(A company limited by guarantee)

Annual Report and Financial Statements

for the period from 10 April 2012 to 31 August 2013

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HW Leicester LLP Chartered Accountants and Senior Statutory Auditor Hamilton Office Park 31 High View Close Leicester LE4 9LJ

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# Reference and Administrative Details

Trustees (Directors) Ms S L Singleton, Head Teacher (appointed 10 April 2012)

Governors and Trustees (Directors)

Mrs D Parmar, Chair (appointed 10 April 2012)
Mr P E Bannister (appointed 10 April 2012)
Dr D B Candlin (appointed 30 April 2012)

Dr D B Candlin (appointed 30 April 2012)
Mr P Pancholi (appointed 10 April 2012)
Mr M Chhatrisha (appointed 10 April 2012)
Ms S I Furlong (appointed 10 April 2012)
Mrs B Odedra (appointed 10 April 2012)
Mrs H Patel (appointed 30 April 2012)
Mrs A L Patrick (appointed 10 April 2012)
Mr A Peryer (appointed 10 April 2012)
Mr Philip Storey (appointed 10 April 2012)

Company Secretary Mrs E J Delday

Senior Leadership Team Ms S L Singleton, Head Teacher Mr P E Bannister, Deputy Head Mr B Rackley, Deputy Head

Mr B Rackley, Deputy Head
Ms C Bradshaw, Assistant Head
Mr D Allard, Assistant Head

Mrs E J Delday, Business Manager

Principal and

Registered Office

Ridge Way Oadby Leicester Leicestershire LE2 5TQ

Company Registration 08023322

Number

Auditors HW Leicester LLP

Chartered Accountants and Senior Statutory Auditor

Hamilton Office Park 31 High View Close

Leicester LE4 9LJ

Bankers Lloyds Bank Plc

7 High Street Leicester Leicestershire LE1 9FS

# Reference and Administrative Details

Solicitors

Legal Services
Leicestershire County Council
County Hall
Glenfield Leicester LE3 8RB

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period ended 31 August 2013

# Structure, governance and management

#### Constitution

The Academy Trust is a company limited by guarantee and is an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The company was incorporated on 10 April 2012 and commenced operation as an academy on 1 June 2012.

The governors act as the trustees for the charitable activities of Gartree High School and 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 page 1

# 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

# Trustees' indemnities

The Academy through its Articles has indemnified its Trustees to the fullest extent permissible by law. During the period the Academy also purchased and maintained liability insurance for its Trustees

#### Principal activities

The Academy's principal activity is to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Method of recruitment and appointment or election of Trustees

Any new governors will be appointed in accordance with the guidelines set out in the Funding Agreement Parent Governors shall be elected by parents of registered pupils at the School A Parent Governor must be a parent of a pupil at the Academy at the time when he/she is elected The Governing Body shall make all necessary arrangements for an election of Parent Governors. The Members of the Academy Trust shall comprise

- · the signatories to the Memorandum,
- 1 person appointed by the Secretary of State, in the event that the Secretary of State appoints a person for this purpose,
- the chairman of the Governors, and
- · any additional person agreed unanimously in writing by the members

#### Governors

As detailed in the Memorandum and Articles, the academy trust should have the following Governors

- · 2 Staff Governors
- A minimum of 2 and up to 4 Parent Governors
- Up to 4 Community Governors
- The Head Teacher

The Members may appoint up to 1 Governor save that no more than one third of the total number of individuals appointed as Governors shall be employees of the Academy Trust (including the Head Teacher) The Head Teacher shall be treated for all purposes as being an ex officio Governor The Parent Governors shall be elected by parents of registered pupils at the Academy

# Policies and procedures adopted for the induction and training of Trustees

There is a commitment by the Governors to ensure that new Governors are given the necessary information and support to fulfil their role with confidence. The process is seen as an investment, leading to more effective governance and retention of Governors. A Governors Induction Pack is made available for new Governors which provides a comprehensive guide to the school and its governance.

The "Link Governor" provides the initial induction, which includes a tour of the school to meet staff and students, establishing any training needs and initiating a link with a member of the Senior Leadership Team who in turn links the Governor with specific department heads

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Organisational structure

Gartree High School has a simple and unified management structure to ensure efficiency. The structure consists of three levels the Governors, the Senior Leadership Team and the Middle Leadership Team. The aim of the management structure is to devolve responsibility, encourage involvement in decision-making at all levels and maximise opportunities for succession planning.

The Governors fulfil a largely strategic role They adopt a School Development Plan, approve the annual budget, monitor the school's performance and, on advice, make decisions about the strategic direction of Gartree High School its capital expenditure and senior staff appointments

The SLT consists of the Head Teacher, two Deputy Head Teachers, two Assistant Head Teachers and the Business Manager These leaders control the academy at an executive level implementing the policies laid down by the Governors and reporting back to them As a group, the senior leaders are responsible for the authorisation of spending within agreed budgets and the appointment of staff, other than those for which the Governing Body is responsible (having regard to the Head Teacher's advice)

The middle leadership consists of the Heads of Departments As a group the middle leaders have financial responsibility for their set budgets The Head Teacher is the Accounting Officer

# Risk management

As governors, we acknowledge we have overall responsibility for the School's system of internal financial control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material mis-statement or loss.

The Governing Body has delegated day-to- day responsibility to the Head Teacher, as Accounting Officer, for maintaining a sound system of internal control that supports the achievements of the School's policies, aims and objectives, whilst safeguarding the public funds and assets for which she is personally responsible, in accordance with the responsibilities assigned to her in the Financial Memorandum between Gartree High School and the EFA. The Head Teacher is also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

# Connected organisations, including related party relationships

The Academy is a member of the Oadby Learning Partnership for development and the Learning South Leicestershire Group, which looks at behaviour and other school issues

As of December 2013 the Academy has no plans to join other academies as part of a multi-academy trust

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Objectives and activities

# Objects and aims

Gartree High School regards education as a lifelong process and aims to provide the highest quality education for all its students regardless of age, ability, gender or ethnic background. It expects high standards of achievement and behaviour in a positive, caring environment in which there exists a mutual respect between students, staff and parents. The academy regards its staff as its most important resource and is committed to their professional development to achieve its aims.

- To provide a broad and balanced curriculum in an atmosphere conducive to effective learning
- To develop teaching and learning styles which enable students to reach their full potential
- To provide a disciplined, caring and safe environment where students feel valued
- To encourage students to work co-operatively, respecting each other, adults and their environment
- To support students in developing the varied skills and attitudes which will equip them for the future, enabling them to make a positive contribution to the community and society
- To create an effective partnership with parents, governors and the wider community
- To establish professional working relationships and to facilitate the professional development of staff to achieve the academy aims
- To work within a framework of equal opportunities and to encourage an awareness and appreciation of cultural and religious diversity
- To provide effective and efficient administration and use of resources

# Objectives, strategies and activities

The school's objectives are expressed in its mission statement – Aspiring to personal excellence in a supportive community. This is underpinned by the published aims of the school. The main objectives for 2012-13 are expressed within our annual development plan.

