

COMPANY REGISTRATION NUMBER 08520286



**NORWOOD GREEN JUNIOR SCHOOL
FINANCIAL STATEMENTS
31 AUGUST 2015**



AUDIT FOR BUSINESS DEVELOPMENT AND SOLUTIONS LIMITED

Chartered Accountants & Statutory Auditor
15 Oxford Street
Southampton
Hampshire
SO14 3DJ

NORWOOD GREEN JUNIOR SCHOOL

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

CONTENTS	PAGE
Members of the Board and professional advisers	1
Trustees' Report	2
Governance statement	16
Statement on regularity, propriety and compliance	19
Statement of trustees' responsibilities	20
Independent auditor's report to the members	21
Independent reporting accountant's report on regularity	23
Statement of financial activities (incorporating the income and expenditure account)	25
Balance sheet	26
Cash flow statement	27
Notes to the financial statements, incorporating	
Statement of Accounting Policies	28
Other notes to the financial statements	31

NORWOOD GREEN JUNIOR SCHOOL

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

Company name Norwood Green Junior School

Company registration number 08520286

Principal and registered office Thorncliffe Road
Southall
Middlesex
UB2 5RN

Members and Trustees

	Trustee	Member
Mr R Khosla (changed to Co-opted Governor 1.9.14)	x	x
Ms M Wood (chair) (resigned 20.10.15)	x	x
Mrs S Mann (changed to co-opted Governor 11.11.13)	x	x
Mrs K Gahir (resigned 20.10.15)	x	x
Mrs V Gerber	x	x
Mrs C Norfolk (headteacher)	x	
Mrs P Sehgal (staff trustee)	x	
Ms G. Mungroo (support staff trustee)	x	
Mrs B Khalyon (reappointed to co-opted Governor 2.6.14)	x	

Secretary D Blackburn

Auditor Audit for Business Development and Solutions Limited
Chartered Accountants
& Statutory Auditor
15 Oxford Street
Southampton
Hampshire
SO14 3DJ

Bankers NatWest plc
275-277 High Street
Hounslow, TW3 1ZA

Financial Support Service LMS Ltd., PO Box 599
Walton-on-Thames
Surrey
KT12, 9EZ

Solicitors Brownejacobson
Mowbray House
Castle Meadow Road
Nottingham
NG2 1BJ

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period from 1 September 2014 to 31 August 2015. The school converted to an academy on 1st July 2013. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

The trust operates an academy with a capacity of 360 pupils (357 on roll as at January 2015) aged 7 to 11 serving a catchment area in Hounslow.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust. The trustees of the academy are also directors of the charitable company for the purposes of company law.

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

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 £1,000,000 on any one claim and the cost for the period ended 31 August 2015 was £530. The cost is included in the total insurance cost.

Method of Recruitment and Appointment or Election of Trustees

The members appoint the governors. The members may appoint staff governors through such process as they may determine, provided that such total numbers (including the headteacher) who are employees of the academy does not exceed one third of the total number of governors. Parent governors shall be elected by parents of registered pupils. The secretary of state may appoint governors under in certain circumstances.

Subject to Articles 48-49 of the Articles of association which outline the initial members (named in the initial memorandum) of the Governing Body and the Secretary of State's right to appoint in specific circumstances additional Governors and remove Governors appointed under article 50, the Academy Trust (also referred to as the Governing Body) shall have the following Governors:

- At least 4 but no more than 5 Governors, appointed by the Governing Body under Article 50 recruited by nomination, recommendation or through periodic appeal for persons with specific skills, knowledge, experience which will benefit the overall composition of the Governing Body.
- 2 Staff Governors, appointed by the Governing Body under Article 50A-D. The Governing Body has determined the election procedures and Staff Governors (other than the Headteacher) are recruited, when a vacancy arises, through election by secret ballot (if contested) of all the staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Principal/Executive Headteacher).

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

- 2 Parent Governors elected or appointed under Articles 53 - 58. The Governing Body determined the election procedures and Parent Governors are recruited, when a vacancy arises, through election by secret ballot (if contested) of all the known parents of pupils registered at the academy at the time. Vacancies are advertised at the most appropriate juncture to all those known to be the parents of a pupil registered at the school at the time of the election. In appointing a Parent Governor the Governing Body shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a parent of a former pupil at the Academy or predecessor Cranford Community College; or where it is not reasonably practical to do so, a person who is the parent of a child of, or under, compulsory school age.
- The Headteacher shall be treated for all purposes as an ex-officio Governor.

The term of office for any Governor shall be 4 years, save that this time limit shall not apply to the Headteacher. Subject to remaining eligible to be a particular type of Governor, any Governor may be re-appointed or re-elected.

Policies and Procedures Adopted for the Induction and Training of Trustees

All new governors will be given a tour of the academy and the opportunity to meet staff and students. All governors are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as governors.

The Governing Body has a Governor Induction via Hounslow's Governor section which provides information and training activities which all new Governors must undertake. This includes core training, key documentation, a discussion of protocols, a further exploration of skills, experience and interests and how these might be best utilized.

On-going training is the responsibility of the Governing Body and is supported by expertise from within the academy and beyond. Skills audits are undertaken periodically and Governors are required to sign key declarations at least annually.

Organisational Structure

The Academy trust holds an annual general meeting every year in addition to any other meeting in that year. The Trustees hold at least 3 meetings in every school year, normally once every term. Committees are also required to meet 3 times a year.

The unified management structure consists of two levels: the Governors and the Senior Leadership Team of the Headteacher and the two Deputy Headteachers. In addition to this there are 4 members of staff who, together with the SLT, form the Senior Management team (SMT).

The governors are responsible for setting general policy, adopting an annual plan and budget, monitoring the Academy by the use of budgets and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

The senior leadership team control the Academy at an executive level implementing the policies laid down by the governors and reporting back to them. As a group the team is responsible for the authorisation of expenditure within agreed budgets and the appointment of staff, though appointment boards for posts in the team always contain a governor.

The Governing Body is organised as follows:

Full Governing Body, with Chair and Vice Chair

Personnel Committee

Finance and Audit Committee

Headteacher's PM committee - formed on a yearly basis

Appeals & Complaints Committee – formed as required

Headteacher/Deputy Headteacher Appointment Panel – formed as required

Curriculum Governor on Full Governing Body

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

SEN Governor on Full Governing Body
Child Protection/Safeguarding Governor on Full Governing Body
Looked After Children Governor on Full Governing Body
Hounslow Schools Governing Body Association Representative

The Governing Body has responsibility for monitoring its own performance and for its own training. It reports through the Annual General Meeting and is subject to scrutiny by the regulators, Ofsted. It has established protocols for the operation of the Governing Body, a clear structure, written terms of reference and a regular cycle of meetings and activities.

The school is subject to external review, scrutiny and validation through a variety of inspections and audits by a range of agencies including Ofsted, ABDS Ltd, the auditors, the Education Funding Agency, the Health and Safety Executive, etc. and reports by these agencies are shared with the Governing Body and where required published.

Connected Organisations including Related Party Relationships

The academy is involved in a loose collaboration between a number of primary and secondary schools known as 'The Cranford Group of Schools' or 'The Cranford Group'. The main purpose has revolved around procurement of services to seek best value e.g. grounds maintenance and I.T. Managed Service. There is no joint Governance.

The school is a member of other school improvement networks including the London West Alliance and the Hounslow Education Improvement Partnership (EIP). A Peer Challenge process is undertaken by the school with 2 other Hounslow Head teachers to challenge and raise performance of each of our three schools as part of the Hounslow Learning Partnership. There is no joint Governance with this or the EIP.

