulet High School*	319	370
Chase Terrace Academy	883	1,064
Blythe Bridge High School	(624)	(603)
Fradley Park Primary and Nursery School	49	31
Whittington Primary School	190	233
Branston Locks Primary and Nursery School	(48)	-
Central Services	2,158	1,937
	<hr/>	<hr/>
Total before fixed asset funds and pension reserve	6,571	7,243
Restricted fixed asset fund	164,409	154,005
	<hr/>	<hr/>
Total	170,980	161,248
	<hr/> <hr/>	<hr/> <hr/>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

*Included within the funds of Paulet High School is a balance of £201k (2024 - £336k) which relates to a specific restricted maintenance sinking fund in relation to sports facilities.

All Saints' Alrewas Primary and Nursery School – The school has ended the 2024-25 financial year in an overall deficit reserve position. The Trust will work closely with the LGB and school staff and monitor progress against reducing the anticipated deficit position. The school has produced a 3 year budget plan showing in-year surplus balances for 2026-27 and 2027-28 but there is more work to be done. All decisions relating to expenditure are made with the express purpose of deficit reduction and we estimate it will take a further 5 years until a surplus position overall is realised.

Blythe Bridge High School – The school joined the Trust on 1 March 2023 having utilised most of its existing LA reserve balances in-year. During 2024-25 the Trust instigated a close working arrangement with LGB and school staff and a monthly monitoring process was put in place. With the support of the school this resulted in the 2024-25 predicted in-year deficit position reducing from £219k to £20k. The Trust and school continue to keep the situation under close review and indicative figures show that the school will return to an overall financial surplus position by August 2029.

Branston Locks Primary and Nursery School – This is a new school opened in September 2024 with nursery and reception classes only. The school is forecasting deficit balances over the next 3 years but is actively working to reduce these predictions via additional income generating activities. Initial low numbers in Reception year have been filled and although it is expected to take a few years to become fully established, we are confident that the school will achieve a surplus balance position by the time the school reaches steady state.

Winshill Village Infant and Nursery School – The school is in an overall deficit reserve position as at August 2025 but has already undertaken a high level review of staffing and other costs to better align income with expenditure. This has resulted in submission of budget plans for 2025-28 showing surplus balances each year and an indicative overall surplus reserve position being achieved by August 2027.

Walton CofE Primary School - The school is in an overall deficit reserve position at August 2025 but has made a surplus in year and has submitted budget plans for 2025-28 showing the ability to continue to generate a modest surplus in each of the following years, resulting in an overall surplus reserve position by August 2027.

Yoxall C of E Primary School – The school's reserve position has continued to be depleted in recent years due to falling rolls and the cost of a subsequent staffing reorganisation. The Trust will work closely with the school to restore a positive balance over the next 3-5 years.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

Total cost analysis by academy

Expenditure incurred by each academy during the year was as follows:

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2025 £000	Total 2024 £000
All Saints Primary School	515	53	48	234	850	867
All Saints Primary and Nursery School	834	267	43	191	1,335	1,209
Branston Locks Primary and Nursery School	376	49	30	174	629	-
Church Gresley Infant and Nursery School	1,379	251	58	382	2,070	1,935
Fradley Park Primary and Nursery School	484	118	48	188	838	637
Mosley Academy	815	113	74	256	1,258	1,213
Needwood Primary School	455	43	34	147	679	774
Rykeld Primary School	2,754	218	134	520	3,626	3,494
Shobnall Primary School	1,018	152	76	273	1,519	1,365
Thomas Russell Infants School	751	86	17	232	1,086	1,149
Walton on Trent School	692	112	43	190	1,037	1,040
Whittington Primary School	1,538	223	145	320	2,226	2,133
Winshill Village Primary School	1,080	241	49	397	1,767	1,624
Yoxall C of E Primary School	529	71	47	219	866	869
Blythe Bridge High School	5,383	713	433	1,262	7,791	7,303

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2025 £000	Total 2024 £000
Chase Terrace Academy	6,710	676	638	1,863	9,887	9,394
John Taylor Free School	7,177	929	659	1,228	9,993	9,241
John Taylor High School	7,684	885	762	1,891	11,222	11,093
Kingsmead School	6,873	971	536	1,549	9,929	9,345
Paulet High School	5,136	531	455	1,233	7,355	7,095
Central services	1,568	1,130	875	1,102	4,675	4,070
Trust LGPS (credit)/charge	-	(862)	-	-	(862)	(607)
Academy Trust	53,751	6,970	5,204	13,851	79,776	75,243

20. Analysis of net assets between funds

Fund balances at 31 August 2025 are represented by:

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000
Tangible fixed assets	-	-	160,302	160,302
Current assets	4,429	8,479	4,107	17,015
Creditors due within one year	-	(6,330)	-	(6,330)
Creditors due in more than one year	-	(7)	-	(7)
Total	4,429	2,142	164,409	170,980