- Appendix A School Improvement Plan
- Implementation of Academy status we identified three key benefits to the change in status
- Mechanism to facilitate strategic change locally 'Developing a 21st Century Learning Agenda' for young people of Oadby aged 10-14, through the developing of local common goals and collaborative arrangements, in a backdrop of 'new freedoms'
- Maximisation of resources Accessing full funding and ensuring best value services for our youngsters
- New opportunities for relationships / partnerships strengthening existing partnerships and developing joint commissioning services Supporting our 'Partner School' and other local schools

Part of our prioritising our focus in the next three years will be specifically addressing the above areas

#### Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the school's objectives and aims and in planning future activities for the year. The trustees consider that the school's aims are demonstrably to the public benefit.

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Achievements and performance

The period 1 June 2012 to 31 August 2013 was the school's first period of operation with academy status and Gartree High School continues to be a high achieving school and pupils' progress and attainment at the school are outstanding

The current Leicestershire system of secondary education in this area is one of high schools (10 to 14) and of upper schools (14 to 18) Students transfer to Gartree High School at age 10 from five main feeder primary schools. At age 14 almost every student transfers to Beauchamp college

In June 2012 Ofsted judged Gartree High School to be a good school where "pupils' achievement is outstanding Pupils thrive academically and develop the skills and personal qualities that prepare them very well for the next stage of their education. By the end of year 9 standards are significantly above the national figures."

# Key Stage 2 results for Summer 2013

Measure	FFT_B prediction	Floor Target	2011	2012	Target 2013	2013 results
APS (R/Wr/M)			27.4	28.2	_	28
Maths level 4+	86		78	79	82	76
Maths level 5+	44		29	39	44	34
Maths 2LP	83	86	68	71	78	67
English & Maths L4+	81	60	72	76	81	71
English & Maths L5+	30		17	27	35	25
Reading level 4+	90		84	84	88	79
Reading level 5+	52		37	43	50	40
Reading 2LP	Replacing o	ld Englis	n measure	F/T 87%	82	70
Writing level 4+	81		79	85	86	90*
Writing level 5+	26		16	35	35	36*
Writing 2LP	Replacing old English measure F/T 87%				82	92
GPS 4+	<b>M</b>	New validated measure for 2013				72
GPS 5+	] New vai	idated m	easure to	r 2013	**	45

<sup>\*</sup>Based on Teacher Assessment ~average of English sub-measures

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

Key Stage 3 results for summer 2013

%	Yr 09 2013 TA Targets against attainment - K53					
Subject	L5+ Target	L5+ Attained	L6+ Target	L6+ Attained	L7+ Target	L7+ Attained
English	95	97	65	74	20	27
Maths	93	96	80	77	50	43
Science	95	97	70	78	32	27
ICT	97	99	65	93	17	31
Art	98	98	70	75	20	18
Design / Tech	98	100	80	94	40	61
Geography	97	98	60	79	25	21
History	97	98	61	78	25	30
RE	96	98	60	68	20	20
MFL	96	92*	63	75*	34	34*
Music	98	99	60	87	10	15
PE	98	100	60	81	15	12

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Going concern

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

# Key financial performance indicators

Gartree High School benchmarks income against curriculum and staffing needs. Key financial indicators are used to drive the type and appropriateness of the curriculum offered. Development planning activities are cross-referenced to relevant cost centres and success criteria monitor the efficiency and effectiveness with which resources are deployed. Different curriculum models are explored each year and decisions made, based on financial information available, cost effectiveness and likely student outcomes.

# Financial review

The majority of the School's income is derived from the EFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the EFA during the period ended 31 August 2013 and the associated expenditure are shown as restricted funds in the statement of financial activities.

In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2005), 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 period ended 31 August 2013, total restricted expenditure of £4,216,698 was more than covered by recurrent grant funding from the EFA together with other incoming resources

At 31 August 2013 the net book value of fixed assets was £15,482,426 and the movement in tangible fixed assets are shown in note 12 to the financial statements. The assets were used exclusively for providing education and the associated support services to the students of the Academy

The school's cash flow is strong due to the profile of its incoming resources. In particular, the receipt of core grant funding at the start of the financial year means that reserves are not required for working capital purposes.

The pension liability does not have an immediate cash flow impact. The cash flow impact will be the increased contributions as a result of the scheme deficit.

# Principal risks and uncertainties

The Governors have assessed the major risks to which the charitable company is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School, and its finances. The Governors have implemented a number of systems, including the Risk Register, to assess risks that the school faces, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying and school trips) and in relation to the control of finance. Operational procedures are in place (e.g. vetting of new staff and visitors, supervision of contractors, maintenance of premises) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover. They are satisfied that these systems are consistent with guidelines issued by the Charities. Commission. The school has an effective system of internal financial controls, Finance. And Infrastructure Committee incorporating Health & Safety – that monitors risks and uncertainty on an at least a termly basis.

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Financial and risk management objectives and policies

This is the first year of operation as an Academy for Gartree High School As an Academy we have developed and adopted an appropriate system of internal control, including financial, operational and risk management which is designed to protect the School's assets and reputation

A Risk Register is maintained at School level which is reviewed at least annually by the Finance Committee and more frequently where necessary. The Risk Register identifies the key risks, the likelihood of those risks occurring, their potential impact on the School and the actions being taken to reduce and mitigate the risks.

The principal risks that may affect the school are outlined below. Not all factors are within the school's control Other factors besides those listed below may also adversely affect the School

#### 1 Government Funding

The School has considerable reliance on continued government funding through the EFA. The majority of the School's revenue was public funded and this level of requirement is expected to continue. There can be no assurance that government policy or practise will remain the same or that public funding will continue at the same levels or on the same terms.

The risk is mitigated in a number of ways

- by ensuring the school is rigorous in continuing to deliver high quality education
- to continue the development of Gartree High School and its neighbours

#### 2 Maintain adequate funding of pension liabilities

The financial statements report the share of the Local Government Pension Scheme deficit on the School's balance sheet in line with requirements of FRS 17

# Reserves policy

The school is required to consider what level of reserves it is appropriate for the school to hold in order to demonstrate appropriate financial management, stewardship and sustainability. The governing body wish to do this to provide assurance to all school's stakeholders that the school is managed in a prudent manner for the best interests of its beneficiaries. The governing body also want to provide confidence that there is a strong justification for the reserves held by the school, and that they wish to be open and transparent on all aspects concerning the school's reserves policy. In doing this the school has considered the following areas.