Joint SMT meetings occur with our Infant feeder school to ensure continuity of teaching and learning for pupils that transfer to the Academy. The two Hearing Impaired centres from the Infant and Junior school liaise regularly to ensure best outcomes for Hounslow's deaf pupils attached to our centres. There is no joint Governance.

The school is affiliated to Sport Impact for the provision of its staff training, competitions and in-school delivery on PE. Sports Grant funding is used for this purpose and the direction of the year's programme is decided by the facilitator, Headteacher and PE leader. There is no joint Governance.

OBJECTIVES AND ACTIVITIES

Objects and aims

The principal activities are to advance for the public benefit education in the United Kingdom, by establishing, maintaining, and further developing a school offering a broad and balanced curriculum.

Objectives, Strategies and Activities

The principal object and activity of the charitable company is the operation of the school to provide education for pupils of all abilities between the ages of 7 and 11.

The main objectives are:

- To provide a safe learning environment for every pupil.
- To provide facilities and opportunities to all pupils to stimulate creativity and learning and enable every student to achieve.
- To provide a broad and challenging curriculum.
- To enable all students to achieve their individual potential regardless of disability or background.
- To develop broad based enterprise skills and encourage all students to become independent, active, citizens who contribute positively to the community in which they live.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

Public Benefit

The school's governors have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

Norwood Green Junior School supports other schools through the delivery of professional development and the sharing of good practice: the work of the Hounslow Learning Partnership, Peer Challenge initiative provides support and Headteacher guidance to local schools to the benefit of their pupils and parents.

Family learning opportunities are provided to support families in such things as literacy, numeracy, as internet safety, First Aid, Parent diabetes & health check, and Arts & Crafts. After school clubs support pupils in expanding the breadth of opportunities and enabling them to experience activities they may not otherwise have access to.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Key Performance Indicators

1. Pupil Achievement:

- a) To ensure at least expected progress for vulnerable groups
- b) To improve writing achievement across the school
- c) To improve pupil's achievement through further development of pupils' meta-cognition of their learning.

a) To ensure at least expected progress for vulnerable groups

Groups identified are:

- i) 2b on entry pupils for Reading
- ii) Disadvantaged
- iii) Pupils with Social, Emotional and Mental Health (SEMH)

- i) Reading Progress pupils who achieved 2B at KS1.

	Percentage of pupils making expected or better progress (Spring)	Percentage of pupils making expected or better progress (Summer)	% increase
Year 3	37%	74%	+ 37%
Year 4	53%	73%	+ 20%
Year 5	60%	85%	+ 25%
Year 6	88%	100%	+ 18%

2B children on entry made improved progress across the course of the year in reaching expected standards for progress. The progress by the time pupils reach Yr 6 indicates all 2B pupils made the expected standard, with the rate of progress increasing as pupils go through the school from lower school to upper.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

ii) Disadvantaged

SATS results 2014-15: Disadvantaged pupils progress compared to 'other'.

Value Added						
Overall	2013		2014		2015	
	Cohort	School	Cohort	School	Cohort	School
Disadvantaged pupils	23	101.1	33	99.3	31	101.1
Other pupils	46	100.2	47	100.4	55	100.5
Mathematics						
Disadvantaged pupils	23	100.8	33	99.4	31	100.8
Other pupils	46	100.2	47	100.8	55	100.7
Reading						
Disadvantaged pupils	23	100.8	33	99.5	31	100.8
Other pupils	46	99.4	47	100.2	55	100.2
Writing (TA)						
Disadvantaged pupils	23	101.7	33	99.1	31	102.0
Other pupils	46	101.1	47	99.8	55	100.7

+0.6VA

+0.1VA

+0.6VA

+1.3VA

Pupil Premium targeted pupils have better progress than other pupils

iii) Social, Emotional and Mental Health (SEMH) SEN pupils points progress:

	Yr 3	Yr 4	Yr 5	Yr 6
	3 pupils	1 pupil	8 pupils	8 pupils
	Expected APS = 3	Expected APS = 6	Expected APS = 9	Expected APS = 12
Reading	2.0	8.0	10.3	14.3
Writing	2.7	8.0	10.11	15.5
Maths	3.0	8.0	7.9	13.0

SEMH pupils do increasingly well the longer they are with us. Pupils with SEMH did particularly well in Year 6, with Year 5 maths and Yr 3 Reading & Writing SEMH doing less well.

b) To improve writing achievement across the school

Background information:

The English action plan has been formulated, taking account of the need to improve the standards of writing in the school. However, it should be noted that we strongly believe that writing should not be completely viewed in isolation of speaking & listening and reading, and that the 3 complement each other and this is particularly true for pupils within our community. Staff have regularly revisited writing in their CPD and developing pupils' involvement in their writing development in terms of next steps has improved, as noted through observations and book looks.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

2015 SATS writing value added progress / 3 year trend:

		2013	2014	2015
Writing (TA)	VA school score	101.2	99.5	101.1
	Significance	Sig+		Sig+
	Percentile rank	12	69	15

2015 SATS average points score writing attainment 5 year trend:

		2011	2012	2013	2014	2015
Writing (TA)	School	27.9	29.0	29.1	28.0	29.6 ↑
	National	26.4	27.3	27.5	27.9	28.2
	Difference	1.5	1.7	1.6	0.1	1.4
	Significance	Sig+		Sig+		Sig+

2015 SATS EGPS average points score attainment 5 year trend:

		2013	2014	2015
English Grammar, Punctuation and Spelling	School	30.3	30.6	30.2
	National	28.0	28.6	29.1
	Difference	2.3	2.0	1.1
	Significance	Sig+	Sig+	Sig+

2015 whole school progress & attainment data:

	Progress VA (100 average)	Pts added (expected in brackets)	% at expected or better progress	Attainment Pts (expected in brackets)	% at expected attainment
Yr 5	101.29	10.13 (9)	80.4	25.42 (24)	68.5
Yr 4	99.6	5.33 (6)	67.4	19.97 (21)	55.1
Yr 3	100.22	3.21 (3)	63.3	18.28 (18)	65.6

This year, the end of KS2 results showed improved progress compared to 2014, bringing the school back in line with its 2013 results. Attainment in writing is significantly higher than national in both Writing and EGPS.

Across the rest of the school, rates of progress are considerably higher in the upper school. There is a large 'drop off' in attainment between end of Key Stage 1 and baseline 'on entry data' in Year 3 i.e. the children's KS1 results are considerably higher than those showing in September of year 3. This has an impact on rates of progress when using KS1 data to measure against & is especially evident in the lower school where rates of progress subsequently appear small. When using baseline data, results are more positive. The data shows that writing is relatively static since 2014 with little variance compared to 2013/14. All year groups are nevertheless where we would expect them to be historically for NGJS and in terms of % achieving expected, apart from year 4 (current Year 5). Further staffing and interventions are in place for 2015/16 to support this cohort.

c) To improve pupils' achievement through further development of pupils' meta-cognition of their learning.

Staff have been focusing on different review strategies to assess pupil understanding. The Peer challenge report by 2 HT colleagues from Hounslow reported that children were more able to identify the next steps in their learning and discuss how they can move forward in their learning compared to the first round.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

Book sampling has occurred with staff over the year and has shown an improvement in pupils responding appropriately to next step comments from teachers as well as improved quality of comments from staff to enable pupils to move their learning forward. Observations and pupil interviews also confirmed pupils are more able to express their views and demonstrate increased understanding of their role in moving their own learning forward.

