

Registered number: 07662102

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

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 **Bishop Fleming**
Chartered Accountants

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

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**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2014**

Members and Trustees Professor J Bridgwater (resigned 8 July 2014)¹
J Brookes, Vice Chair^{2,3,4,6}
I Callaghan²
C Coombes^{1,3,4,6}
M Davies (appointed 12 December 2013)¹
L Devine⁴
S Faulkner, Staff Trustee¹
T Filer (appointed 12 December 2013)²
A Francis (resigned 20 November 2013)²
S Gazzard¹
R Griffiths, Staff Trustee (resigned 23 January 2014)¹
J Hartnoll (appointed 12 December 2013)²
A Haysom, Chair^{1,2,3,4,5,6}
M Jones^{1,3,6}
S Leach (resigned 25 November 2013)^{2,3,5}
G Lewis, Headteacher^{1,2,3,4,5,6}
P McGowan (appointed 12 December 2013)¹
M Reardon^{1,3,5,6}
D Tossell^{2,3,4,6}
A Tucker (resigned 1 September 2014)^{2,5}
S Varley²
M Wilkinson, Staff Trustee (appointed 12 February 2014)¹
P Wilson, Staff Trustee (appointed 12 December 2013)²

- ¹ Education Committee
- ² Operations Committee
- ³ Policy Committee
- ⁴ Staffing & Pay Committee
- ⁵ Admissions Committee
- ⁶ Audit Committee

Company registered number 07662102

Principal and Registered office St. Mary's Road
Portishead
Bristol
BS20 7QR

Company secretary S Boden

Accounting officer G Lewis

Senior Leadership Team G Lewis, Headteacher
R Bell, Deputy Headteacher
T Inman, Deputy Headteacher
C Sanders, Business Manager
J Fairs, Assistant Headteacher
S Francis, Assistant Headteacher
S Rossiter, Assistant Headteacher
A Snow, Assistant Headteacher
A Wood, Assistant Headteacher

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2014**

Administrative details (continued)

Independent auditors	Bishop Fleming LLP Chartered Accountants Statutory Auditors 16 Queen Square Bristol BS1 4NT
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Bankers	Lloyds Bank plc 16 The Triangle Clevedon North Somerset BS21 6NG
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Solicitors	Stone King LLP 13 Queen Square Bath BA1 2HJ
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**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2014**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2014. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates an academy for pupils aged 11 to 19 in Portishead in the South West of England. It has a pupil capacity of 1,940 and had a roll of 1,878 in the school census on 15 May 2014.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

The Trustees of Gordano School are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served throughout the year, except as noted, are included in the Reference and Administrative Details on pages 1 to 2.

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 they cease to be a member.

Trustees' Indemnities

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

TRUSTEES

Method of recruitment and appointment or election of Trustees

The Academy Trust shall have the following Trustees as set out in its Articles of Association and Funding Agreement:

- Up to 5 Parent Trustees who are elected by parents of registered pupils at the Academy.
- Up to 2 Parent Trustees who are appointed by the Board of Trustees.
- Up to 3 Staff Trustees who are elected by staff at the Academy.
- Up to 9 Community Trustees who are appointed by the Board of Trustees, one of which will act as the representative of the North Somerset Director of Children's Services.
- The Headteacher who is treated for all purposes as being an ex officio Trustee.

Trustees are appointed for a four year period, except that this time limit does not apply to the Headteacher. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re appointed or re elected.

When appointing new Trustees, the Board will give consideration to the skills and experience mix of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to the Academy's development.

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2014**

Policies and Procedures adopted for the Induction and Training of Trustees

The Academy has a Trustee Induction and Training procedure provided for all new Trustees which will depend upon their existing experience.

The Trustees buy into the North Somerset Governors Support Service which provides updates, training and briefing for Trustees.

Organisational Structure

The Board of Trustees normally meets once each term in accordance with the Memorandum and Articles of Association and Scheme of Governance. The Board of Trustees establishes an overall framework for the governance of the Academy and determines membership, terms of reference and procedures of Committees and other groups. It monitors the activities of the Committees through the minutes of their meetings. The Board of Trustees may from time to time establish Working Groups to perform specific tasks over a limited timescale.

The following decisions are reserved to the Board of Trustees:

- to consider any proposals for changes to the status or constitution of the Academy and its committee structure
- to appoint or remove the Chair and/or Vice Chair
- to approve the annual School Development Plan
- to appoint (or remove) the Headteacher

The Trustees are responsible for setting general policy, approving the statutory accounts, monitoring the Academy by the use of budgets and other data, and making major decisions about the direction of the Academy, capital expenditure and staff appointments.

There are six Committees as follows:

Education Committee – this committee meets at least six times per year to monitor, evaluate and review Academy policy, practice and performance in relation to curriculum planning, communications, target setting and assessment, examinations and all pastoral issues such as monitoring student welfare and safeguarding matters, and to promote and monitor continuing Professional Development across the whole workforce.

Operations Committee – this committee meets at least six times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, compliance with reporting and regulatory requirements and reporting, receiving reports from the Internal Auditor and drafting the annual budget. It is also responsible for advising the Board of Trustees on all matters relating to its statutory duty with regard to the School Site, Buildings, Health and Safety and the environment, including compliance with any relevant legislation. The Operations Committee incorporated the function of the Audit Committee up to November 2013.

Policy Committee – this committee meets at least five times a year and its main function is to co-ordinate the work of all Trustees' Committees.

Staffing & Pay Committee – this committee meets at least three times a year and its main functions are to assist the decision making of the Board of Trustees on all matters relating to its statutory and legal duties with regards to personnel to ensure sound procedures are in place for the management of the Academy's staffing; and to implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions.

Admissions Committee – this committee meets twice a year to deal with all matters relating to admissions.

Audit Committee - This committee was established in November 2013. The main function of this committee is to maintain an oversight of the Academy's governance, risk management, internal control and value for money principles/framework. It reports its findings annually to the Governing Body and the Accounting Officer as a critical element of the Academy's annual reporting requirements.

**GORDANO SCHOOL
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**TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2014**

Leadership Structure

The Academy has a leadership structure which consists of the Trustees, the Senior Leadership Team, Heads of Faculty and House Learning Managers. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels.