The financial risks that are mitigated by the holding of reserves include variability of income, variability of expenditure and the risks identified as serious, major or critical that have financial significance

No funds from reserves were used in this financial year to support the budget. It would be our intention to hold reserves at a similar level until the uncertainty of funding for future years is known

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Investment policy

The purpose of the policy is to consider the management of the school's funds bearing in mind the responsibilities that come with the receipt of central government funding

The Governors have agreed to

- To regularly monitor Cash Flow and current account balances to ensure immediate financial commitments can be met (payroll and payments runs) and that the current account has adequate balances to meet forthcoming commitments
- To identify funds surplus to immediate cash requirements and transfer the funds to the Gartree High School deposit account bearing a higher interest rate. To this end an automatic transfer facility will be implemented
- To review periodically and at least annually interest rates and compare with other investment opportunities
- To review periodically and at least annually the academy's current policy to only invests funds in risk free and immediately accessible deposit accounts

# Plans for future periods

There are no plans as yet to alter the age range of the academy, although proposed changes to school transport services may drive change in the future

The trustees are currently considering a building project to extend the school dining hall using section 106 funds held by the Local Authority

Finally, the trustees are examining the implications of expanding the planned admission numbers in line with parental choice and demand for places at Gartree High School

# Trustees' Report for the period from 10 April 2012 to 31 August 2013

# Auditor

In so far as the Trustees are aware

- · there is no relevant audit information of which the charitable company's auditor is 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 auditor is aware of that information

# Reappointment of auditor

In accordance with section 485 of the Companies Act 2006, a resolution for the re-appointment of HW Leicester LLP as auditors of the company is to be proposed at the forthcoming Annual General Meeting

Approved by order of the Board of Trustees on 17 December 2013 and signed on its behalf by

D. Pamal Mrs D Parmar

Chair

# **Governance Statement**

# Scope of responsibility

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

The Governing Body has delegated the day-to-day responsibility to Ms S L Singleton, Head Teacher, 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 Gartree High School and the Secretary of State for Education They are also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control

#### Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Governing Body has formally met 6 times during the period Attendance during the period at meetings of the Governing Body was as follows.

Trustee	Meetings attended	Out of a possible
Mrs D Parmar	6	6
Mr P Pancholi	5	6
Ms S L Singleton	6	6
Mr A Peryer	3	6
Mr P E Bannister	6	6
Dr D B Candlin	3	6
Mrs H Patel	5	6
Mr Philip Storey	6	6
Mrs A L Patrick	4	6
Ms S I Furlong	5	6
Mrs B Odedra	3	6
Mr M Chhatrisha	4	6

# **Governance Statement**

The Finance and General Purposes Committee is a sub-committee of the main Governing Body. Its purpose is to guide and assist the Head Teacher and Governing Body in all matters concerning budgeting, finance, personnel and premises, including grounds, security and Health and Safety.

Attendance at meetings during the period was as follows

Trustee	Meetings attended	Out of a possible
Ms S L Singleton	4	4
Mr P Pancholi	1	4
Mrs H Patel	4	4
Mr P E Bannister	4	4
Mr M Chhatrisha	2	4
Ms S I Furlong	3	4

# 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 Trust 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 Gartree High School for the period ended 31 August 2013 and up to the date of approval of the annual report and financial statements.

# Capacity to handle risk

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

# **Governance Statement**

#### The risk and control framework

The Academy Trust'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 Governing Body,
- regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes,
- · setting targets to measure financial and other performance,
- · clearly defined purchasing (asset purchase or capital investment) guidelines,
- delegation of authority and segregation of duties,
- · identification and management of risks

The Governing Body has considered the need for a specific internal audit function and has decided

· to appoint Leicestershire County Council internal audit department as internal auditor

The auditor's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. Annually, the auditor reports to the Governing Body on the operation of the systems of control and on the discharge of the Governing Body's financial responsibilities.

There were no material control or other issues reported by the RO to date

#### Review of effectiveness

As Accounting Officer, Ms S L Singleton, Head Teacher has responsibility for reviewing the effectiveness of the system of internal control During the period in question the review has been informed by

- the work of the internal auditor,
- · the work of the external auditor,
- · 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 Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Finance and General Purposes Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place

Approved by order of the members of the Governing Body on 17 December 2013 and signed on its behalf by

Mrs D Parmar

Chair

Ms S L Singleton Accounting Officer

# Statement on Regularity, Propriety and Compliance

As accounting officer of Gartree High School I have considered my responsibility to notify the academy trust Governing Body 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 trust 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 trust Governing Body are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date

Ms S L Singleton Accounting Officer

# Statement of Trustees' Responsibilities

The Trustees (who are 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 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 apply them consistently,
- · observe the methods and principles in the Charities SORP,
- · make judgments and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures
  disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 the 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 on 17 December 2013 and signed on its behalf by

Mrs D Parmar

D. Pama

Chair

# Independent Auditor's Report on the Financial Statements to the members of Gartree High School

We have audited the financial statements of Gartree High School for the period from 10 April 2012 to 31 August 2013, which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, Balance Sheet, Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed

#### Respective responsibilities of governors and auditors

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 17), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. 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 (APB'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 charitable company'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 annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

# Opinion on the financial statements

In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2013 and of its
  incoming resources and application of resources, including its income and expenditure, for the period then
  ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the Annual Accounts Direction issued by the Education Funding Agency, and
- have been prepared in accordance with the requirements of the Companies Act 2006

# Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial period for which the financial statements are prepared is consistent with the financial statements

# Independent Auditor's Report on the Financial Statements to the members of Gartree High 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

S K Khullar (Senior Statutory Auditor)

For and on behalf of HW Leicester LLP, Statutory Auditor

Hamilton Office Park 31 High View Close Leicester LE4 9LJ

17 December 2013

# Independent Auditor's Assurance Report on Regularity to Gartree High School and the Education Funding Agency

In accordance with the terms of our engagement letter dated 30 July 2013 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2013, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Gartree High School during the period 10 April 2012 to 31 August 2013 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 the Governing Body and the EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we may state to the Governing Body and the 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 the Governing Body and the EFA, for our work, for this report, or for the conclusion we have formed

# Respective responsibilities of the Governing Body's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of the Governing Body's funding agreement with the Secretary of State for Education dated and the Academies Financial Handbook extant from 1 Sepember 2012, 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. 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 from 10 April 2012 to 31 August 2013 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 Annual Accounts Direction issued by the Education Funding Agency We performed a limited assurance engagement as defined in our engagement letter

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

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

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

The work undertaken to draw to our conclusion includes

- We have confirmed that the activities conform to the academy trust's framework of authorities. As identified by review of minutes, management accounts, discussion with the accounting officer and other key management personnel.
- We have carried out an analytical review as part of the consideration of whether general activities of the academy trust are within the academy trust's framework of authorities
- We have considered the evidence supporting the accounting officer's statement on regularity, propriety and compliance and have evaluated the general control environment of the academy trust and extended the procedures required for financial statements to include regularity

# Independent Auditor's Assurance Report on Regularity to Gartree High School and the Education Funding Agency

- We have assessed and tested a sample of the specific control activities over regularity of a particular activity. In performing sample testing of expenditure, we have considered whether the activity is permissible within the academy trust's framework of authorities. We confirm that each item tested has been appropriately authorised in accordance with the academy trust's delegated authorities and that the internal delegations have been approved by the board of trustees, and conform to the limits set by the Department for Education.
- Formal representations have been obtained from the board of trustees and the accounting officer acknowledging their responsibilities including disclosing all non-compliance with laws and regulations specific to the authorising framework, access to accounting records, provision of information and explanations, and other matters where direct evidence is not available
- In performing sample testing of expenditure, we have reviewed against specific terms of grant funding within the funding agreement. We have reviewed the list of suppliers and have considered whether supplies are from related parties and have reviewed minutes for evidence of declaration of interest, and whether or not there was involvement in the decision to order from this supplier.