2. Quality of Teaching:

- a) To increase the number of outstanding teachers.
- b) To train staff in the use of 'mantle of the expert' in order to deepen learning
- c) To improve teachers' ability to assess progress in a variety of ways.
- d) To increase teachers' understanding & knowledge of progression in maths
- e) To improve the quality of provision for SEN pupils.

a) To increase the number of outstanding teachers.

The figures on staff judgements are as follows:

2012/13 - 17% RI, 33% Good, 50% Outstanding

2013/14 - 53% Good, 47% Outstanding

2014/15 - 5% RI (1 teacher), Good 26%, Good to Outstanding 21%, Outstanding 47%

Without RI teacher (who subsequently left): Good 22%, Good to Outstanding 28%, Outstanding 50%

Success criteria for 2014/15:

- i) At least 48% (10 teachers) are judged as 'Outstanding'.... this takes account of staff changes including 3 NQTs and 1 staff member on a sabbatical for a year compared to 2013-14.
- ii) No teachers in 'requires improvement' category: no teaching is judged at less than 'Good' across the academic year 2014/15

b) To train staff in the use of 'mantle of the expert' in order to deepen learning

Background information:

The Mantle of the Expert is a drama-based inquiry approach to teaching and learning invented and developed by Professor Dorothy Heathcote at the University of Newcastle upon Tyne in the 1980's. The big idea is that the class do curriculum work as if they are an imagined group of experts. They might be scientists in a laboratory or archaeologists excavating a tomb, or a rescue team at the scene of a disaster. They might be running a removal company, or a factory, or a shop, or a space station or a French resistance group. Because they behave 'as if they are experts', the children are working from a specific point of view as they explore their learning and this brings special responsibilities, language needs and social behaviours. Through activities and tasks, the children gradually take on some of the same kinds of responsibilities, problems and challenges that real archaeologists, scientists and librarians might do in the real world. The approach is still at a developing stage with staff and is not yet fully embedded in day to day practise.

c) To improve teachers' ability to assess progress in a variety of ways.

The work on using the new 'learning path' approach was undertaken with staff, though it has taken longer to adjust to the new ways of working with assessment than we had previously allowed for. Maths was the focus this year, while moving over to English in 2015-16 since, together with the new national curriculum changes, there are many new challenges for staff. Staff have had opportunities to feed-back their thinking on the new ways of assessment and we have worked closely with them to adjust as seen fit along the way.

Teacher review meetings were held this year in the Spring to identify any children teachers felt were falling behind and identify potential pupils for an additional provision. Our priority has been additional provision for year 6, though this moved to other year groups following SATS.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

d) To increase teachers' understanding & knowledge of progression in maths

This is intrinsically linked to c) above. Staff used the planning and assessment framework designed by Pupil Asset and while we are moving slower than we would like, the staff are more considerate of learning progression and are taking this further into account. Our maths leader met staff to review the positives of the new planning methods and identify ways forward to improve and refine planning further so as to continue to improve the knowledge and understanding of progression in maths by staff. Staff became increasingly confident in their working as the year developed, but the new national curriculum across all subjects still needs to embed.

e) To improve the quality of provision for SEN pupils.

The school's SENCO has tightened up systems within school to ensure clarity of provision for our SEN pupils. The new policy was written, taking into account the new legislation in the Families and Children Bill. The range of provision in school increased to include: regular social skills groups and in-house Speech and Language groups (these 2 groups are run by our LSAs following specific training they undertook); art therapy for 1 pupil with specific Social, Emotional and Mental Health (SEMH) issues; targeted booster groups for yr 6 from the Spring term. Improved feedback and recording systems for use by our LSAs to aid liaison with class teachers were also introduced.

3. Behaviour and Safety

- a) To assess the impact of our new behaviour policy on playtime behaviour
- b) To support pupils' physical, health and emotional well-being
- c) To ensure Safeguarding procedures are robust

a) To assess the impact of our new behaviour policy on playtime behaviour

Our new behaviour policy was founded on creating the right ethos and school culture to enable successful learning so that we can develop respectful human beings.

Data on the number of playtime incidents:

Autumn 2014-15	89 playtime incidents of which 24 were aggressive
Spring 2015	55 playtime incidents of which 17 were aggressive.
Summer 2015	38 playtime incidents of which 18 were aggressive

Overall total number of incidents reduced over the year from 89 to 38 with a reduction from Autumn to Spring in the number of aggressive incidents. However, this statistic stayed roughly the same from Spring to Summer.

The reduction in the number of playtime incidents is due to the fact that the policy sets out clear and concise guidelines to promote positive behaviour and all staff consistently applies this. In turn, this is supported by our clear team point and behaviour reward systems & our introduction of play leaders and new restructuring of our playtime play areas.

b) To support pupils' physical, health and emotional well-being

A healthy living week incorporated pupil led lessons on healthy lunches (school council led), circle time lessons on feeling safe and happy, fruit and water checks (pupils bringing these to school) and first aid lessons. Pupils experienced lessons in anti-bullying and 'Learning to Respect'. The Learning to Respect program has been running in Norwood Green for eight years and happens every other year.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

c) To ensure Safeguarding procedures are robust

- 1) The updated Safeguarding policy has been shared with all staff taking into account all new statutory publications.
- 2) Staff training with Hounslow's LADO was undertaken regarding local Safeguarding issues and FGM and DV in particular
- 3) HTs briefing from the London Safeguarding Children Board which focused on Child Sexual Exploitation and on-line training unit undertaken on this subject.
- 4) The Governors received the up-dates and review on Safeguarding in the previous GB meeting (Spring term).

4. Quality of Leadership in and Management of the School.

- a) To develop our curriculum and assessment procedures further in light of the changes to the National Curriculum and assessment
- b) To ensure Governors are able to identify the strengths and areas for development of the school, citing evidence.
- c) To continue to develop our coaching and mentoring approach to staff professional development.

a) To develop our curriculum and assessment procedures further in light of the changes to the National Curriculum and assessment

Please see section 'Quality of Teaching': section c) and d)

b) To ensure Governors are able to identify the strengths and areas for development of the school, citing evidence.

Governor training continued regularly in 2014-15 prior to the main GB meetings to ensure that Governors feel equipped to act as a critical friend to the school as well as know the school increasingly thoroughly. In addition the HT's report was adjusted to include a box for Governors to consider further questions they wish to ask around the areas reported on so that Governors further their pro-active role in supporting the school.

c) To continue to develop our coaching and mentoring approach to staff professional development

Reflect consultants delivered 2 sessions of CPD to staff. This was needed as the numbers of staff who have received coaching and mentoring training has declined over time due to staff turnover. The training included office staff as well as our teachers and LSAs. The main focus was on coaching as mentoring is already a strength at NGJS. The benefits to coaching and helping staff find their own way forward with solutions to difficulties is a very valid approach for us to spend time on.

5. SMSC

- a) To assess areas of strength and weakness in SMSC and further develop areas identified.
- b) To identify British Values within our curriculum & ethos and develop these further if deemed appropriate.

a) To assess areas of strength and weakness in SMSC and further develop areas identified.

An audit was carried out which involved all staff identifying activities that promote the SMSC development of pupils. Results from this audit were then used to identify the strengths and weaknesses in our SMSC provision.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

SMSC Areas for Development were identified as follows:

Spiritual: To increase opportunities for pupils to reflect on their own experiences through curriculum and metacognition tasks so that they gain a better understanding of their own learning processes.

Through our termly metacognition tasks the pupils demonstrated more awareness about their own needs. Book monitoring has shown that the children are responding more to their teacher's marking and some are setting their own goals after evaluating their own learning at the end of lessons. Pupils were involved in designing a peaceful and relaxing outdoor learning space at the back of the field. The winning entry included a wild flower and a seating area.