Risk Management

The Academy has a formal risk management process to assess business risks and to implement risk management strategies. This process involves identifying the types of risk the Academy faces, scoring and prioritising the risks in terms of their potential operational and financial impact, assessing the likelihood of occurrence and identifying means of mitigating the risks. A Risk Register is maintained and reviewed on a regular basis.

The Headteacher is the Accounting Officer.

Connected Organisations, including Related Party Relationships

Gordano School Community Trust has use of the Academy's sporting facilities and premises, there is a transfer of control agreement between them and the Academy.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The Aims of the Academy during the period ended 31 August 2014 are summarised below:

1. Continue to develop the curriculum to meet the demands of a global economy
2. Provide excellent opportunities for the development of skills and leadership
3. Innovate, refine and share best practice in teaching and learning
4. Work with a range of partners to expand opportunities for students and the community
5. Optimise technology in all aspects of learning both at home and at school
6. Develop a safe high quality and sustainable learning environment
7. Continue to develop strong relationships with families to maximise the achievement of young people

For students we aim to:

- Develop self esteem and raise aspirations
- Promote an independent learning capacity and the motivation to use that capacity
- Provide a rich and stimulating learning environment and a curriculum that meets the needs of all of our learners
- Provide the highest possible level of pastoral care
- Offer a wide range of experiences beyond the formal curriculum
- Celebrate excellence and achievement
- Communicate regularly with their parents and with students themselves about academic attainment and the next steps for challenge and further progress
- Prepare them for the opportunities and responsibilities of adult life as local and global citizens and develop a sense of value for their school, their community and their world
- Work with their parents to share the responsibility of developing happy, confident young people who will leave school with qualifications and a purpose in life

For staff we aim to:

- Sustain a positive, dynamic and supportive working atmosphere
- Create opportunities for personal development and advancement
- Create an environment where the aspiration is always towards excellence
- Promote a culture of innovation and development
- Celebrate excellence and achievement

**GORDANO SCHOOL
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**TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2014**

Objectives, Strategies and Activities

Key activities and targets were identified within the School Development Plan (SDP) 2013-14. These included the introduction of a Peer Observation Programme to support the continuous development of teachers. The SDP also prioritised the school's work with students supported by Pupil Premium. An evaluation of the SDP was published in July 2014 and showed that almost all objectives had been achieved or were well in hand.

Public Benefit

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy's aims and objectives and in planning its future activities.

Gordano School aims to provide for public benefit an excellent secondary education for young people in Portishead and the surrounding area. The school is also committed to working collaboratively with other schools in North Somerset and beyond to share and develop expertise and disseminate best practice. To this end Gordano School has within the period covered by this report, been a significant contributor to the work of the North Somerset Learning Exchange as a leader on CPD and Leadership and Management training sessions. The school also makes the facilities of the school available to the public for sports and leisure use through Gordano School Community Trust.

STRATEGIC REPORT

Achievements and Performance

Examination Results 2014

In August 2014, 68.5% of students achieved 5 A* to C grades (including English and Maths) at GCSE. Maths results increased markedly with just under 80% of students achieving grade C or above. Crucially, progress rates also increased significantly with 77% of pupils making three levels progress in Maths and 78.5% making three levels of progress in English. Progress rates for Pupil Premium students also moved forward in both English and Maths and the progress gap has significantly closed.

A Level results were very consistent with 2013 outcomes. Seven students achieved Oxbridge places and three students took up offers at medical schools.

It has been pleasing to see an improvement in the school's performance on almost all key measures against a background of national volatility and some decline in grades.

School Environment

Once again there have been notable improvements to the school's campus and resources this year. The most significant project has been the erection of our second sports hall and addition of a fitness gym. This development was completed shortly after the year end and the school took charge of the facilities in October 2014. Work has continued apace across the school with further replacement of windows in the main block (Food Technology and Business Studies areas) and redecoration of many areas.

Staff Development

The school remains committed to the development of staff and holds a licence to run the Outstanding Teacher Programme (OTP). Six Gordano staff have been trained as OTP tutors and this programme has now been made available to schools in the region. The school has also worked with Bristol University to redevelop the Middle Leaders Programme which is now certificated by the university. Gordano is a key member of the North Somerset Teaching Schools Alliance and became a National Teaching School in September 2013.

Key Performance Indicators

The key financial performance indicator that the Operations Committee monitor is the School Budget Share. The Academy aims to break even on the School Budget Share portion of the GAG funding. This is to reflect the desire to spend the funding received in any particular year on the pupils in that academic year.

**GORDANO SCHOOL
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**TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2014**

Going Concern

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

FINANCIAL REVIEW

Financial Review

Most of the Academy's income is obtained from the DfE via the EFA 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 2014 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

During the year ended 31 August 2014 the Academy received income of £9,721,750 and incurred expenditure of £10,779,866. The excess of expenditure over income of £1,058,116 was covered by funding received in previous years.

North Somerset Audit Department is appointed to undertake a programme of internal checks on financial controls. During the period the Trustees received reports on the internal controls which contained no matters of significance.

Reserves Policy

The reserves are managed by the appropriate Trustees who review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Academy's current level of free reserves (total funds less the amount held in fixed assets and restricted funds) is £434,524. The Trustees have determined that this level is sufficient to provide sufficient working capital to allow the Academy to operate effectively.

Investment Policy

The Trustees are firmly committed to ensuring that all funds under their control are administered in such a way as to maximise return whilst minimising risk. Due to the nature of the funding cycle, the Academy may at times hold large cash balances which may not be required for immediate use. The Trustees have authorised the opening of additional short term bank investment accounts, to take advantage of higher interest rates when available. No other form of investment is authorised.

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risk and uncertainty facing the Academy is financial. The Academy has considerable reliance on continued Government funding through the EFA. In the last year 99% of the Academy's incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The Academy has continued to strengthen its risk management process throughout the year by improving the process and ensuring staff awareness.

Financial and Risk Management Objectives and Policies

The Academy has agreed a Risk Management Strategy, a Risk Register and a Risk Management Plan. These have been discussed by Trustees and include the financial risks to the Academy. The register and plan are constantly reviewed in light of any new information and formally reviewed annually.

The Trustees examine the financial health formally every term, reviewing performance against budgets and overall expenditure by means of regular update reports at all full Trustees' and Operations Committee meetings.