We have performed sample testing of other income and tested whether activities are permitted within the academy trust's charitable objects

#### 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 from 10 April 2012 to 31 August 2013 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them

S K Khullar (Senior Statutory Auditor)

For and on behalf of HW Leicester LLP, Chartered Accountants

Hamilton Office Park 31 High View Close Leicester LE4 9LJ

17 December 2013

# Statement of Financial Activities for the Period from 10 April 2012 to 31 August 2013 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds £	Restricted General Funds £	Restricted Fixed Asset Funds £	Total 2013 £
Incoming resources					
Incoming resources from gener Voluntary income	ated fund	ls			
Transfer on conversion	2	375,460	(557,000)	15,844,781	15,663,241
Activities for generating funds	3	300,700	-	-	300,700
Investment income	4	661	-	-	661
Incoming resources from charitable activities Funding for the Academy's					
educational operations	5		4,283,480	17,196	4,300,676
Total incoming resources		676,821	3,726,480	15,861,977	20,265,278
Resources expended					
Cost of generating funds Cost of generating funds		209,846	-	•	209,846
Charitable activities Academy's educational operations		_	4,002,027	394,825	4,396,852
Governance costs	8	_	4,825	-	4,825
Total resources expended	6	209,846	4,006,852	394,825	4,611,523
Net incoming/(outgoing)	Ü		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		.,,
resources before transfers		466,975	(280,372)	15,467,152	15,653,755
Gross transfers between funds			(15,274)	15,274	
Net income/(expenditure) for the period		466,975	(295,646)	15,482,426	15,653,755
Other recognised gains and losses					
Actuarial loss on defined benefit pension scheme	23	<del>-</del> _	(196,000)		(196,000)
Net movement in funds/(deficit)		466,975	(491,646)	15,482,426	15,457,755
Reconciliation of funds					
Funds/(deficit) carried forward at 31 August 2013		466,975	(491,646)	15,482,426	15,457,755

Statement of Financial Activities for the Period from 10 April 2012 to 31 August 2013 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities

# (Registration number: 08023322) Balance Sheet as at 31 August 2013

	Note	31 August 2013 £
Fixed assets		
Tangible assets	12	15,482,426
Current assets		
Debtors	13	179,954
Cash at bank and in hand		739,287
		919,241
Creditors Amounts falling due within one year	14	(156,912)
Net current assets		762,329
Total assets less current habilities		16,244,755
Net assets excluding pension liability		16,244,755
Pension scheme liability	23	(787,000)
Net assets including pension liability		15,457,755
Funds of the Academy:		
Restricted funds		
Restricted general fund		295,354
Restricted fixed asset fund		15,482,426
Restricted pension fund		(787,000)
		14,990,780
Unrestricted funds		
Unrestricted general fund		466,975
Total funds		15,457,755

The financial statements on pages 22 to 45 were approved by the Trustees, authorised for issue on 17 December 2013 and signed on their behalf by

Mrs D Parmar

Chair

# Cash Flow Statement for the Period from 10 April 2012 to 31 August 2013

	Note	31 August 2013 £
Net cash inflow from operating activities	18	771,096
Returns on investments and servicing of finance	19	661
Capital expenditure and financial investment	20	(32,470)
Increase in cash in the period	21	739,287
Reconciliation of net cash flow to movement in net funds		
Increase in cash in the period		739,287
Net funds at 10 April 2012		
Net funds at 31 August 2013		739,287

All of the cash flows are derived from acquisitions in the current financial period

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 1 Accounting policies

# Basis of preparation

The financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom Accounting Standards, the Charity Commission 'Statement of Recommended Practice Accounting and Reporting by Charities' ('SORP 2005'), the Annual Accounts Direction issued by the Education Funding Agency and the Companies Act 2006 A summary of the principal accounting policies, which have been applied consistently, except where noted, is set out below

# Conversion to an academy trust

The conversion from a state maintained school to an academy trust involved the transfer of identifiable assets and liabilities and the operation of the school for £Nil consideration and has been accounted for under the acquisition accounting method

The assets and liabilities transferred on conversion from to an academy trust have been valued at their fair value being a reasonable estimate of the current market value that the trustees would expect to pay in an open market for an equivalent item. Their fair value is in accordance with the accounting policies set out for Gartree High School. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised in voluntary income as net income/net expenditure in the Statement of Financial Activities and analysed under restricted general funds and restricted fixed asset funds. Further details of the transaction are set out in the notes.

#### 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 company 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.

# Incoming resources

All incoming resources are recognised when the Academy Trust has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability

#### Grants receivable

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.

# Sponsorship income

Sponsorship income provided to the Academy Trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable, where there is certainty of receipt

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 1 Accounting policies (continued)

#### **Donations**

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

# Other income

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

# Donated services and gifts in kind

The value of donated services and gifts in kind provided to the Academy Trust are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the Academy Trust can be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the Statement of Financial Activities, except where the gift in kind was a fixed asset in which case the amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with Academy Trust's policies

#### Resources expended

All 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.

All resources expended are inclusive of irrecoverable VAT

# Cost of generating funds

These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds

#### Charitable activities

These are costs incurred on the Academy Trust's educational operations

#### Governance costs

These include the costs attributable to the Academy Trust's compliance with constitutional and statutory requirements, including audit, strategic management and Governor's meetings and reimbursed expenses

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 1 Accounting policies (continued)

# Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. 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 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 Trust's depreciation policy.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset over its expected useful lives, per the table below

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use

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.

#### Asset class

Long leasehold land Long leasehold buildings Furniture and equipment Computer equipment

# Depreciation method and rate

Not depreciated
50 years straight line basis
5 years straight line basis
5 years straight line basis

# Taxation

The Academy Trust is considered to pass the tests set out in Paragraph i 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 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

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 1 Accounting policies (continued)

#### Pension benefits

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, are contracted out of the State Earnings-Related Pension Scheme ('SERPS'), and the assets are held separately from those of the Academy Trust. 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 quinquennial valuations using a prospective benefit method. As stated in the notes to the financial statements, the TPS is a multi-employer scheme and the Academy Trust 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 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 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 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 until 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.