Moral: To increase opportunities for discussions so that pupils can express their views on moral and ethical issues to develop reasoned judgements about right and wrong. (Debate)

A short project was held to develop debating skills with children and debating training for staff has been organised with an external provider for 2015-16

Social: To appreciate the rights and responsibilities of individuals within the wider social setting so that conflicts can be resolved that work towards a consensus that supports inclusion. (Conflict resolution /PSHE/Circle Times).

A successful poster competition was held in which the children had to design a poster to show how they would resolve a school based conflict. Further competitions took place every half term. The competitions have been received well by the children and they have produced some very creative designs. Rights Respecting Schools Award has been decided upon as a focus for 2015-16.

Cultural: To improve pupil's knowledge and understanding of Britain's democratic parliamentary system and its central role in shaping our history and values (Britain's Parliamentary System).

Assemblies in the lead up to the elections to outline the British parliamentary system were held explaining the democratic processes. A whole school homework required pupils to research the main political parties and their beliefs. In addition to this, the children took part in a competition run by the school council to deliver a parliamentary speech to the rest of the school to outline their manifestos if they were prime minister.

b) To identify British Values within our curriculum & ethos and develop these further if deemed appropriate.

The school registered with UNICEF so that we can develop our work on British values through achieving the Rights Respecting School Award.

The Rights Respecting Schools Award (RRSA) recognizes achievement in putting the United Nations Convention on the Rights of the Child (CRC) at the heart of a school's planning, policies, practice and ethos. We are looking forward to embarking on our journey to be a rights-respecting school this September 2015.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

SATS results 2014-15

Attainment:

Year		2011	2012	2013**	2014	2015
All Subjects	Cohort	81	83	79	84	90
	School	27.9	29.6	29.2	29.5	29.9
	National	27.5	28.2	28.3	28.7	28.8
	Difference	0.4	1.4	0.9	0.8	1.1
	Significance		Sig+			Sig+
Mathematics	Cohort	81	83	79	84	90
	School	27.9	29.5 ↑	29.6	30.1	30.3
	National	27.6	28.4	28.7	29.0	29.0
	Difference	0.3	1.1	0.9	1.1	1.3
	Significance		Sig+		Sig+	Sig+
Reading	Cohort	81	83	79	84	90
	School	28.3	29.8	28.7	29.6	29.5
	National	28.1	28.8	28.5	29.0	29.0
	Difference	0.2	1.0	0.2	0.6	0.5
	Significance		-			
Writing(TA)	Cohort	81	83	79	84	90
	School	27.9	29.0	29.1	28.0	29.6 ↑
	National	26.4	27.3	27.5	27.9	28.2
	Difference	1.5	1.7	1.6	0.1	1.4
	Significance	Sig+	-	Sig+		Sig+
English Grammar, Punctuation & Spelling	Cohort	-	-	79	84	90
	School	-	-	30.3	30.6	30.2
	National	-	-	28.0	28.6	29.1
	Difference	-	-	2.3	2.0	1.1
	Significance	-	-	Sig+	Sig+	Sig+

Progress:

		2013	2014	2015
All subjects	Cohort for VA	69	80	86
	VA School score	100.5	99.9	100.7 ↑
	95% confidence interval +/-	0.6	0.5	0.5
	Significance			Sig+
	Percentile rank	32	52	24
	Coverage	87%	95%	96%
Mathematics	Cohort for VA	69	80	86
	VA School score	100.4	100.2	100.7
	95% confidence interval +/-	0.7	0.7	0.6
	Significance			Sig+
	Percentile rank	38	44	29
	Coverage	87%	95%	96%
Reading	Cohort for VA	69	80	86
	VA School score	99.9	99.9	100.4
	95% confidence interval +/-	0.7	0.6	0.6
	Significance			
	Percentile rank	55	56	34
	Coverage	87%	95%	96%
Writing (TA)	Cohort for VA	69	80	86
	VA School score	101.2	99.5 ↓	101.1 ↑
	95% confidence interval +/-	0.7	0.6	0.6
	Significance	Sig+		Sig+
	Percentile rank	12	69	15
	Coverage	87%	95%	96%

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

Key Financial Performance Indicators

The governors have identified the following key financial performance indicators:

- Average gross income per pupil - £6,045
- Ratio of staff costs to total costs – 73.6%
- Surplus as percentage of income – 10.3%
- Free reserves expressed as number of days expenditure – 20 days

Performance Indicator	Performance
Budget setting	Detailed budget setting by Headteacher and LMS Ltd and approved by the Academy Trust Board
Budget monitoring	Constant monitoring by LMS Ltd, HT and ATB termly
Staying within budget	No deficits
Sound systems and controls	Evidenced by responsible Officer visits and audit, Financial Regulations Manual
Debtors pursued	Regular invoicing and chasing by Company Secretary / SBM
Reconciliations	All monthly reconciliations complete – RO visit and audit
Cash flow	Always sufficient
Reserves	Adequate reserves
Adequate insurance cover	Adequate insurance covers ensures by HT and SBM in liaison with insurance broker
Payroll Administration	Sound authorisation procedures and separation of duties between HR and Payroll departments
ATB financial oversight and decision making	Experienced governors, Register of Interests completed, meetings in line with agree schedule
Fixed asset administration	New assets recorded, depreciation applied, asset register maintained.

Going Concern

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

FINANCIAL REVIEW

The school's income and expenditure for the period is set out in the Statement of Financial Activities. Income and expenditure is separately disclosed by type of fund, as follows:

1. Unrestricted Funds

Funds which must be spent for the benefit of the school generally and at the discretion of the governors.

2. Restricted Funds

Funds which must be spent for the benefit of a particular aspect of the school and at the discretion of the governors.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

3. Restricted Fixed Asset Funds

A specific Restricted Fund relating to the school's fixed assets, including its land and buildings.

96% of the school's income consisted of recurrent grants from the Department for Education's delivery agency, the Education Funding Agency (EFA). The grants received from the EFA during the period ended 31 August 2015 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

During the period ended 31 August 2015, total income from recurrent grant funding and other incoming resources was £2.15m. Expenditure in the same period was £1.93m. The surplus of income over expenditure for the period (excluding transfers of funds and movements on the Restricted Fixed Assets Fund) was £0.22m.

The school also received grants for fixed assets from the EFA which are shown in the Statement of Financial Activities within the Restricted Fixed Assets Fund.

Reserves Policy

The governors review the reserve levels of the school annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves.

The governors have determined that the appropriate level of free reserves should be equivalent to 30 days of average expenditure, approximately £158k. This is to provide sufficient working capital to cover delays between spending and the receipt of grants and to provide the ability to deal with unexpected emergencies such as urgent maintenance. Net assets of £681k approximate to 129 days expenditure.

The school's current level of free reserves held (being the income funds that are freely available for general purposes which under the SORP, would generally be unrestricted funds) is £107k, equivalent to 20 days of average expenditure.

The school will aim to hold reserves to support the rolling three year budget projection.

Cash balances are deposited with UK banks.

Financial and Risk Management Objectives and Policies

The Local Government Pension Scheme (LGPS) for support staff is a defined benefit pension scheme. A deficit of £444k is to be eliminated over 16 years by increased contribution percentages and annual payments.

Principal Risks and Uncertainties

The governors have assessed the major risks to which the school is exposed, in particular those relating to:

1. Operational areas of the school including teaching, recruitment, health and safety, school trips, pupil safety and the suitability of facilities.
2. Finances and the internal controls over accounting procedures.