At the year end, the Academy had no significant liabilities arising from trade creditors or debtors where there would be a significant effect on liquidity.

**GORDANO SCHOOL
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**TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2014**

PLANS FOR FUTURE PERIODS

The school has plans to build on its current success and consolidate the Outstanding judgement achieved in the Ofsted Report of April 2012. These plans are expressed in the Strategic Vision 2010-15 and current School Development Plan.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

The Academy and its Trustees do not act as the Custodian Trustee of any other Charity.

AUDITORS

In so far as the Trustees are aware:

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

The auditors, Bishop Fleming LLP, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

Trustees' report, incorporating a strategic report, approved by order of the Board of Trustees, as company directors, on 11 December 2014 and signed on the board's behalf by:



**A Haysom
Chair of Trustees**

**GORDANO SCHOOL
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GOVERNANCE STATEMENT

SCOPE OF RESPONSIBILITY

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

The Board of Trustees has delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Gordano School 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 Trustees' responsibilities statement. The Board of Trustees has formally met 7 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
Professor J Bridgwater	5	7
J Brookes	5	7
I Callaghan	6	7
C Coombes	6	7
M Davies	6	7
L Devine	4	7
S Faulkner	6	7
T Filer	4	6
A Francis	0	1
S Gazzard	4	7
R Griffiths	1	2
J Hartnoll	6	6
A Haysom	7	7
M Jones	6	7
S Leach	0	1
G Lewis	7	7
P McGowan	5	6
M Reardon	5	7
D Tossell	6	7
A Tucker	4	7
S Varley	4	7
M Wilkinson	4	4
P Wilson	5	6

The Governing body changed significantly during the year with the focus on increasing the skill and knowledge base of the Governing body as a whole.

The process:

- Using materials from the National Association of Governors a skills audit was completed identifying skill gaps and strengths within the Governing Body.
- Referencing the 20 key questions from the All-Party Parliamentary Group on Education Governance & Leadership, Policy committee considered the approach to work within the committee structure.

**GORDANO SCHOOL
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GOVERNANCE STATEMENT (continued)

The outcome:

- Four new Trustees were appointed to the Governing Body following expressions of interest from 9 members of the community. Those appointed all had specific skills identified in the skills audit as areas which needed strengthening within the Governing Body.
- Committee practice was now focusing on the strategic plans of the school as identified within the School Development Plan, monitoring progress and holding senior leaders to account for the progress.
- The Chair completed the National College Chairs Leadership Programme and has been designated as a National Leader of Governance.

The challenge, which has been successfully achieved, has been to ensure appropriate support, mentoring and training to bring all the new appointments to a point of being effective Trustees within six months.

Reviewing the Skills of the Governing body is now an annual task and all new Trustees are appointed with reference to this audit.

The Policy Committee will be considering a review of Governance during this year.

The Operations Committee is a committee of the Board of Trustees. Its purpose is to monitor, evaluate and review policy and performance in relation to financial management, compliance with reporting and regulatory requirements and reporting, receiving internal audit reports and drafting the annual budget. It is also responsible for advising the Board of Trustees on all matters relating to its statutory duty with regard to the School Site, Buildings, Health and Safety and the environment, including compliance with any relevant legislation. The Operations Committee incorporated the function of the Audit Committee up to November 2013.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
J Brookes	3	6
I Callaghan	5	6
T Filer	3	4
J Hartnoll	3	4
A Haysom	5	6
S Leach	0	1
G Lewis	6	6
D Tossell	6	6
A Tucker	3	6
S Varley	6	6
P Wilson	4	4
A Francis	0	1

The Audit Committee is also a sub-committee of the main Board of Trustees. Its purpose is to maintain an oversight of the Academy's governance, risk management, internal control and value for money principles/framework.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
J Brookes	4	4
C Coombes	4	4
A Haysom	4	4
M Jones	4	4
G J Lewis	4	4
M Reardon	4	4
D A Tossell	3	4

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 Gordano School for the year 1 September 2013 to 31 August 2014 and up to the date of approval of the annual report and financial statements.

CAPACITY TO HANDLE RISK

The Board of Trustees has reviewed the key risks to which the Academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy's significant risks, that has been in place for the year 1 September 2013 to 31 August 2014 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

THE RISK AND CONTROL FRAMEWORK

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

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

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint Peter Cann at North Somerset Audit Department as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy's financial systems. On a termly basis, the internal auditor reports to the Board of Trustees on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. There were no matters of significance in the reports received by the Board of Trustees.

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GOVERNANCE STATEMENT (continued)

REVIEW OF EFFECTIVENESS

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

- the work of the internal auditor;
- the work of the external auditors;
- the work of the executive managers within the Academy who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the members of the Board of Trustees on 11 December 2014 and signed on its behalf, by:



**A Haysom, Chair
Trustee**



**G Lewis, Headteacher
Trustee**

**GORDANO SCHOOL
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STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of Gordano School I have considered my responsibility to notify the Academy Board of Trustees and the Education Funding Agency of material irregularity, impropriety and non-compliance with EFA terms and conditions of funding, under the funding agreement in place between the Academy and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

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

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



**G Lewis, Headteacher
Accounting Officer**

Date: 11 December 2014

**GORDANO SCHOOL
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**TRUSTEES' RESPONSIBILITIES STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2014**

The Trustees (who act as governors of Gordano School and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' report (including the Strategic report) and the financial statements in accordance with the Annual Accounts Direction issued by the Education Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

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

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

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



**A Haysom
Chair of Trustees**

Date: 11 December 2014

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GORDANO SCHOOL

We have audited the financial statements of Gordano School for the year ended 31 August 2014 which comprise the Statement of financial activities, the Balance sheet, the Cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Academies Accounts Direction 2013 to 2014 issued by the Education Funding Agency.

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

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the Academy for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Academy's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the Academy's affairs as at 31 August 2014 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 and the Academies Accounts Direction 2013 to 2014 issued by the Education Funding Agency.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' report, incorporating the Strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GORDANO SCHOOL

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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



Joseph Scaife FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
16 Queen Square
Bristol
BS1 4NT
Date: 19/12/14

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO GORDANO SCHOOL AND THE EDUCATION FUNDING AGENCY

In accordance with the terms of our engagement letter dated 16 November 2012 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2013 to 2014, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Gordano School during the year 1 September 2013 to 31 August 2014 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Gordano School and EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Gordano School and EFA 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 Gordano School and EFA, for our work, for this report, or for the conclusion we have formed.