# 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 Education Funding Agency/Department for Education/sponsor/other 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 Education Funding Agency/Department for Education

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

2	Voluntary income				
	Transfer on conversion	Unrestricted funds £ 375,460	Restricted funds £ (557,000)	Restricted fixed asset funds £	Total 2013 £ 15,663,241
3	Activities for generating funds				
				Unrestricted funds	Total 2013 £
	Hire of facilities			6,327	6,327
	Recharges and reimbursements			242,290	242,290
	Other sales			52,083	52,083
				300,700	300,700
4	Investment income				
				Unrestricted funds	Total 2013
	Short term deposits			£ 661	£ 661

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 5 Funding for Academy's educational operations

	Restricted funds £	Restricted fixed asset funds	Total 2013 £
DfE/EFA capital grants			
Devolved capital income	-	17,196	17,196
DfE/EFA revenue grants			
General Annual Grant (GAG)	4,155,384	-	4,155,384
Start Up Grants	25,000		25,000
	4,180,384		4,180,384
Other government grants			
SEN funding from local authority	50,300	-	50,300
Local authority grants	49,630	-	49,630
Other grants	3,166		3,166
	103,096		103,096
Total grants	4,283,480	17,196	4,300,676

# 6 Resources expended

Costs of activities for generating funds	Staff costs £	Premises £	Other costs £ 209,846	Total 2013 £ 209,846
Academy's educational operations			203,010	207,010
Direct costs Allocated support costs	2,923,678 412,420	- 726,432	154,836 179,486	3,078,514 1,318,338
	3,336,098	726,432	334,322	4,396,852
Governance costs including allocated support costs			4,825	4,825
	3,336,098	726,432	548,993	4,611,523

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 6 Resources expended (continued)

Net incoming/outgoing	PACOUPCAC	for the	neriod	include
Met incomming/outgoing	r esour ces	IUI LIIC	periou	menue.

	31 August 2013 £
Fees payable to auditor - audit	4,300
- other audit services	525
Depreciation of fixed assets	394,825

# 7 Charitable activities - Academy's educational operations

Direct costs         funds £         funds £         funds £         2013 £           Direct costs           Teaching and educational support staff costs         2,923,678         -         2,923,678           Educational supplies         126,598         -         126,598           Staff development         17,080         -         17,080           Educational consultancy         9,337         -         9,337           Other direct costs         1,821         -         1,821           Allocated support costs         3,078,514         -         3,078,514           Allocated support costs           Support staff costs         412,420         -         412,420           Depreciation         -         394,825         394,825           Maintenance of premises and equipment         86,262         -         86,262           Cleaning         86,060         -         86,060           Rent, rates and utilities         104,396         -         104,396           Insurance         54,889         -         54,889           Recruitment and support         5,148         -         5,148           Expected return on scheme assets         (25,000)         -         59,		Restricted		
Teaching and educational support staff costs   2,923,678   - 2,923,678   Educational supplies   126,598   - 126,598   Staff development   17,080   - 17,080   Educational consultancy   9,337   - 9,337   Other direct costs   1,821   - 1,821   - 1,821   - 1,821     - 1,8				
Teaching and educational support staff costs         2,923,678         - 2,923,678           Educational supplies         126,598         - 126,598           Staff development         17,080         - 17,080           Educational consultancy         9,337         - 9,337           Other direct costs         1,821         - 1,821           Allocated support costs         3,078,514         - 3,078,514           Support staff costs         412,420         - 412,420           Depreciation         - 394,825         394,825           Maintenance of premises and equipment         86,262         - 86,262           Cleaning         86,060         - 86,060           Rent, rates and utilities         104,396         - 104,396           Insurance         54,889         - 54,889           Recruitment and support         5,148         - 5,148           Expected return on scheme assets         (25,000)         - (25,000)           Interest on defined benefit pension scheme         59,000         - 59,000           Professional fees         15,172         - 15,172           Other support costs         125,166         - 125,166		£	£	£
Educational supplies         126,598         - 126,598           Staff development         17,080         - 17,080           Educational consultancy         9,337         - 9,337           Other direct costs         1,821         - 1,821           Allocated support costs         3,078,514         - 3,078,514           Support staff costs         412,420         - 412,420           Depreciation         - 394,825         394,825           Maintenance of premises and equipment         86,262         - 86,262           Cleaning         86,060         - 86,060           Rent, rates and utilities         104,396         - 104,396           Insurance         54,889         - 54,889           Recruitment and support         5,148         - 5,148           Expected return on scheme assets         (25,000)         - (25,000)           Interest on defined benefit pension scheme         59,000         - 59,000           Professional fees         15,172         - 15,172           Other support costs         125,166         - 125,166           923,513         394,825         1,318,338	Direct costs			
Staff development         17,080         -         17,080           Educational consultancy         9,337         -         9,337           Other direct costs         1,821         -         1,821           Allocated support costs           Support staff costs         412,420         -         412,420           Depreciation         -         394,825         394,825           Maintenance of premises and equipment         86,262         -         86,262           Cleaning         86,060         -         86,060           Rent, rates and utilities         104,396         -         104,396           Insurance         54,889         -         54,889           Recruitment and support         5,148         -         5,148           Expected return on scheme assets         (25,000)         -         (25,000)           Interest on defined benefit pension scheme         59,000         -         59,000           Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166	Teaching and educational support staff costs	2,923,678	•	2,923,678
Educational consultancy         9,337         -         9,337           Other direct costs         1,821         -         1,821           Allocated support costs         3,078,514         -         3,078,514           Allocated support costs         412,420         -         412,420           Depreciation         -         394,825         394,825           Maintenance of premises and equipment         86,262         -         86,262           Cleaning         86,060         -         86,060           Rent, rates and utilities         104,396         -         104,396           Insurance         54,889         -         54,889           Recruitment and support         5,148         -         5,148           Expected return on scheme assets         (25,000)         -         (25,000)           Interest on defined benefit pension scheme         59,000         -         59,000           Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166           923,513         394,825         1,318,338	Educational supplies	126,598	-	126,598
Other direct costs         1,821         -         1,821           3,078,514         -         3,078,514           Allocated support costs           Support staff costs         412,420         -         412,420           Depreciation         -         394,825         394,825           Maintenance of premises and equipment         86,262         -         86,262           Cleaning         86,060         -         86,060           Rent, rates and utilities         104,396         -         104,396           Insurance         54,889         -         54,889           Recruitment and support         5,148         -         5,148           Expected return on scheme assets         (25,000)         -         (25,000)           Interest on defined benefit pension scheme         59,000         -         59,000           Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166           923,513         394,825         1,318,338	Staff development	17,080	-	17,080
Allocated support costs         3,078,514         -         3,078,514           Support staff costs         412,420         -         412,420           Depreciation         -         394,825         394,825           Maintenance of premises and equipment         86,262         -         86,262           Cleaning         86,060         -         86,060           Rent, rates and utilities         104,396         -         104,396           Insurance         54,889         -         54,889           Recruitment and support         5,148         -         5,148           Expected return on scheme assets         (25,000)         -         (25,000)           Interest on defined benefit pension scheme         59,000         -         59,000           Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166	Educational consultancy	9,337	-	9,337
Allocated support costs         Support staff costs       412,420       - 412,420         Depreciation       - 394,825       394,825         Maintenance of premises and equipment       86,262       - 86,262         Cleaning       86,060       - 86,060         Rent, rates and utilities       104,396       - 104,396         Insurance       54,889       - 54,889         Recruitment and support       5,148       - 5,148         Expected return on scheme assets       (25,000)       - (25,000)         Interest on defined benefit pension scheme       59,000       - 59,000         Professional fees       15,172       - 15,172         Other support costs       125,166       - 125,166         923,513       394,825       1,318,338	Other direct costs	1,821	<u> </u>	1,821
Support staff costs       412,420       -       412,420         Depreciation       -       394,825       394,825         Maintenance of premises and equipment       86,262       -       86,262         Cleaning       86,060       -       86,060         Rent, rates and utilities       104,396       -       104,396         Insurance       54,889       -       54,889         Recruitment and support       5,148       -       5,148         Expected return on scheme assets       (25,000)       -       (25,000)         Interest on defined benefit pension scheme       59,000       -       59,000         Professional fees       15,172       -       15,172         Other support costs       125,166       -       125,166		3,078,514		3,078,514
Depreciation       -       394,825       394,825         Maintenance of premises and equipment       86,262       -       86,262         Cleaning       86,060       -       86,060         Rent, rates and utilities       104,396       -       104,396         Insurance       54,889       -       54,889         Recruitment and support       5,148       -       5,148         Expected return on scheme assets       (25,000)       -       (25,000)         Interest on defined benefit pension scheme       59,000       -       59,000         Professional fees       15,172       -       15,172         Other support costs       125,166       -       125,166         923,513       394,825       1,318,338	Allocated support costs			
Maintenance of premises and equipment       86,262       -       86,262         Cleaning       86,060       -       86,060         Rent, rates and utilities       104,396       -       104,396         Insurance       54,889       -       54,889         Recruitment and support       5,148       -       5,148         Expected return on scheme assets       (25,000)       -       (25,000)         Interest on defined benefit pension scheme       59,000       -       59,000         Professional fees       15,172       -       15,172         Other support costs       125,166       -       125,166         923,513       394,825       1,318,338	Support staff costs	412,420	-	412,420
Cleaning       86,060       -       86,060         Rent, rates and utilities       104,396       -       104,396         Insurance       54,889       -       54,889         Recruitment and support       5,148       -       5,148         Expected return on scheme assets       (25,000)       -       (25,000)         Interest on defined benefit pension scheme       59,000       -       59,000         Professional fees       15,172       -       15,172         Other support costs       125,166       -       125,166         923,513       394,825       1,318,338	Depreciation	-	394,825	394,825
Rent, rates and utilities       104,396       - 104,396         Insurance       54,889       - 54,889         Recruitment and support       5,148       - 5,148         Expected return on scheme assets       (25,000)       - (25,000)         Interest on defined benefit pension scheme       59,000       - 59,000         Professional fees       15,172       - 15,172         Other support costs       125,166       - 125,166         923,513       394,825       1,318,338	Maintenance of premises and equipment	86,262	-	86,262
Insurance       54,889       -       54,889         Recruitment and support       5,148       -       5,148         Expected return on scheme assets       (25,000)       -       (25,000)         Interest on defined benefit pension scheme       59,000       -       59,000         Professional fees       15,172       -       15,172         Other support costs       125,166       -       125,166         923,513       394,825       1,318,338	Cleaning	86,060	-	86,060
Recruitment and support       5,148       - 5,148         Expected return on scheme assets       (25,000)       - (25,000)         Interest on defined benefit pension scheme       59,000       - 59,000         Professional fees       15,172       - 15,172         Other support costs       125,166       - 125,166         923,513       394,825       1,318,338	Rent, rates and utilities	104,396	-	104,396
Expected return on scheme assets       (25,000)       - (25,000)         Interest on defined benefit pension scheme       59,000       - 59,000         Professional fees       15,172       - 15,172         Other support costs       125,166       - 125,166         923,513       394,825       1,318,338	Insurance	54,889	-	54,889
Interest on defined benefit pension scheme         59,000         -         59,000           Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166           923,513         394,825         1,318,338	Recruitment and support	5,148	-	5,148
Professional fees         15,172         -         15,172           Other support costs         125,166         -         125,166           923,513         394,825         1,318,338	Expected return on scheme assets	(25,000)	-	(25,000)
Other support costs         125,166         -         125,166           923,513         394,825         1,318,338	Interest on defined benefit pension scheme	59,000	-	59,000
923,513 394,825 1,318,338	Professional fees	15,172	-	15,172
	Other support costs	125,166	<u> </u>	125,166
		923,513	394,825	1,318,338
4,002,027 394,825 4,396,852		4,002,027	394,825	4,396,852