The governors have implemented systems, including operational procedures and internal financial controls in order to minimise risks. The school has an effective system of internal control and this is explained in more detail on page 17.

NORWOOD GREEN JUNIOR SCHOOL

TRUSTEES REPORT

YEAR ENDED 31 AUGUST 2015

Plans for Future Periods

The academy is also very aware that, while it had an expansion of building to reflect an increase in pupil numbers from 360 (2014-15) to 480 (2018-19), its playground was not expanded. There is therefore a financial commitment in 2015-17 towards this development, as well as a need to provide further group / intervention rooms for the additional pupil population once all new classrooms are in full operational by 2018.

Through converting to Academy Status the school has accessed additional revenue funding streams that have enabled governors to protect the educational provision currently provided while moving to a more sustainable structure over time. It has also given the school access to bid for capital grants that would otherwise not have been available.

This additional funding has limited the impact of the pupil based formula funding changes that have significantly reduced the standards grants and Special Education Needs (SEN) funding that the school was historically dependent upon.

Future pressure in finance is coming from reduction of EFA grants, minimum funding guarantee reductions, reduced Local Authority Central Spend Equivalent Grant (LACSEG) funding, reduced SEN funding and contractual pay rises.

It is likely that existing cash reserves will be absorbed as the school adjusts to a more austere funding environment.

AUDITOR

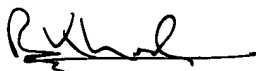
Audit for Business Development and Solutions Limited are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as each trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- each trustee has taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Registered office:
Thornccliffe Road
Southall
Middlesex
UB2 5RN

Signed by order of the trustees



R Khosla
Chair of Governors

8 December 2015

NORWOOD GREEN JUNIOR SCHOOL

GOVERNANCE STATEMENT

YEAR ENDED 31 AUGUST 2015

Scope of Responsibility

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

The board of governors has delegated the day-to-day responsibility to the Headteacher, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between the school and the Secretary of State for Education. They are also responsible for reporting to the board of governors any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Governors' Report and in the Statement of Governors' Responsibilities. The board of governors has formally met 3 times during the year. There were no changes in the composition of the board of trustees over the year. Attendance during the year at meetings of the board of governors was as follows:

Full GB	Attended	Out of
M Wood	1	3
S Mann	3	3
B Kalyan	2	3
R Khosla	3	3
K Norfolk	3	3
P Sehgal	3	3
V Gerber	3	3
K Gahir	2	3
G Mungroo	2	3

Committees

The academy has 2 committees which are run concurrently and include the same members. The Finance Committee oversees the financial strategic direction of the school and undertake audit duties. The Personnel Committee oversees the academy's responsibilities for performance management, recruitment & retention and pay decisions, amongst other roles. Further details of each committee's full remit, membership and procedures are outlined in their Terms of Reference.

The Personnel and Finance Committee of governors has formally met 3 times during the year. Attendance during the year at meetings of the board of governors was as follows:

P & F Committee	Attended	Out of
R Khosla	2	3
S Mann	3	3
C Norfolk	3	3
G Mungroo	2	3
P Sehgal	3	3
M Wood	2	3
V Gerber	3	3

NORWOOD GREEN JUNIOR SCHOOL

GOVERNANCE STATEMENT

YEAR ENDED 31 AUGUST 2015

Governance review

The skills audit was undertaken in August 2014 and results used to identify training for summer 2015 on roles and responsibility and accountability.

Review of Value for Money

As accounting officer the Headteacher has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available. The accounting officer for the academy trust has delivered improved value for money during the year by:

- Replacing SMSAs with 2 x Fair Play leaders to ensure safe, active, happy playtimes.
- Restructuring of the field play arrangements and investment in additional equipment to ensure safe, active, happy playtimes.

As a result of both these initiatives, playtime incidents reduced dramatically in 2014-15

- Maths leader withdrawn from classroom teaching in the mornings so as to provide CPD to staff using a partnership model, as well as working with small groups of children for maths intervention work. Year 3 maths results for the less able improved as a result this year, as did SEN pupils in year 6.
- Day-to-day supply costs decreased and offset by additional 'float' supply teachers, who were regular staff members attending the academy on a daily basis. This provided good value for money as the pupils and staff became familiar with the same person and this eased planning, liaison and positive relationships with pupils were formed, ensuring positive behaviour management ensued.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of school 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 the School for the period from 1 September 2014 to 31 August 2015 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The board of governors has reviewed the key risks to which the school is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of governors is of the view that there is a formal on-going process for identifying, evaluating and managing the school's significant risks that has been in place for the period from 1 September 2014 to 31 August 2015 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of governors.

NORWOOD GREEN JUNIOR SCHOOL

GOVERNANCE STATEMENT

YEAR ENDED 31 AUGUST 2015

The Risk and Control Framework

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

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

The board of governors has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However the governors have delegated to the external auditors the giving of advice on financial matters and the performance of a range of checks on the school's financial systems, including testing of:

- payroll systems
- purchase systems
- control account/ bank reconciliations
- income.

The external auditors reported to the board of governors on the operation of the systems of control and on the discharge of the board of governors' financial responsibilities, as a result of which no material control issues arose.

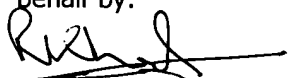
Review of Effectiveness

As accounting officer the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the period in question the review has been performed by:

- the work of the external auditor;
- the financial management and governance self-assessment process;
- the work of the executive managers within the school 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 committee and ensures continuous improvement of the system is in place.

Approved by order of the members of the board of governors on 8th Dec 2015 and signed on its behalf by:



R Khosla
Chair of Governors



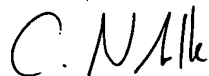
C Norfolk
Accounting Officer

NORWOOD GREEN JUNIOR SCHOOL
STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE
YEAR ENDED 31 AUGUST 2015

As accounting officer of Norwood Green Junior School I have considered my responsibility to notify the school board of governors 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 school 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 board of trustees 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.



C Norfolk
Accounting Officer

8 December 2015

NORWOOD GREEN JUNIOR SCHOOL
TRUSTEES' RESPONSIBILITIES STATEMENT
YEAR ENDED 31 AUGUST 2015

The trustees (who act as governors of Norwood Green Junior School) and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction published 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 sources and application of resources, including its income and expenditure, for that period.

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


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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

Approved by order of the members of the board of trustees on *8th Dec 2015* and signed on its behalf by:



R Khosla
Director

NORWOOD GREEN JUNIOR SCHOOL
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORWOOD
GREEN JUNIOR SCHOOL
YEAR ENDED 31 AUGUST 2015

We have audited the financial statements of Norwood Green Junior School for the year ended 31 August 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company'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 company and the company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

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

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

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the 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 Trustees 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 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 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

NORWOOD GREEN JUNIOR SCHOOL
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORWOOD
GREEN JUNIOR SCHOOL *(continued)*
YEAR ENDED 31 AUGUST 2015

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.