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

20. Analysis of net assets between funds (continued)

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

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Restricted fixed asset funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	-	-	149,339	149,339
Current assets	3,687	10,286	4,666	18,639
Creditors due within one year	-	(6,715)	-	(6,715)
Creditors due in more than one year	-	(15)	-	(15)
Total	<u>3,687</u>	<u>3,556</u>	<u>154,005</u>	<u>161,248</u>

21. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2025 £000	2024 £000
Net income/(expenditure) for the year (as per Statement of Financial Activities)	10,594	(4,191)
Adjustments for:		
Depreciation charges	3,937	3,458
Capital grants from DfE and other capital income	(2,769)	(3,000)
Investment income	(521)	(234)
Defined benefit pension scheme obligation inherited	-	85
Defined benefit pension scheme cost less contributions payable	(804)	(737)
Defined benefit pension scheme finance cost	(58)	128
(Increase)/decrease in debtors	(612)	(125)
(Decrease)/increase in creditors	(385)	(315)
Transfer on conversion from local authority	(14,589)	(60)
Loss on disposal of fixed assets	6	-
Net cash used in operating activities	<u>(5,201)</u>	<u>(4,991)</u>

JOHN TAYLOR MAT
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

22. Cash flows from financing activities

	2025 £000	2024 £000
Borrowings transferred on conversion	-	12
Repayment of borrowings	(8)	(9)
Net cash (used in)/provided by financing activities	(8)	3

23. Cash flows from investing activities

	2025 £000	2024 £000
Investment income	521	234
Purchase of tangible fixed assets	(317)	(757)
Capital grants from DfE Group	2,769	3,000
Cash transferred on conversion from local authority	-	60
Decrease/(increase) in current asset investments	1,029	(8,089)
Net cash provided by/(used in) investing activities	4,002	(5,552)

24. Analysis of cash and cash equivalents

	2025 £000	2024 £000
Cash in hand and at bank	6,878	8,085

25. Analysis of changes in net debt

	At 1 September 2024 £000	Cash flows £000	At 31 August 2025 £000
Cash at bank and in hand	8,085	(1,207)	6,878
Debt due within 1 year	(8)	-	(8)
Debt due after 1 year	(15)	8	(7)
Current asset investments	8,089	(1,029)	7,060

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

26. Capital commitments

	2025	2024
	£000	£000
Contracted for but not provided in these financial statements	833	1,747

27. Pension commitments

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Derbyshire County Council and Staffordshire County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £1,337k were payable to the schemes at 31 August 2025 (2024 - £1,200k) and are included within creditors.

Teachers' Pension Scheme

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the year amounted to £8,663k (2024 - £7,191k).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Academy Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above, the information available on the scheme.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Pension commitments (continued)

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate Trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £3,913k (2024 - £3,711k), of which employer's contributions totalled £3,151k (2024 - £3,006k) and employees' contributions totalled £762k (2024 - £705k). The agreed contribution rates for future years are 21.2 per cent for employers and 5.5% to 12.5% per cent for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

In June 2023 the High Court ruled in the case of Virgin Media Limited v NTL Pension Trustees. The ruling was that certain pension scheme rule amendments were invalid if they were not accompanied by the correct actuarial confirmation.

This High Court ruling was appealed. In a judgement delivered on 25 July 2024, the Court of Appeal unanimously upheld the decision of the High Court.

On 5 June 2025, the Government announced that it will introduce legislation to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. Once the legislation has been passed, this will mean that pension schemes will be able to obtain written confirmation from an actuary about the benefit changes that were previously made and apply that confirmation retrospectively without making the plan amendments void, if the changes met the necessary standards.

At the date of approval of these financial statements, while it is known there is potential for additional pension liabilities to be recognised as a result of this ruling, the impact in monetary terms is not known and it is reasonable to form the view that it cannot be reasonably estimated. Accordingly, no adjustments to reflect the impact of the ruling have been made in these financial statements.

The Trustees will continue to monitor the developments and consider the impact on the LGPS liabilities recognised by the Trust.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Pension commitments (continued)

Principal actuarial assumptions

	2025	2024
	%	%
Rate of increase in salaries	3.20 - 3.70	3.15 - 3.65
Rate of increase for pensions in payment/inflation	2.70	2.65
Discount rate for scheme liabilities	6.05	5.00

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

	2025	2024
	Years	Years
Retiring today		
Males	20.3-21.0	20.1-20.8
Females	23.8-23.9	23.8-23.9
Retiring in 20 years		
Males	21.4-21.8	21.2-21.5
Females	25.3-25.5	25.3-25.5

Sensitivity analysis on the defined benefit obligations

	2025	2024
	£000	£000
Discount rate - 0.1%	668	789
Salary increase rate + 0.1%	35	44
Pension increase rate + 0.1%	653	761
Mortality assumption - 1 year increase	1,238	1,378