RESPECTIVE RESPONSIBILITIES OF GORDANO SCHOOL'S ACCOUNTING OFFICER AND THE REPORTING ACCOUNTANT

The Accounting Officer is responsible, under the requirements of Gordano School's funding agreement with the Secretary of State for Education dated 1 July 2011, and the Academies Financial Handbook extant from 1 September 2013, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2013 to 2014. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2013 to 31 August 2014 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

APPROACH

We conducted our engagement in accordance with the Academies Accounts Direction 2013 to 2014 issued by EFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

Our work on regularity included a review of the internal controls policies and procedures that have been implemented and an assessment of their design and effectiveness to understand how the academy complied with the framework of authorities. We also reviewed the reports commissioned by the trustees to assess the internal controls throughout the year.

We performed detailed testing based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit on the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO GORDANO
SCHOOL AND THE EDUCATION FUNDING AGENCY (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 year 1 September 2013 to 31 August 2014 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Joseph Scaife FCA DChA (Reporting Accountant)

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

16 Queen Square

Bristol

BS1 4NT

Date:

19/12/14

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account and statement of total recognised gains and losses)
FOR THE YEAR ENDED 31 AUGUST 2014

	Note	Unrestricted funds 2014 £	Restricted funds 2014 £	Restricted fixed asset funds 2014 £	Total funds 2014 £	Total funds 2013 £
INCOMING RESOURCES						
Incoming resources from generated funds:						
Voluntary income	2	-	66,297	-	66,297	48,557
Activities for generating funds	3	92,839	-	-	92,839	64,092
Investment income	4	12,733	-	-	12,733	9,837
Incoming resources from charitable activities	5	402,185	9,089,686	58,010	9,549,881	10,591,002
TOTAL INCOMING RESOURCES		507,757	9,155,983	58,010	9,721,750	10,713,488
RESOURCES EXPENDED						
Charitable activities		484,533	8,826,575	1,441,074	10,752,182	10,553,098
Governance costs	9	-	27,684	-	27,684	29,457
TOTAL RESOURCES EXPENDED	6	484,533	8,854,259	1,441,074	10,779,866	10,582,555
NET INCOMING / (OUTGOING) RESOURCES BEFORE TRANSFERS		23,224	301,724	(1,383,064)	(1,058,116)	130,933
Transfers between Funds	17	-	(466,553)	466,553	-	-
NET INCOME / (EXPENDITURE) FOR THE YEAR		23,224	(164,829)	(916,511)	(1,058,116)	130,933
Actuarial gains and losses on defined benefit pension schemes		-	(404,000)	-	(404,000)	83,000
NET MOVEMENT IN FUNDS FOR THE YEAR		23,224	(568,829)	(916,511)	(1,462,116)	213,933
Total funds at 1 September		411,300	(1,403,911)	35,281,499	34,288,888	34,074,955
TOTAL FUNDS AT 31 AUGUST		434,524	(1,972,740)	34,364,988	32,826,772	34,288,888

All of the Academy's activities derive from continuing operations in the current financial year.

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

The notes on pages 22 to 39 form part of these financial statements.

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER: 07662102

BALANCE SHEET
AS AT 31 AUGUST 2014

	Note	£	2014 £	£	2013 £
FIXED ASSETS					
Tangible assets	14		34,324,107		34,435,306
CURRENT ASSETS					
Debtors	15	500,063		1,211,128	
Cash at bank and in hand		1,014,138		1,304,692	
		<u>1,514,201</u>		<u>2,515,820</u>	
CREDITORS: amounts falling due within one year	16	(586,536)		(737,238)	
NET CURRENT ASSETS			<u>927,665</u>		<u>1,778,582</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>35,251,772</u>		<u>36,213,888</u>
Defined benefit pension scheme liability	24		(2,425,000)		(1,925,000)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			<u><u>32,826,772</u></u>		<u><u>34,288,888</u></u>
FUNDS OF THE ACADEMY					
Restricted funds:					
General funds	17	452,260		521,089	
Fixed asset funds	17	34,364,988		35,281,499	
Restricted funds excluding pension liability		<u>34,817,248</u>		<u>35,802,588</u>	
Pension reserve		<u>(2,425,000)</u>		<u>(1,925,000)</u>	
Total restricted funds			<u>32,392,248</u>		<u>33,877,588</u>
Unrestricted funds	17		<u>434,524</u>		<u>411,300</u>
TOTAL FUNDS			<u><u>32,826,772</u></u>		<u><u>34,288,888</u></u>

The financial statements were approved by the Trustees, and authorised for issue, on 11 December 2014 and are signed on their behalf, by:



A Haysom
Chair of Trustees

The notes on pages 22 to 39 form part of these financial statements.

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2014

	Note	2014 £	2013 £
Net cash flow from operating activities	19	857,518	(212,889)
Returns on investments and servicing of finance	20	12,733	9,837
Capital expenditure and financial investment	20	(1,160,805)	451,900
(DECREASE)/INCREASE IN CASH IN THE YEAR		(290,554)	248,848

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS
FOR THE YEAR ENDED 31 AUGUST 2014

	2014 £	2013 £
(Decrease)/Increase in cash in the year	(290,554)	248,848
MOVEMENT IN NET FUNDS IN THE YEAR	(290,554)	248,848
Net funds at 1 September	1,304,692	1,055,844
NET FUNDS AT 31 AUGUST	1,014,138	1,304,692

The notes on pages 22 to 39 form part of these financial statements.

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014**

1. ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in March 2005, the Academies Accounts Direction 2013 to 2014 issued by EFA, applicable accounting standards and the Companies Act 2006.

1.2 FUND ACCOUNTING

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

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

Restricted general funds comprise all other restricted funds received and include grants from the Department for Education.

1.3 INCOMING RESOURCES

All incoming resources are included in the Statement of financial activities when the Academy has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

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 entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the year for which it is receivable and any unspent amount is reflected as a balance in the restricted general fund.

Capital grants are recognised when receivable and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014**

1. ACCOUNTING POLICIES (continued)

1.4 RESOURCES EXPENDED

Expenditure is recognised in the period in which a liability is incurred and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities are costs incurred in the Academy's educational operations.