P. J. Ham

P J Ham

Senior Statutory Auditor
For and on behalf of
Audit for Business Development and Solutions Limited
Chartered Accountants
& Statutory Auditor
15 Oxford Street
Southampton
Hampshire
SO14 3DJ

15 December 2015

NORWOOD GREEN JUNIOR SCHOOL
INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON
REGULARITY TO NORWOOD GREEN JUNIOR SCHOOL AND THE
EDUCATION FUNDING AGENCY
YEAR ENDED 31 AUGUST 2015

In accordance with the terms of our engagement letter dated 15 September 2015 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2014 to 2015, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Norwood Green Junior School during the period from 1 September 2014 to 31 August 2015 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 Norwood Green Junior School and the EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Norwood Green Junior School 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 School and the EFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Norwood Green Junior School's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Norwood Green Junior School's funding agreement with the Secretary of State for Education dated 28 June 2013 and the Academies Financial Handbook extant from 1 September 2014, 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 2014 to 2015. 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 1 September 2014 to 31 August 2015 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2014 to 2015 issued by the EFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

NORWOOD GREEN JUNIOR SCHOOL
INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON
REGULARITY TO NORWOOD GREEN JUNIOR SCHOOL AND THE
EDUCATION FUNDING AGENCY
YEAR ENDED 31 AUGUST 2015

The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the academy trust's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

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 1 September 2014 to 31 August 2015 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

P. J. Ham

P J Ham
Reporting Accountant
For and on behalf of
Audit for Business Development and Solutions Limited
Chartered Accountants
15 Oxford Street
Southampton
Hampshire
SO14 3DJ

15 December 2015

NORWOOD GREEN JUNIOR SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE
INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 AUGUST 2015

		Unrestricted	Restricted	Restricted	Total	Total Funds
	Note	Funds	Funds	Fixed Asset	Funds	Period from
		£	£	Fund	Year to	8 May 13 to
				£	31 Aug 15	31 Aug 14
		£	£	£	£	£
INCOMING RESOURCES						
Incoming resources from generating funds:						
Voluntary income	2	67,191	24,862	–	92,053	8,065,384
Investment income	3	2,945	–	–	2,945	2,129
Incoming resources from charitable activities:						
Funding for the academy trust's educational operations	2	–	2,055,172	7,791	2,062,963	2,569,502
TOTAL INCOMING RESOURCES		70,136	2,080,034	7,791	2,157,961	10,637,015
RESOURCES EXPENDED						
Charitable activities	4/5	–	(1,918,536)	(101,247)	(2,019,783)	(2,088,052)
Governance costs	6	–	(10,101)	–	(10,101)	(10,437)
TOTAL RESOURCES EXPENDED		–	(1,928,637)	(101,247)	(2,029,884)	(2,098,489)
NET INCOMING RESOURCES BEFORE TRANSFERS						
Transfer between funds	7	70,136	151,397	(93,456)	128,077	8,538,526
	8	–	(36,636)	36,636	–	–
INCOMING RESOURCES FOR THE YEAR		70,136	114,761	(56,820)	128,077	8,538,526
Actuarial loss on defined benefit pension scheme	18	–	(1,000)	–	(1,000)	(87,000)
NET MOVEMENT IN FUNDS/NET INCOME FOR THE YEAR		70,136	113,761	(56,820)	127,077	8,451,526
RECONCILIATION OF FUNDS						
Total funds brought forward		36,404	16,606	8,398,516	8,451,526	–
TOTAL FUNDS CARRIED FORWARD	13	106,540	130,367	8,341,696	8,578,603	8,451,526

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 28 to 40 form part of these financial statements.

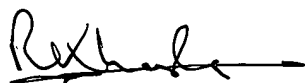
NORWOOD GREEN JUNIOR SCHOOL

BALANCE SHEET

31 AUGUST 2015

	Note	2015 £	2014 £
FIXED ASSETS			
Tangible assets	10	8,341,696	8,398,516
CURRENT ASSETS			
Debtors	11	67,933	80,021
Cash at bank and in hand		835,181	651,257
		<u>903,114</u>	<u>731,278</u>
CREDITORS: Amounts falling due within one year	12	<u>(222,207)</u>	<u>(257,268)</u>
NET CURRENT ASSETS		680,907	474,010
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>9,022,603</u>	<u>8,872,526</u>
PROVISIONS FOR LIABILITIES			
Pensions	18	<u>(444,000)</u>	<u>(421,000)</u>
NET ASSETS		<u>8,578,603</u>	<u>8,451,526</u>
FUNDS OF THE ACADEMY TRUST			
Restricted funds			
Fixed asset fund	13	8,341,696	8,398,516
General fund	13	574,367	437,606
Pension reserve (deficit)	18	(444,000)	(421,000)
Total restricted funds		<u>8,472,063</u>	<u>8,415,122</u>
Unrestricted income funds			
General fund	13	<u>106,540</u>	<u>36,404</u>
TOTAL FUNDS		<u>8,578,603</u>	<u>8,451,526</u>

These financial statements were approved by the members of the committee and authorised for issue on the 28th Dec 2015 and are signed on their behalf by:



MR R KHOSLA
Director

Company Registration Number: 08520286

The notes on pages 28 to 40 form part of these financial statements.

NORWOOD GREEN JUNIOR SCHOOL

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2015

	Note	Year to 31 Aug 15 £	£	Period from 8 May 13 to 31 Aug 14 £
NET CASH INFLOW FROM OPERATING ACTIVITIES	15	230,570		814,142
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE				
Interest received		<u>2,945</u>		<u>2,129</u>
Net cash inflow from returns on investments and servicing of finance			2,945	2,129
CAPITAL EXPENDITURE				
Payments to acquire tangible fixed assets		(44,427)		(369,542)
Capital grants		<u>7,791</u>		<u>204,529</u>
Net cash outflow from capital expenditure			(36,636)	(165,014)
INCREASE IN CASH	17	<u>196,879</u>		<u>651,257</u>

The notes on pages 28 to 40 form part of these financial statements.

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Charity Commission 'Statement of Recommended Practice: Accounting and Reporting by Charities' issued in March 2005 (SORP 2005), the Academies Accounts Direction 2014 to 2015 issued by the EFA and the Companies Act 2006.

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.

Leasehold land and buildings were transferred from the local authority on 1 July 2013. A depreciated replacement cost valuation of the long leasehold buildings was not obtained so the rebuild insurance value has been used instead. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised in voluntary income as income/net expenditure in the Statement of Financial Activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds. The EFA considers that such valuations were undertaken on a depreciated replacement cost basis. The EFA instructs Mouchel to value the property as a "desktop" exercise only, without visiting the property. The EFA will include the valuation for land and buildings in their consolidated group accounts.

Fixtures and equipment were transferred for nil consideration and have been included at nil value except for a few recently identifiable major items.

Going Concern

The governors assess whether the use of going concern is appropriate, i.e., whether there are any material uncertainties relating to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The governors 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 school 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 in the balance sheet. Where income is received in advance of entitlement 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 (GAG) is recognised in full in the year for which it is receivable and any unspent amount is reflected as a balance in the restricted general fund. Capital grants are recognised when receivable and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund.

Donations

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

NORWOOD GREEN JUNIOR SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 AUGUST 2015

1. ACCOUNTING POLICIES (continued)

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.

Charitable trading

Rents and lettings are included in the statement of financial activities on a receivable basis.

Fund accounting

General funds represent those resources which may be used towards meeting any of the objects of the school at the discretion of the governors. Restricted funds comprise grants from the Department for Education and other donors which may be used for specific purposes.

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.

- **Costs 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 school's educational operations.
- **Governance Costs**
These include the costs attributable to the school's compliance with constitutional and statutory requirements including audit, strategic management, governors' meetings and reimbursed expenses.

All resources expended are inclusive of irrecoverable VAT.

Fixed assets

Tangible fixed assets acquired since the school was established are included in the accounts at cost. 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 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. The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

1. ACCOUNTING POLICIES (continued)

Depreciation

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

Long leasehold land and buildings	-	0.8% (125yrs) Straight line
Plant and Machinery	-	20% (5yrs) SL with nil residual value.
Computer Equipment and Software	-	50% (2yrs) SL with nil residual value

Assets costing less than £500 are written off in the year of acquisition. All other assets are capitalised.