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

8	Governance costs		
		Restricted funds £	Total 2013 £
	Auditors' remuneration		
	Audit of financial statements	4,300	4,300
	Other audit services	525	525
		4,825	4,825
9	Staff costs		2013 £
	Staff costs during the period were:		
	Wages and salaries		2,735,631
	Social security costs		191,915
	Pension costs		382,544
	Supply teacher costs		26,008
			3,336,098

The average number of persons (including senior management team) employed by the Academy during the period expressed as full time equivalents was as follows

,	31 August 2013 No
Charitable Activities	
Teachers	37
Administration and support	29
Management	5
	71

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

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

# 9 Staff costs (continued)

31 August 2013 No

£70,001 - £80,000

43 of the above employees participated in the Teachers' Pension Scheme During the period ended 31 August 2013, pension contributions for these staff amounted to £270,778 48 of the above employees participated in the Local Government Pension Scheme, pension contributions amounted to £111,776

#### 10 Trustees' remuneration and expenses

The Principal and staff trustees only receive remuneration in respect of services they provide undertaking the roles of Principal 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' annualised remuneration was as follows.

Ms S L Singleton (Head teacher) £70,000 - £75,000

Mr P E Bannister (Staff trustee) £55,000 - £60,000

Ms S I Furlong (Staff trustee) £10,000 - £15,000

Mrs A L Patrick (Staff trustee) £40,000 - £45,000

Related party transactions involving the trustees are set out in note 24

# 11 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 £3,000,000 on any one claim and the cost for the period ended 31 August 2013 was £1,723

The cost of this insurance is included in the total insurance cost

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

12 Tangible fixed assets

	Leasehold land and buildings £	Furniture and equipment	Computer equipment	Total £
Cost				
Additions	-	19,816	12,654	32,470
Transfers	15,672,790	107,991	64,000	15,844,781
At 31 August 2013	15,672,790	127,807	76,654	15,877,251
Depreciation				
Charge for the year	345,332	30,962	18,531	394,825
At 31 August 2013	345,332	30,962	18,531	394,825
Net book value				
At 31 August 2013	15,327,458	96,845	58,123	15,482,426
12 Dakean				
13 Debtors				31 August 2013 £
Prepayments				33,958
VAT recoverable				18,522
Other debtors				127,474

4 Creditors: amounts falling due within one year	
	31 August 2013
	£
Other taxation and social security	88,844
Accruals	68,068
	156,912
	<del></del>