Governance costs include the costs attributable to the Academy's compliance with constitutional and statutory requirements, including audit, strategic management and Trustees' meetings and reimbursed expenses.

1.5 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements. The Trustees conclude that it is appropriate to prepare the accounts on the going concern basis for the year ended 31 August 2014.

1.6 TANGIBLE FIXED ASSETS AND DEPRECIATION

All assets costing more than £1,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the Statement of financial activities and are carried forward in the Balance sheet. Depreciation on such assets is charged to the restricted fixed asset fund in the Statement of financial activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Academy's depreciation policy.

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.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2% straight line
Freehold land	-	not depreciated
Plant and machinery	-	10% straight line
Fixtures and fittings	-	20% straight line
Computer equipment	-	20% straight line
Assets under construction	-	not depreciated until complete

**GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014**

1. ACCOUNTING POLICIES (continued)

1.7 TAXATION

The Academy is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Academy is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 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.

1.8 PENSIONS

Retirement benefits to employees of the Academy are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes, are contracted out of the State Earnings-Related Pension Scheme ("SERPS"), and the assets are held separately from those of the Academy.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quinquennial valuations using a prospective benefit method. As stated in note 24, the TPS is a multi-employer scheme and the Academy is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

The LGPS is a funded scheme and the assets are held separately from those of the Academy in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and gains and losses on the settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of financial activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period vesting occurs. The expected return on assets and the interest cost are shown as a net finance amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in other gains and losses.

2. VOLUNTARY INCOME

	Unrestricted funds 2014 £	Restricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
Donations	-	66,297	66,297	48,557

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

3. ACTIVITIES FOR GENERATING FUNDS

	Unrestricted funds 2014 £	Restricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
Lettings	64,331	-	64,331	59,207
Consultancy	6,879	-	6,879	4,755
Teaching School Income and other	21,629	-	21,629	130
	<u>92,839</u>	<u>-</u>	<u>92,839</u>	<u>64,092</u>

4. INVESTMENT INCOME

	Unrestricted funds 2014 £	Restricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
Bank interest	12,733	-	12,733	9,837
	<u>12,733</u>	<u>-</u>	<u>12,733</u>	<u>9,837</u>

5. FUNDING FOR ACADEMY'S EDUCATIONAL OPERATIONS

	Unrestricted funds 2014 £	Restricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
DfE/EFA grants				
Capital Grants	-	93,440	93,440	1,508,514
General Annual Grant	-	8,643,239	8,643,239	8,706,127
Other DfE/EFA grants	-	212,918	212,918	166,523
	<u>-</u>	<u>8,949,597</u>	<u>8,949,597</u>	<u>10,381,164</u>
Other Government grants				
High Needs (SEN)	-	65,658	65,658	50,073
Other Government grants non capital	-	76,272	76,272	123,704
	<u>-</u>	<u>141,930</u>	<u>141,930</u>	<u>173,777</u>
Other funding				
Income for hosting trainee teachers	12,039	-	12,039	12,422
Sales to students	44,479	-	44,479	5,210
Trips and other income	345,667	56,169	401,836	18,429
	<u>402,185</u>	<u>56,169</u>	<u>458,354</u>	<u>36,061</u>
	<u>402,185</u>	<u>9,147,696</u>	<u>9,549,881</u>	<u>10,591,002</u>

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

6. RESOURCES EXPENDED

	Staff costs	Non Pay Expenditure		Total	Total
	2014	Premises	Other	2014	2013
	£	2014	2014	£	£
Direct costs	6,297,504	1,217,578	1,219,990	8,735,072	8,135,809
Support costs	812,067	813,527	391,516	2,017,110	2,417,289
CHARITABLE ACTIVITIES	7,109,571	2,031,105	1,611,506	10,752,182	10,553,098
GOVERNANCE	7,820	-	19,864	27,684	29,457
	7,117,391	2,031,105	1,631,370	10,779,866	10,582,555

7. DIRECT COSTS

	Total	Total
	2014	2013
	£	£
Pension finance costs	34,739	34,863
Educational supplies	270,111	282,860
Examination fees	187,557	162,099
Staff development	31,548	40,571
Educational visits and other costs	472,539	48,062
Agency teachers	11,540	5,245
Insurance refund	-	(9,335)
Wages and salaries	5,108,474	5,058,559
National insurance	412,660	380,258
Pension cost	764,830	705,267
Depreciation	1,441,074	1,427,360
	8,735,072	8,135,809

Included within Educational visits and other costs is:

- School uniform £25,898 (2013: £nil)
- Music tuition £50,491 (2013: £nil)
- Trips £326,198 (2013: £37,900)
- Cost of resources sold to students £58,459 (2013: £nil)
- Other £11,493 (2013: £10,162)

Included within wages and salaries, national insurance and pension costs is £77,436 (2013: £88,960) in relation to supply teacher costs.

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

8. SUPPORT COSTS

	Total 2014 £	Total 2013 £
Pension finance costs	34,261	36,137
Other costs	38,803	35,286
Recruitment and other staff costs	5,529	9,458
Maintenance of premises and equipment	431,822	783,975
Cleaning	162,007	155,313
Rent and rates	58,024	60,450
Heat and light	161,674	169,270
Insurance	71,920	98,204
Security and transport	12,966	13,671
Catering	27,669	28,297
Technology costs	77,088	59,689
Office overheads	14,245	14,644
Legal and professional	108,939	129,422
Bank interest and charges	96	201
Wages and salaries	634,380	657,703
National insurance	38,270	38,883
Pension cost	139,417	126,686
	<u><u>2,017,110</u></u>	<u><u>2,417,289</u></u>

9. GOVERNANCE COSTS

	Total funds 2014 £	Total funds 2013 £
Auditors' remuneration	8,250	8,250
Auditors' non audit costs	5,800	4,900
Internal audit costs	1,235	3,293
Legal and Professional	2,000	2,200
Other costs	666	1,166
Trustees' expenses	1,913	1,828
Wages and salaries	7,820	7,820
	<u><u>27,684</u></u>	<u><u>29,457</u></u>

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

10. NET INCOMING / (OUTGOING) RESOURCES

This is stated after charging:

	2014 £	2013 £
Depreciation of tangible fixed assets:		
- owned by the charity	1,441,074	1,427,359
Auditors' remuneration	8,250	8,250
Auditors' remuneration - non-audit	5,800	4,900
Operating lease rentals:		
- plant and machinery	24,185	24,288
	<u>24,185</u>	<u>24,288</u>

11. STAFF

a. Staff costs

Staff costs were as follows:

	2014 £	2013 £
Wages and salaries	5,750,674	5,724,082
Social security costs	450,930	419,141
Pension costs	904,247	831,953
	<u>7,105,851</u>	<u>6,975,176</u>
Agency supply teacher costs	11,540	5,245
	<u>7,117,391</u>	<u>6,980,421</u>

b. Staff numbers

The average number of persons employed by the Academy during the year expressed as full time equivalents was as follows:

	2014 No.	2013 No.
Teachers	114	109
Administration and support	55	55
Management	9	8
	<u>178</u>	<u>172</u>

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

11. STAFF (continued)

c. Higher paid staff

The number of employees whose emoluments fell within the following bands was:

	2014	2013
	No.	No.
In the band £60,001 - £70,000	3	2
In the band £90,001 - £100,000	1	1
	4	3

Three of the above employees (2013: two) participated in the Teachers' Pension Scheme. For the year ended 31 August 2014 pension contributions for these staff members amounted to £32,009 (2013: £22,281). The other staff member participated in the Local Government Pension Scheme. For the year ended 31 August 2014 pension contributions for this staff member amounted to £8,509 (2013: £7,518).

12. TRUSTEES' REMUNERATION AND EXPENSES

The Headteacher and staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff and not in respect of their services as Trustees. Other Trustees did not receive any payments, other than expenses from the Academy in respect of their role as Trustees. The value of Trustees' remuneration and pension contributions in respect of defined benefit pension schemes during year were as follows; G Lewis £105k - £110k (2013: £95k - £100k), P Wilson £55k - £60k (2013: £NIL) A Francis £45k - £50k (2013: £40k - £45k), R Griffiths £45k - £50k (2013: £40k - £45k), S Faulkner £30k - £35k (2013: £25k - £30k) and M Wilkinson £10k - £15k (2013: £NIL).

During the year retirement benefits were accruing to 6 Trustees (2013: 4) in respect of defined benefit pension schemes.

During the year, no Trustees received any benefits in kind (2013: £NIL).

During the year ended 31 August 2014, expenses totalling £266 (2013: £NIL) were reimbursed to 1 Trustee (2013: no 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 cover up to £5,000,000 on any one claim and the cost for the year ended 31 August 2014 is included within the total insurance cost.

GORDANO SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

14. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Assets under construction £	Total £
COST						
At 1 September 2013	36,296,148	353,175	189,903	556,085	8,895	37,404,206
Additions	136,753	29,800	3,674	134,222	1,025,426	1,329,875
Disposals	-	-	-	(42,424)	-	(42,424)
At 31 August 2014	<u>36,432,901</u>	<u>382,975</u>	<u>193,577</u>	<u>647,883</u>	<u>1,034,321</u>	<u>38,691,657</u>
DEPRECIATION						
At 1 September 2013	2,574,709	58,693	68,656	266,842	-	2,968,900
Charge for the year	1,217,577	38,377	38,715	146,405	-	1,441,074
On disposals	-	-	-	(42,424)	-	(42,424)
At 31 August 2014	<u>3,792,286</u>	<u>97,070</u>	<u>107,371</u>	<u>370,823</u>	<u>-</u>	<u>4,367,550</u>
NET BOOK VALUE						
At 31 August 2014	<u>32,640,615</u>	<u>285,905</u>	<u>86,206</u>	<u>277,060</u>	<u>1,034,321</u>	<u>34,324,107</u>
At 31 August 2013	<u>33,721,439</u>	<u>294,482</u>	<u>121,247</u>	<u>289,243</u>	<u>8,895</u>	<u>34,435,306</u>

Included in freehold property is freehold land at valuation of £3,000,773 which is not depreciated.

15. DEBTORS

	2014 £	2013 £
Trade debtors	4,861	5,040
VAT recoverable	315,901	130,864
Other debtors	14,180	2,655
Prepayments and accrued income	165,121	1,072,569
	<u>500,063</u>	<u>1,211,128</u>

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

	2014 £	2013 £
Trade creditors	79,058	269,680
Other taxation and social security	126,991	128,151
EFA creditor: abatement of GAG	17,849	-
Pension and Union contributions	7,842	6,850
Other creditors	11,458	11,335
Accruals and deferred income	343,338	321,222
	<u>586,536</u>	<u>737,238</u>

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16. CREDITORS:
AMOUNTS FALLING DUE WITHIN ONE YEAR (continued)

	£
DEFERRED INCOME	
Deferred income at 1 September 2013	89,836
Resources deferred during the year	91,020
Amounts released from previous years	(89,836)
	<u>91,020</u>
Deferred income at 31 August 2014	<u>91,020</u>

At the balance sheet date the academy was holding funds received in advance from the EFA for rates funding from 1 September 2014 - 31 March 2015 as well as receipts in advance for trips taking place post year end.

17. STATEMENT OF FUNDS

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Gains/ (Losses) £	Carried Forward £
UNRESTRICTED FUNDS						
General funds	411,300	507,757	(484,533)	-	-	434,524
RESTRICTED FUNDS						
General Annual Grant (GAG)	336,275	8,643,239	(8,144,391)	(466,553)	-	368,570
High needs funding (SEN)	-	65,658	(65,658)	-	-	-
Donations	-	63,257	(61,551)	-	-	1,706
Pupil premium	-	195,865	(195,865)	-	-	-
Devolved formula capital	272	35,877	(4,339)	-	-	31,810
Devolved formula capital on conversion	60,822	-	(60,822)	-	-	-
ACMF	85,007	(447)	(84,560)	-	-	-
16-18 Bursary	16,210	17,053	(9,409)	-	-	23,854
Staff income	-	60,922	(60,922)	-	-	-
Training / Teaching school funding	-	20,000	(13,240)	-	-	6,760
Other restricted funds	4,929	51,519	(55,662)	-	-	786
Discretionary Fund	17,574	3,040	(1,840)	-	-	18,774
Pension reserve	(1,925,000)	-	(96,000)	-	(404,000)	(2,425,000)
	<u>(1,403,911)</u>	<u>9,155,983</u>	<u>(8,854,259)</u>	<u>(466,553)</u>	<u>(404,000)</u>	<u>(1,972,740)</u>