Stock

Clothing and unused stationery are valued at the lower of cost or net realizable value and are included in prepayments.

Taxation

The school is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for Corporation Tax purposes. Accordingly, the school 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 income or gains are applied exclusively to charitable purposes.

Pensions Benefits

Retirement benefits to employees of the school are provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit schemes and the assets are held separately from those of the school.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the school in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quinquennial valuations using a prospective benefit method. As stated in Note 19, the TPS is a multi-employer scheme and the school 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 school in separate governor 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.

The LGPS defined benefit pension scheme has a deficit of £444K which is to be eliminated over 16 years according to the actuary by increased contribution percentages and annual payments.

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

1. ACCOUNTING POLICIES (continued)

Fund Accounting

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

Restricted fixed assets funds are resources which are to be applied to specific capital purposes imposed by the Education Funding Agency/Department for Education 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.

2. INCOME

	Unrestrict- ed Funds £	Restricted Funds £	Restricted Fixed Asset Funds £	Total Funds 2015 £	Total Funds 2014 £
Grants receivable					
Grants receivable - capital	—	—	7,791	7,791	200,000
Grants receivable - GAG	—	1,838,239	—	1,838,239	2,081,290
Grants receivable - start up grant	—	—	—	—	25,000
Grants receivable - local authority	—	216,933	—	216,933	234,196
Other income					
Transfer from local authority on conversion	—	—	—	—	8,347,261
Transfer from local authority LGPS deficit	—	—	—	—	(317,000)
Staff insurance claims	—	17,020	—	17,020	11,878
Hosted courses	—	—	—	—	11,416
Other voluntary income – enrichment fund	10,472	—	—	10,472	—
Other voluntary income – contribution to Journeys	12,698	—	—	12,698	15,405
Other voluntary income	44,021	7,842	—	51,863	25,440
	67,191	2,080,034	7,791	2,155,016	10,634,886

3. INVESTMENT INCOME

	Unrestrict- ed Funds £	Total Funds 2015 £	Total Funds 2014 £
Bank interest receivable	2,945	2,945	2,129

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

4. RESOURCES EXPENDED

	Staff costs £	Premises £	Other Expenditure £	Total 2015 £	Total 2014 £
Educational operations					
Direct costs	1,256,064	101,247	171,350	1,528,661	1,600,211
Allocated support costs	163,013	145,729	182,380	491,122	487,841
	1,419,077	246,976	353,730	2,019,783	2,088,052
Governance costs	–	–	10,101	10,101	10,437
	1,419,077	246,976	363,831	2,029,884	2,098,489

5. COSTS OF CHARITABLE ACTIVITIES

	Total 2015 £	Total 2014 £
Direct costs – educational operations		
Teaching and educational support staff costs	1,256,064	1,327,824
Depreciation	101,247	92,094
Curriculum consumables & Technology costs	66,405	78,004
Educational supplies	47,395	40,489
Staff recruitment & development	11,636	21,120
Educational consultancy	23,487	500
Other direct costs	22,427	40,180
Charitable activity	1,528,661	1,600,211
Support costs		
Support staff costs	163,013	173,627
Recruitment and support	558	5,042
Maintenance of premises and equipment	65,064	28,605
Cleaning	10,942	44,990
Rates and water	15,379	14,742
Energy costs	23,898	28,437
Insurance	30,446	34,492
Trips	19,068	8,952
Catering	47,060	3,965
Finance cost of defined benefit pension scheme	10,000	15,000
Other support costs	105,694	129,989
Support costs	491,122	487,841
Total direct and support costs	2,019,783	2,088,052

NORWOOD GREEN JUNIOR SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 AUGUST 2015

6. GOVERNANCE COSTS

	Restricted Funds	Total Funds 2015	Total Funds 2014
	£	£	£
Audit fees	6,200	6,200	6,000
Costs of governors' training	1,352	1,352	4,332
Clerking costs	2,094	2,094	-
Governors' expenses	455	455	105
	10,101	10,101	10,437

7. NET INCOMING RESOURCES FOR THE YEAR

This is stated after charging:

	Year to 31 Aug 15	Period from 8 May 13 to 31 Aug 14
	£	£
Auditors' remuneration:		
- audit of the financial statements	6,200	6,000

8. FUND TRANSFERS

Fund transfers are transfers from restricted income funds to restricted fixed asset funds.

9. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	Year to 31 Aug 15	Period from 8 May 13 to 31 Aug 14
	£	£
Wages and salaries	1,074,898	1,132,086
Employer Social security costs	84,318	88,895
Employer defined benefit pension contributions	143,812	171,595
	1,303,028	1,392,576
Supply staff costs	116,049	108,875
	1,419,077	1,501,451

Other pension costs above represents the total operating charge included in resources expended in the statement of financial activities and does not include amounts included in other finance costs (see note 5).

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

9. STAFF COSTS AND EMOLUMENTS (continued)

Particulars of employees:

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	Year to 31 Aug 15 No	Period from 8 May 13 to 31 Aug 14 No
Teachers	18	21
Administration and support	9	9
Management	<u>3</u>	<u>3</u>
	<u>30</u>	<u>33</u>

The number of employees whose emoluments exceeded £60,000 was:

	2015	2014
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-

The above employee participated in the Teachers' Pension Scheme. During the period the employer pension contributions amounted to £10,891 (2014 £8,986).

The Headteacher and other staff governors receive remuneration only in respect of services they provide undertaking the roles of Headteacher and staff, and not in respect of their services as governors. Other governors did not receive any payments. The value of governors' remuneration was as follows:

	2015	2014
C Norfolk (Headteacher and ex-officio governor)		
Remuneration	£75,001 - £80,000	£65,001 - £70,000
Employer's pension contribution	£10,001 - £15,000	£5,001 - £10,000
P Sehgal (Staff governor)		
Remuneration	£55,001 - £60,000	£50,001 - £60,000
Employer's pension contribution	£5,001 - £10,000	£5,001 - £10,000
G Mungroo (Support staff governor)		
Remuneration	£10,001 - £15,000	£10,001 - £15,000
Employer's pension contribution	£1 - £5,000	£1,001 - £5000

Related Party Transactions

Owing to the nature of the school's operations and the composition of the board of governors being drawn from local public and private sector organisations, transactions may take place with organisations in which a governor has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the school's financial regulations and normal procurement procedures. No related party transactions took place in the period of account.

Governors' and Officers' insurance

In accordance with normal commercial practice the school has purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on school business. The insurance provides cover up to £1m on any one claim and the cost for the period ended 31 August 2015 was £530. The cost of this insurance is included in the total insurance cost.