179,954

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

#### 15 Funds

	Incoming resources £	Resources expended £	Gains, losses and transfers £	Balance at 31 August 2013
Restricted general funds				
General Annual Grant (GAG)	4,104,740	(3,794,112)	(15,274)	295,354
Start up grant	25,000	(25,000)	-	-
Other Dfe/EFA grants	65,658	(65,658)	-	-
Local authority grants	88,082	(88,082)		
	4,283,480	(3,972,852)	(15,274)	295,354
Restricted fixed asset funds				
Long leasehold land and buildings	15,672,790	(345,332)	-	15,327,458
Other tangible assets on conversion	171,991	(49,493)	15,274	137,772
DfE/EFA capital grants	17,196		<u> </u>	17,196
	15,861,977	(394,825)	15,274	15,482,426
Restricted pension funds				
Pension reserve	(557,000)	(34,000)	(196,000)	(787,000)
Total restricted funds	19,588,457	(4,401,677)	(196,000)	14,990,780
Unrestricted funds				
Unrestricted general funds	676,821	(209,846)		466,975
Total funds	20,265,278	(4,611,523)	(196,000)	15,457,755

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

#### Restricted general funds

This fund represents grants received for the Academy's operational activities and development. It includes the pension reserve, which represents the potential liability due by the Academy at the period end

## Restricted fixed asset fund

The fund represents the net book value of fixed assets that the Academy has purchased out of grants received or were transferred on conversion

#### Unrestricted funds

The unrestricted fund represents funds available to the trustees to apply for the general purposes of the Academy

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2013

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

## 16 Analysis of net assets between funds

	Unrestricted funds £	Restricted general funds	Restricted fixed asset funds £	Total funds £
Tangible fixed assets	-	-	15,482,426	15,482,426
Current assets	466,975	452,266	-	919,241
Current liabilities	· -	(156,912)	-	(156,912)
Pension scheme liability	<u> </u>	(787,000)		(787,000)
Total net assets	466,975	(491,646)	15,482,426	15,457,755

#### 17 Financial commitments

## **Operating leases**

At 31 August 2013 the Academy had annual commitments under non-cancellable operating leases as follows

## Opera

Operating leases which expire:	31 August 2013 £
Other	
Within two to five years	5,739

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

## 18 Reconciliation of net income to net cash inflow/(outflow) from operating activities

, , , ,		31 August 2013 £
Net income		15,653,755
Depreciation		394,825
Assets and liabilities inherited on conversion		(15,287,781)
Interest receivable		(661)
FRS 17 expected return on scheme assets		(25,000)
FRS 17 interest on defined benefit pension scheme		59,000
Increase in debtors		(179,954)
Increase in creditors		156,912
Net cash inflow from operating activities		771,096
19 Returns on investments and servicing of finance		
		31 August 2013 £
Interest received		661
Net cash inflow from returns on investments and servicing of finance		661
20 Capital expenditure and financial investment		
		31 August 2013 £
Purchase of tangible fixed assets		(32,470)
21 Analysis of changes in net funds		
	Cash flows	At 31 August 2013 £
Cash at bank and in hand	739,287	739,287

#### 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

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

#### 23 Pension and similar obligations

The Academy's employees belong to two principal pension schemes the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff, and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by 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 was 31 March 2004 and of the LGPS 31 August 2012.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial period

#### Teachers' Pension Scheme

#### Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010). These regulations apply to teachers in schools that are maintained by local authorities and other educational establishments, including academies, in England and Wales. In addition teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and from 1 January 2007 automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

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

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and are paid by public funds provided by Parliament 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 under arrangements governed by the above Act

The Teachers' Pensions Regulations require an annual account, the Teachers' Pension Budgeting and Valuation 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 Period from 10 April 2012 to 31 August 2013

#### 23 Pension and similar obligations (continued)

#### Valuation of the Teachers' Pension Scheme

At the last valuation, the contribution rate to be paid into the TPS was assessed in two parts. First, a standard contribution rate (SCR) was determined. This is the contribution, expressed as a percentage of the salaries of teachers and lecturers in service or entering service during the period over which the contribution rate applies, which if it were paid over the entire active service of these teachers and lecturers would broadly defray the cost of benefits payable in respect of that service. Secondly, a supplementary contribution is payable if, as a result of the actuarial review, it is found that accumulated liabilities of the Account for benefits to past and present teachers, are not fully covered by standard contributions to be paid in future and by the notional fund built up from past contributions. The total contribution rate payable is the sum of the SCR and the supplementary contribution rate.

The last valuation of the TPS related to the period 1 April 2001 to 31 March 2004. The Government Actuary's report of October 2006 revealed that the total liabilities of the Scheme (pensions in payment and the estimated cost of future benefits) amounted to £166,500 million. The value of the assets (estimated future contributions together with the proceeds from the notional investments held at that valuation date) was £163,240 million. The assumed real rate of return was 3.5% in excess of prices and 2% in excess of earnings. The rate of real earnings growth was assumed to be 1.5%. The assumed gross rate of return was 6.5%. From 1 January 2007, the SCR was assessed at 19.75%, and the supplementary contribution rate was assessed to be 0.75% (to balance assets and liabilities as required by the regulations within 15 years). This resulted in a total contribution rate of 20.5%, which translated into an employee contribution rate of 6.4% and employer contribution rate of 14.1% payable.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, the design of benefits and many other factors. Many of these assumptions are being considered as part of the work on the reformed TPS, as set out below. Scheme valuations therefore remain suspended. The Public Service Pensions Bill, which is being debated in the House of Commons, provides for future scheme valuations to be conducted in accordance with Treasury directions. The timing for the next valuation has still to be determined, but it is likely to be before the reformed schemes are introduced in 2015.

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

#### 23 Pension and similar obligations (continued)

#### **Teachers' Pension Scheme Changes**

Lord Hutton published his final report in March 2011 and made recommendations 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 and Ministers engaged in extensive discussions with trade unions and other representative bodies on reform of the TPS. Those discussions concluded on 9 March 2012 and the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

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 Importantly, 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 just 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 were to be phased in from April 2012 on a 40.80 100% basis.

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.

#### Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the period ended 31 August 2013 was £146,000, of which employer's contributions totalled £112,000 and employees' contributions totalled £34,000. The agreed contribution rates for future years are per cent for employers and per cent for employees.