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17. STATEMENT OF FUNDS (continued)

RESTRICTED FIXED ASSET FUNDS

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Gains/ (Losses) £	Carried Forward £
Fixed assets transferred on conversion	31,420,592	-	(1,165,837)	-	-	30,254,755
Fixed assets purchased from GAG and other restricted funds	824,102	-	(221,035)	466,553	-	1,069,620
DfE/EFA Capital grants	3,036,805	58,010	(54,202)	-	-	3,040,613
	<u>35,281,499</u>	<u>58,010</u>	<u>(1,441,074)</u>	<u>466,553</u>	<u>-</u>	<u>34,364,988</u>
Total restricted funds	<u>33,877,588</u>	<u>9,213,993</u>	<u>(10,295,333)</u>	<u>-</u>	<u>(404,000)</u>	<u>32,392,248</u>
Total of funds	<u>34,288,888</u>	<u>9,721,750</u>	<u>(10,779,866)</u>	<u>-</u>	<u>(404,000)</u>	<u>32,826,772</u>

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

RESTRICTED FUNDS

The General Annual Grant (GAG) represents funding received from the Education Funding Agency during the year in order to fund the continuing activities of the school.

High needs funding (SEN) is received from the EFA to cater for pupils with learning difficulties and other disabilities.

Donations represent amounts donated for a specific purpose and includes amounts in relation to school trips.

Pupil premium funding represents amounts received from the EFA to cater for disadvantaged pupils.

Devolved formula capital represents devolved capital funding received from the LA / EFA which has been spent on revenue items.

The Devolved formula capital fund on conversion represents unspent devolved capital funding carried forward from the old school.

The Academies Capital Maintenance Fund represents amounts received from the EFA for particular projects.

16-18 Bursary represents funding received from the Local Authority to distribute to pupils who satisfy the criteria.

Staff income represents funding received to cover staff costs, such as maternity and supply cover.

Training / Teaching school income represents funding received in line with the schools specialist Training / Teaching status.

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17. STATEMENT OF FUNDS (continued)

Other restricted funds include various amounts received from different sources including North Somerset Council.

Discretionary Fund represents parent donations made into Gordano School Discretionary Fund to be spent on student led and community focused projects to enhance school life and create educational opportunities. The balance at the period end represents the unspent balance in the fund.

The pension reserve represents the Local Government Pension Scheme deficit.

FIXED ASSET FUNDS

Fixed assets transferred on conversion represent the building and equipment donated to the school from North Somerset Council on conversion to an academy.

Fixed assets purchased from GAG and restricted funds represents amounts spent on fixed assets from the GAG funding received from the EFA and income from other sources specifically for the purchase of fixed assets.

DfE/EFA Capital grants includes devolved capital funding, demographic growth capital and amounts received from the Academies Capital Maintenance Fund.

OTHER INFORMATION

Under the funding agreement with the Secretary of State, the Academy was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2014.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2014 £	Restricted funds 2014 £	Restricted fixed asset funds 2014 £	Total funds 2014 £	Total funds 2013 £
Tangible fixed assets	-	-	34,324,107	34,324,107	34,435,306
Current assets	434,524	1,038,796	40,881	1,514,201	2,515,820
Creditors due within one year	-	(586,536)	-	(586,536)	(737,238)
Pension scheme liability	-	(2,425,000)	-	(2,425,000)	(1,925,000)
	<u>434,524</u>	<u>(1,972,740)</u>	<u>34,364,988</u>	<u>32,826,772</u>	<u>34,288,888</u>

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19. NET CASH FLOW FROM OPERATING ACTIVITIES

	2014 £	2013 £
Net incoming resources before revaluations	(1,058,116)	130,933
Returns on investments and servicing of finance	(12,733)	(9,837)
Depreciation of tangible fixed assets	1,441,074	1,427,359
Capital grants from DfE	(58,010)	(994,683)
Decrease/(increase) in debtors	751,672	(960,349)
(Decrease)/increase in creditors	(302,369)	112,688
Defined benefit pension scheme adjustments	96,000	81,000
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	857,518	(212,889)

20. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN CASH FLOW STATEMENT

	2014 £	2013 £
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE		
Interest received	12,733	9,837
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT		
Purchase of tangible fixed assets	(1,178,208)	(544,183)
Capital grants from DfE	17,403	994,683
Surplus on disposal of fixed assets	-	1,400
NET CASH (OUTFLOW)/INFLOW FROM CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT	(1,160,805)	451,900

21. ANALYSIS OF CHANGES IN NET FUNDS

	1 September 2013 £	Cash flow £	31 August 2014 £
Cash at bank and in hand:	1,304,692	(290,554)	1,014,138
NET FUNDS	1,304,692	(290,554)	1,014,138

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22. 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.

23. CAPITAL COMMITMENTS

At 31 August 2014 the Academy had commitments as follows:

	2014 £	2013 £
Contracted for but not provided in these financial statements	<u>381,883</u>	<u>85,007</u>

24. PENSION COMMITMENTS

The Academy's employees belong to two principal pension schemes: the Teacher's Pension Scheme for England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Bath and North East Somerset Council. Both are defined benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and of the LGPS 31 March 2013.

Contributions amounting to £7,842 were payable to the scheme at 31 August 2014 (2013: £6,850) and are included within creditors.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The Teachers' Pensions Regulations require an annual account to be kept of receipts and expenditure (including the cost of pensions' increases). From 1 April 2001, the account has been credited with a real rate of return, which is equivalent to assuming that the balance in the account is invested in notional investments that produce that real rate of return.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2014

24. PENSION COMMITMENTS (continued)

Valuation of the Teachers' Pension Scheme

The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge (currently 14.1%);
- total scheme liabilities for service to the effective date of £191,500 million, and notional assets of £176,600 million, giving a notional past service deficit of £14,900 million; and
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations.

The new employer contribution rate is applicable from 1 April 2015 and will be implemented for the TPS from September 2015.