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

10. TANGIBLE FIXED ASSETS

	Freehold property £	Computer equipment £	Furniture and Equipment £	Total £
COST				
At 1 September 2014	8,401,032	35,782	53,796	8,490,610
Additions	23,262	–	21,165	44,427
At 31 August 2015	8,424,294	35,782	74,961	8,535,037
DEPRECIATION				
At 1 September 2014	78,189	8,735	5,170	92,094
Charge for the year	82,554	12,096	6,597	101,247
At 31 August 2015	160,743	20,831	11,767	193,341
NET BOOK VALUE				
At 31 August 2015	8,263,551	14,951	63,194	8,341,696
At 31 August 2014	8,322,843	27,047	48,626	8,398,516

11. DEBTORS

	2015 £	2014 £
Trade debtors	1,373	6,134
VAT recoverable	36,359	49,056
Prepayments	30,201	24,831
	67,933	80,021

12. CREDITORS: Amounts falling due within one year

	2015 £	2014 £
Bank loans and overdrafts	–	12,955
Trade creditors	156,334	137,970
Accruals	65,873	106,343
	222,207	257,268

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

13. FUNDS

	Balance at 1 September 2014 £	Incoming resources £	Resources expended £	Gains, Losses and transfers £	Balance at 31 August 2015 £
Restricted general funds					
General Annual Grant	437,606	1,838,239	(1,664,842)	(36,636)	574,367
Other DfE/EFA grants	–	24,862	(24,862)	–	–
Local authority grants	–	216,933	(216,933)	–	–
Pension reserve	(421,000)	–	(22,000)	(1,000)	(444,000)
	16,606	2,080,034	(1,928,637)	(37,636)	130,367
Restricted fixed asset funds					
Transfer from local authority	8,193,987	–	(101,247)	36,636	8,129,376
DfE/EFA capital grants	204,529	7,791	–	–	212,320
	8,398,516	7,791	(101,247)	36,636	8,341,696
Total restricted funds	8,415,122	2,087,825	(2,029,884)	(1,000)	8,472,063
Unrestricted funds					
Unrestricted funds	36,404	70,136	–	–	106,540
Total unrestricted funds	36,404	70,136	–	–	106,540
Total funds	8,451,526	2,157,961	(2,029,884)	(1,000)	8,578,603

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

GAG/EFA revenue grant fund relates to the school's development and educational activities.

Restricted fixed assets fund relates to fixed assets transferred from the state maintained school. EFA capital grant fund relates to refurbishment grant.

Under the funding agreement with the Secretary of State, the school was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2015.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted General Funds £	Restricted Fixed Asset Funds £	Total Funds £
Tangible fixed assets	–	–	8,341,696	8,341,696
Current assets	106,540	796,574	–	903,114
Current liabilities	–	(222,207)	–	(222,207)
Pension fund liability	–	(444,000)	–	(444,000)
	106,540	130,367	8,341,696	8,578,603

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

15. RECONCILIATION OF NET INCOMING RESOURCES BEFORE TRANSFERS TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	Year to 31 Aug 15 £	Period from 8 May 13 to 31 Aug 14 £
Net incoming resources before transfers	128,077	8,538,526
Interest receivable	(2,945)	(2,129)
Transfers of fixed assets	-	(8,121,067)
LGPDS deficit transferred from local authority	-	317,000
Capital grant received	(7,791)	(204,529)
Depreciation	101,247	92,094
FRS17 Current service cost less employer contributions	12,000	2,000
FRS17 Interest cost less return on assets	10,000	15,000
Decrease/(Increase) in debtors	12,088	(80,021)
(Decrease)/Increase in creditors	(22,106)	257,268
Net cash inflow from operating activities	<u>230,570</u>	<u>814,142</u>

16. RECONCILIATION OF NET CASH FLOW MOVEMENT TO MOVEMENT IN NET FUNDS

	2015 £	2014 £
Increase in cash in the period	196,879	638,302
Change in net funds	196,879	638,302
Net funds at 1 Sep 2014	638,302	-
Net funds at 31 Aug 2015	<u>835,181</u>	<u>638,302</u>

17. ANALYSIS OF CHANGES IN NET FUNDS

	1 Sep 14 £	Cash flows £	31 Aug 15 £
Cash in hand and at bank	651,257	183,924	835,181
Overdrafts	(12,955)	12,955	-
	<u>638,302</u>	<u>196,879</u>	<u>835,181</u>

18. PENSION AND SIMILAR OBLIGATIONS

The school'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 Hounslow Council. Both are multiemployer defined-benefit schemes.

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

Contributions amounting to £0 were payable to the schemes at 31 August 2015.

NORWOOD GREEN JUNIOR SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 AUGUST 2015

18. PENSION AND SIMILAR OBLIGATIONS (continued)

Teachers' Pension Scheme

Introduction

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

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

The Teachers' Pensions Regulations require an annual account, 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.

Valuation of the Teachers' Pension Scheme

Not less than every four years the Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge (currently 14.1%))
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%.

The pension costs paid to TPS in the period amounted to £119,729.

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

Under the definitions set out in Financial Reporting Standard (FRS 17) Retirement Benefits, the TPS is a multi-employer pension scheme. The trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The trust has set out above the information available on the scheme.

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

18. PENSION AND SIMILAR OBLIGATIONS (continued)

Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate governor-administered funds. The total contribution made for the year was £34,341 of which employer's contributions totaled £24,081 and employees' contributions totaled £10,260.

The agreed contribution rates for future years are 13.5% for employers and various % for employees.

Parliament has agreed, at the request of The Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding local government pension scheme liabilities would be met by the Department of Education. The guarantee came into force on 18 July 2013.

The deficit of £444K is envisaged to be eliminated over 16 years by increased contribution rates and annual contributions.

Principal Actuarial Assumptions	At 31 August 2015	At 31 August 2014
Rate of increase in salaries	4.5%	4.5%
Rate of increase for pensions in payment/inflation	2.7%	2.7%
Discount rate for scheme liabilities	4.0%	3.9%

Members will exchange half of their commutable pensions for cash at retirement.

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at 31 August 2015	Approximate monetary amount £000
0.1% increase to discount rate	49
1 year increase in member life expectancy	51
0.1% increase in the salary increase rate	50
0.1% increase in the pension increase rate	51

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

	At 31 August 2015	At 31 August 2014
Retiring today		
Males	22.1	22.0
Females	26.6	26.5
Retiring in 20 years		
Males	24.2	24.1
Females	28.9	28.8

The school's share of the assets and liabilities in the scheme:

	At 31 August 2015	At 31 August 2014
	£000	£000
Equities	66.0% 261	70.0% 241
Gilts	6.0% 22	4.0% 14
Other bonds	16.0% 62	14.0% 48
Property	5.0% 22	5.0% 17
Absolute return funds	4.0% 16	4.0% 14
Cash	3.0% 12	3.0% 10
Total market value of assets	395	344
Present value of scheme liabilities – Funded	(839)	(765)
(Deficit) in the scheme	(444)	(421)

NORWOOD GREEN JUNIOR SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2015

18. PENSION AND SIMILAR OBLIGATIONS (continued)

Breakdown of the expected rate of return on assets by category

	At 31 August 2015	At 31 August 2014
Equities	6.4%	6.4%
Gilts	3.0%	3.0%
Other bonds	3.6%	3.6%
Property	5.6%	5.6%
Absolute return funds	6.4%	6.4%
Cash	2.9%	2.9%
Total	5.7%	5.7%

Amounts recognised in the statement of financial activities:

	At 31 August 2015	At 31 August 2014
	£000	£000
Current service cost (net of employee contributions)	51	44
Interest on obligation	31	34
Expected return on pension scheme assets	(21)	(19)
Total	<u>61</u>	<u>59</u>
Actual return on fund assets	<u>2</u>	<u>35</u>

The actuarial gains and losses for the current year 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 a £88k loss.

	2015 £000	2014 £000
At 1 September Obligation	765	573
Current service cost	51	44
Interest cost	31	34
Employee contributions	10	11
Actuarial loss	(18)	103
At 31 August Obligation	<u>839</u>	<u>765</u>

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

	2015 £000	2014 £000
Opening fair value of employer assets	344	256
Expected return on assets	21	19
Contributions by members	10	11
Contributions by employer	39	42
Actuarial gain	(19)	16
Estimated benefits paid	-	-
Closing fair value of employer assets	<u>395</u>	<u>344</u>

The estimated value of employer contributions for the year ended 31 August 2016 is £186,000.