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

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

## 23 Pension and similar obligations (continued)

	At 31 August 2013 %
Rate of increase in salaries	5 00
Rate of increase for pensions in payment/inflation	3 00
Discount rate for scheme liabilities	5 00
Inflation assumptions (CPI)	3 00

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

	At 31 August 2013
Retiring today	
Males returing today	21 00
Females retiring today	23 00
Retiring in 20 years	
Males retiring in 20 years	23 00
Females retiring in 20 years	26 00

The academy's share of the assets and liabilities in the scheme were

	At 31 August 2013 £
Equities	361,000
Government bonds	147,000
Property	51,000
Cash	6,000
Total market value of assets	565,000
Present value of scheme liabilities - funded	(1,352,000)
Deficit in the scheme	(787,000)

The expected rates of return were

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

## 23 Pension and similar obligations (continued)

	At 31 August 2013 %
	70
Equities	7 00
Government bonds	4 00
Property	5 00
Cash	400

The expected return on assets is based on the long-term future expected investment return for each asset class at the beginning of the period. The returns on gilts and other bonds are assumed to be the gilt yield and corporate bond yield (with an adjustment to reflect the default risk) respectively at the relevant date. The returns on equities and property are then assumed to be a margin above gilt yields

The actual return on scheme assets was £25,000

#### Amounts recognised in the statement of financial activities

	31 August 2013 £
Current service cost	118,000
Total operating charge	118,000
Analysis of pension finance income/(costs)	
	31 August 2013
Expected return on pension scheme assets Interest on pension liabilities	£ 25,000 (59,000)
Pension finance costs	(34,000)

The actuarial gains and losses for the current period are recognised in the statement of financial activities. The cumulative amount of actuarial gains and losses recognised in the statement of financial activities since the adoption of FRS 17 is (£196,000)

# Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

## 23 Pension and similar obligations (continued)

Movements in the present value of defined benefit obligation	
•	31 August 2013
	£
At 1 June 2012	905,000
Current service cost	118,000
Interest cost	59,000
Employee contributions	34,000
Actuarial losses	236,000
At 31 August 2013	1,352,000
Movements in the fair value of academy's share of scheme assets	
	31 August 2013
	£
At 1 June 2012	348,000
Expected return on assets	25,000
Actuarial gains	46,000
Employer contributions	112,000
Employee contributions	34,000
At 31 August 2013	565,000
The estimated value of employer contributions for next period is £99,000	
History of experience adjustments	
Amounts for the current period are as follows	
•	31 August
	2013 £
Present value of scheme liabilities	(1,352,000)
Fair value of scheme assets	565,000
Deficit in the scheme	(787,000)
	31 August 2013
	£
Experience adjustments arising on scheme assets	46,000
Experience adjustments arising on scheme liabilities	(236,000)

## Notes to the Financial Statements for the Period from 10 April 2012 to 31 August 2013

#### 24 Related party transactions

Owing to the nature of the Academy's operations and the composition of the board of governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of governors 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

#### 25 Conversion to an academy trust

On 1 June 2012 Gartree High School converted to academy trust status under the Academies Act 2010 and all the operations assets and liabilities were transferred to Gartree High School from the Leicestershire County Council Local Authority for £Nil consideration

The transfer has been accounted for using the acquisition method. 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 as voluntary income

The following table sets out the fair values of the identifiable assets and liabilities and an analysis of their recognition in the SOFA

Tangible fixed assets	Unrestricted fund £	Restricted general fund £	Restricted fixed asset fund £	Total £
Freehold/leasehold land and buildings	-	-	15,672,790	15,672,790
Other tangible fixed assets	-	-	171,991	171,991
Budget surplus on LA funds	375,460	-	-	375,460
LGPS pension deficit		(557,000)		(557,000)
Net assets/(liabilities)	375,460	(557,000)	15,844,781	15,663,241



# School Improvement Plan 2013-14

Continue to raise achievement   Continue to develop leadership   Continue to				'Aspiring to Personal Excellence in a Si	nce	in a Supportive Community	1
Continue to raise achievement challenging learning environment challenging and continued improvement systems and procedures are in place to scrutinise pupil performance data scrutinise pupil performance data stages setting and tracking supports suctions and sustains outstanding achievement and sustains outstanding programme for all these not constanding programme	<b>L</b>	Pupil achievement	2	The quality of teaching	ω	haviour and Safety	4
Ensure effective data management systems and procedures are in place to systems and procedures are in place to systems and procedures are in place to serutinese pupil performance data and sustains outstanding achievement by according and memoriang to develop a personalised and alternative curriculum Particular focus on FMS pupils and the effective use of pupil premium improve the quality of reporting to parents  Ensure effective data management a limplement a support strategies to packed of counts and sustains of the encoded across all year groups is embedded across all year groups in the pace of outstanding programme for all pace and sustains outstanding programme for all seathers in pace to develop a personalised and alternative curriculum appropriate for some every caching and specific burnculum appropriate for some vulnerable pupils from September Tracking across the curriculum appropriate for some vulnerable pupils from September Tracking across the curriculum appropriate for some vulnerable pupils from September Tracking across the curriculum appropriate for some vulnerable pupils from September Tracking across the curriculum appropriate for some vulnerable pupils from September Tracking across the c	<del>-</del>	Continue to raise achievement		Provide a stimulating and challenging learning environment for all		Create a positive ethos for continued improvement	<del> </del>
All groups making rapid and sustained progress over time. Learning exceptionally well across the curriculum exceptionally well across the curriculum Particular focus on FMS pupils and the effective use of pupil premium.  Intervention for underperforming allows prompit action from departments/ pastoral team improve the quality of reporting to parents.  Devise a system for assessing the might experience and achievement on pupil experience and achievement.  All groups making rapid and sustained by Written feedback is regular and specific curriculum appropriate for some vulinerable pupils curriculum appropriate for some vulinerable pupils.  C. Lesson planning, strategies and activities match the needs of all pupils develop our rewards system.  C. Lesson planning, strategies and activities match the needs of all pupils develop our rewards system.  C. Devise a personalised and alternative curriculum appropriate for some vulinerable pupils.  C. Use behaviour for learning strategies to conspire and motivate pupils further develop our rewards system.  C. Devision appropriate for some vulinerable pupils.  C. Descon planning, strategies and pupils activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning strategies to conspire and motivate pupils further develop our rewards system.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. Descon planning activities match the needs of all pupils.  C. De	Ð	Ensure effective data management systems and procedures are in place to scrutinise pupil performance data Target setting and tracking supports and sustains outstanding achievement	n	Implement a support structure to develop all teachers  Good to outstanding programme for all good teachers Support programme for all those not consistently good  Provide opportunities for outstanding practitioners to share good practice Coaching and mentoring to develop individuals/support  A programme for all teachers in the early years of their career	ā	are	<u></u>
Intervention for underperforming pupils from September Tracking allows prompt action from departments/ pastoral team  Improve the quality of reporting to parents  Devise a system for assessing the impact of the enrichment curriculum on pupil experience and achievement  Devise a system for assessing the impact of the enrichment curriculum on pupil experience and achievement  East on planning, strategies and activities match the needs of all pupils in spire and motivate pupils Further develop our rewards system develop our rewards	ь	All groups making rapid and sustained progress over time Learning exceptionally well across the curriculum Particular focus on FMS pupils and the effective use of pupil premium	5	Written feedback is regular and specific across the curriculum	<u> </u>	alised and alternative priate for some	ь
Improve the quality of reporting to parents  Devise a system for assessing the impact of the enrichment curriculum on pupil experience and achievement  f	n	Intervention for underperforming pupils from September Tracking allows prompt action from departments/ pastoral team	C	Lesson planning, strategies and activities match the needs of all pupils	C	s to	0
Devise a system for assessing the impact of the enrichment curriculum on pupil experience and achievement f	٩	Improve the quality of reporting to parents					۵
69	ю	Devise a system for assessing the impact of the enrichment curriculum on pupil experience and achievement					e
							•
							gg.