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Pension commitments (continued)

Share of scheme assets

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

	2025 £000	2024 £000
Equities	24,757	22,520
Corporate bonds	11,656	9,464
Property	3,217	2,463
Other assets	852	740
Total market value of assets	<u>40,482</u>	<u>35,187</u>

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

	2025 £000	2024 £000
Current service cost	(2,347)	(2,269)
Interest income	1,830	1,622
Interest cost	(1,772)	(1,750)
Total amount recognised in the Statement of Financial Activities	<u>(2,289)</u>	<u>(2,397)</u>

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

	2025 £000	2024 £000
At 1 September	34,431	30,528
Conversion of academy trusts	-	280
Current service cost	2,347	2,269
Interest cost	1,772	1,750
Employee contributions	762	705
Actuarial gains	(7,355)	(280)
Benefits paid	(1,027)	(821)
At 31 August	<u>30,930</u>	<u>34,431</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Pension commitments (continued)

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

	2025	2024
	£000	£000
At 1 September	34,431	28,222
Conversion of academy trusts	-	195
Interest income	1,830	1,622
Actuarial (losses)/gains	(8,217)	1,502
Employer contributions	3,151	3,006
Employee contributions	762	705
Benefits paid	(1,027)	(821)
At 31 August	<u>30,930</u>	<u>34,431</u>

As at 31 August 2025, there was a notional surplus of £9,552k which has not been recognised. Included in the current year actuarial gains/(losses) within the scheme assets table above is £8,796k (2024 - £756k) of notional surplus not recognised.

28. Operating lease commitments: the Trust as lessee

At 31 August 2025 the Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£000	£000
Amounts payable:		
Within 1 year	109	104
Between 1 and 5 years	184	173
	<u>293</u>	<u>277</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

29. Operating lease commitments: the Trust as lessor

At 31 August 2025 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases as amounts receivable:

	2025	2024
	£000	£000
Amounts receivable:		
Within 1 year	17	16
Between 1 and 5 years	8	25
	<hr/>	<hr/>
	25	41
	<hr/> <hr/>	<hr/> <hr/>

30. Members' liability

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

31. Related party transactions

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

J Trickett, partner of N Mason, a member of the senior management team, is employed by the Academy Trust. J Trickett's appointment was made in open competition and N Mason was not involved in the decision-making process regarding the appointment. J Trickett is paid within the normal pay scale for their role and receives no special treatment as a result of their relationship to a member of the senior management team.

L Westwood, partner of G Evans, a Trustee, is employed by the Academy Trust. L Westwood's appointment was made in open competition and G Evans was not involved in the decision-making process regarding the appointment. L Westwood is paid within the normal pay scale for their role and receives no special treatment as a result of their relationship to a member of the senior management team.

C McArthur, partner of I McArthur, a member of the senior management team, is employed by the Academy Trust. C McArthur's appointment was made in open competition and I McArthur was not involved in the decision-making process regarding the appointment. C McArthur is paid within the normal pay scale for their role and receives no special treatment as a result of their relationship to a member of the senior management team.

L Gaffiney, partner of C Gaffiney, a member of the senior management team, was employed by the Academy Trust until 31 August 2025. L Gaffiney's appointment was made in open competition and C Gaffiney was not involved in the decision-making process regarding the appointment. L Gaffiney was paid within the normal pay scale for their role and received no special treatment as a result of their relationship to a member of the senior management team.

C Gaffiney, partner of L Gaffiney, a member of the senior management team, was employed by the Academy Trust until 31 January 2025. C Gaffiney's appointment was made in open competition and L Gaffiney was not involved in the decision-making process regarding the appointment. C Gaffiney was paid within the normal pay scale for their role and received no special treatment as a result of their relationship to a member of the senior management team.

32. Agency arrangements

The academy trust distributes 16-19 bursary funds to students as an agent for DfE. In the accounting period ending 31 August 2025 the academy trust received £70k (2024 - £69k) and disbursed £76k (2024 - £64k). An amount of £25k (2024 - £31k) is included in other creditors relating to undistributed funds that is repayable to DfE.

The Academy Trust distributes SCITT bursary funds in relation to the teaching school. In the accounting period ending 31 August 2025 the academy trust received £584k (2024 - £635k) and disbursed £613k (2024 - £606k).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

33. Conversion to an Academy Trust

On 1 September 2024, the Trust opened Branston Locks Primary and Nursery School, as a new Free School.

This has been accounted for as in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised in the Statement of Financial Activities from Donations – transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Restricted fixed asset funds £000	Total funds £000
Tangible fixed assets		
Leasehold land and buildings	13,871	13,871
Other tangible fixed assets	718	718
Net assets	<u>14,589</u>	<u>14,589</u>

34. Post balance sheet events

On 1 September 2025, Rugeley John Taylor opened as a new free school within John Taylor MAT.