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

Teachers' Pension Scheme Changes

Lord Hutton made recommendations in 2011 about how pensions can be made sustainable and affordable, whilst remaining fair to the workforce and the taxpayer. The Government accepted Lord Hutton's recommendations as the basis for consultation with trade unions and other representative bodies. In March 2012 the Department for Education published proposals for the design for a reformed TPS.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1/57th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Pension benefits built up before 1 April 2015 will be fully protected.

In addition, the proposed final agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

In his interim report of October 2010, Lord Hutton recommended that short-term savings were also required, and that the only realistic way of achieving these was to increase member contributions. At the Spending Review 2010 the Government announced an average increase of 3.2 percentage points on the contribution rates by 2014-15. The increases have been phased in from April 2012 on a 40:80:100% basis.

The Department for Education has continued to work closely with trade unions and other representatives bodies to develop the reformatting Teachers' Pension Scheme and regulations giving effect to it came into force on 1 April 2014. Communications are being rolled out and the reformatting scheme will commence on 1 April 2015.

Under the definitions set out in Financial Reporting Standard (FRS 17) Retirement Benefits, the TPS is a multi-employer pension scheme. The Academy is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, the Academy has taken advantage of the exemption in FRS 17 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy has set out above the information available on the scheme.

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NOTES TO THE FINANCIAL STATEMENTS
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24. PENSION COMMITMENTS (continued)

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2014 was £320,000, of which employer's contributions totalled £242,000 and employees' contributions totalled £78,000. The agreed contribution rates for April 2014 to March 2015 are 13.5% for employers and 5.5% to 9.9% 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.

The Academy's share of the assets and liabilities in the scheme and the expected rates of return were:

	Expected return at 31 August 2014 %	Fair value at 31 August 2014 £	Expected return at 31 August 2013 %	Fair value at 31 August 2013 £
Equities	7.00	713,000	7.00	767,000
Bonds	3.35	249,000	3.90	231,000
Property	6.20	98,000	5.70	84,000
Cash	0.50	43,000	0.50	21,000
Other	7.00	190,000	7.00	84,000
Total market value of assets		<u>1,293,000</u>		<u>1,187,000</u>
Present value of scheme liabilities		<u>(3,718,000)</u>		<u>(3,112,000)</u>
(Deficit)/surplus in the scheme		<u><u>(2,425,000)</u></u>		<u><u>(1,925,000)</u></u>

The amounts recognised in the Balance sheet are as follows:

	2014 £	2013 £
Present value of funded obligations	(3,718,000)	(3,112,000)
Fair value of scheme assets	<u>1,293,000</u>	<u>1,187,000</u>
Net liability	<u><u>(2,425,000)</u></u>	<u><u>(1,925,000)</u></u>

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

	2014 £	2013 £
Current service cost	(269,000)	(238,000)
Interest on obligation	(148,000)	(121,000)
Expected return on scheme assets	<u>79,000</u>	<u>50,000</u>
Total	<u><u>(338,000)</u></u>	<u><u>(309,000)</u></u>
Actual return on scheme assets	<u><u>148,000</u></u>	<u><u>133,000</u></u>

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24. PENSION COMMITMENTS (continued)

Movements in the present value of the defined benefit obligation were as follows:

	2014 £	2013 £
Opening defined benefit obligation	3,112,000	2,668,000
Current service cost	269,000	238,000
Interest cost	148,000	121,000
Contributions by scheme participants	78,000	74,000
Actuarial Losses	137,000	-
Benefits paid	(26,000)	11,000
	<u>3,718,000</u>	<u>3,112,000</u>
Closing defined benefit obligation	<u>3,718,000</u>	<u>3,112,000</u>

Movements in the fair value of the Academy's share of scheme assets:

	2014 £	2013 £
Opening fair value of scheme assets	1,187,000	741,000
Expected return on assets	79,000	50,000
Actuarial gains and (losses)	(267,000)	83,000
Contributions by employer	242,000	228,000
Contributions by employees	78,000	74,000
Benefits paid	(26,000)	11,000
	<u>1,293,000</u>	<u>1,187,000</u>

The cumulative amount of actuarial gains and losses recognised in the Statement of total recognised gains and losses was £545,000 losses (2013: £141,000 losses).

The Academy expects to contribute £274,000 to its Defined benefit pension scheme in 2015.

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

	2014	2013
Equities	55.10 %	64.50 %
Bonds	19.30 %	19.50 %
Property	7.60 %	7.10 %
Cash	3.30 %	1.80 %
Other	14.70 %	7.10 %

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

	2014	2013
Discount rate for scheme liabilities	4.00 %	4.50 %
Expected return on scheme assets at 31 August	5.66 %	5.89 %
Rate of increase in salaries	3.70 %	3.90 %
Rate of increase for pensions in payment / inflation	2.20 %	2.40 %
Inflation assumption (CPI)	2.20 %	2.40 %

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24. PENSION COMMITMENTS (continued)

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

	2014	2013
Retiring today		
Males	23.3 years	22.9 years
Females	25.8 years	25.9 years
Retiring in 20 years		
Males	25.7 years	25.2 years
Females	28.7 years	28.2 years

Amounts for the current and previous two periods are as follows:

Defined benefit pension schemes

	2014 £	2013 £	2012 £
Defined benefit obligation	(3,718,000)	(3,112,000)	(2,668,000)
Scheme assets	1,293,000	1,187,000	741,000
Deficit	(2,425,000)	(1,925,000)	(1,927,000)
Experience adjustments on scheme liabilities	(137,000)	-	(199,000)
Experience adjustments on scheme assets	(267,000)	83,000	(25,000)

25. OPERATING LEASE COMMITMENTS

At 31 August 2014 the Academy had annual commitments under non-cancellable operating leases as follows:

	2014 £	2013 £
EXPIRY DATE:		
Within 1 year	2,531	-
Between 2 and 5 years	13,202	22,352
After more than 5 years	-	1,833

26. RELATED PARTY TRANSACTIONS

Owing to the nature of the Academy's operations and the composition of the Board of Trustees being drawn from local public and private sector organisations, it is likely that transactions will take place with organisations in which a member of the Board of Trustees may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures.

Gordano School Community Trust (GSCT) has some Trustees in common with Gordano School. During the year Gordano School received £30,918 from GSCT. At the year end there was no outstanding balance between the entities.