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Newbridge

Aim High, Achieve More

Newbridge High School Academy
Trust
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

31 August 2014

Company Registration No.08100149

Newbridge High School Academy Trust

REFERENCE AND ADMINISTRATIVE DETAILS

Members
J Wilson (Chairperson)
R Cairns (Vice Chair of Governors)
S Goacher (Headteacher of Academy and Accounting Officer) (appointed 1 September 2013)

Trustees
J Wilson (Chairperson)
R Cairns (Vice Chair)
M McDonald
S Rath (resigned 1 September 2013)
M Smith
Y Springthorpe *
S Vallance (staff trustee) *
T Morton *
S Reed *
M Walker
S Goacher (Headteacher) *
B Cowley (appointed 1 March 2014)
S Billington (staff trustee) (appointed 1 March 2014)
L Smith (staff trustee) (appointed 1 March 2014)
S Thompson-Horne (appointed 1 March 2014)

* members of the Finance & Resources Committee

School Leadership Team
Head teacher S Goacher
Deputy Head teacher J Warren
Assistant Head teacher K Farragher
Assistant Head teacher N Fox
Business Manager and Company Secretary M Adams

Principal and Registered Office
Forest Road
Coalville
Leicestershire
LE67 3SJ

Company Registration Number 08100149 (England and Wales)

Independent Auditor
Baker Tilly UK Audit LLP
St Philips Point
Temple Row
Birmingham
B2 5AF

Bankers
Lloyds Bank plc, 20 Belvoir Road, Coalville,
Leicestershire, LE67 3QH

Solicitors
Brown Jacobson LLP, Mowbray House,
Castle Meadow Road, Nottingham, NG2 1BJ

Newbridge High School Academy Trust

GOVERNORS' REPORT

The governors present their report and the financial statements of Newbridge High School Academy Trust for the year ended 31 August 2014.

The trust operates an academy for pupils aged 11 to 14 serving a catchment area in the Coalville area of North West Leicestershire. It has a pupil capacity of 540 and had a roll of 505 in the school census on 2 October 2014.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

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 company was incorporated on 11 June 2012. On 1 July 2012 Newbridge High School converted from a Local Authority Maintained school to academy trust status under the Academies Act 2010 and all the operations, assets and liabilities were transferred to Newbridge High School from the Leicestershire Education Authority.

The governors act as trustees for charitable activities of Newbridge High School and are also directors of the Charitable Company for the purpose of company law. The Charitable Company is known as Newbridge High School Academy Trust.

Newbridge High School Academy Trust is an exempt charity and a company limited by guarantee, not having share capital. Every member undertakes to contribute an amount not exceeding £10 to the assets of the company in the event of the company being wound up during the period of membership, or within one year thereafter.

The current members of the charitable company are:

Jo-Anne Wilson	Chairperson
Stewart Goacher	Headteacher of Academy & Accounting Officer
Roger Cairns	Vice Chair of Governors
Tracey Morton	Chair of Finance & Resource Committee
Samantha Billington	Staff Governor
Beverley Cowley	Governor
Ms M McDonald	Governor
Simon Reed	Governor
Yvonne Springthorpe	Governor
Lisa Smith	Staff Governor
Malcolm Smith	Governor
Susan Thompson – Horne	Governor
Melaine Walker	Governor
Sally Vallance	Staff Governor

The principal activity of Newbridge High School Academy Trust is currently to run a secondary school for students aged 11-14 located in Coalville, Leicestershire.

Newbridge High School Academy Trust is governed by the rules and regulations set down in its company Memorandum and Articles of Association dated 1st July 2012.

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GOVERNORS' REPORT

Member's Liability & Governors Indemnities

Each member of the Charitable Company undertakes to contribute to the assets of the Charitable Company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be requested, not exceeding £10 for the debts and liabilities contracted before they ceased to be a member.

In accordance with normal commercial practice the Academy Trust had purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring, whilst on Academy Trust business.

A Governor may benefit from any indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Governors which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust. Provided that any such insurance shall not extend to any claim arising from any act of omission which the Governors knew to be a breach of trust or breach of duty or which was committed by the Governors in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Governors in their capacity as directors of the Academy Trust.

Organisational Structure

The governors have responsibility for setting and monitoring the overall strategic direction of the charitable company, approving decisions reserved to governors and appointing key members of staff.

A unified leadership structure operates to help improve the way the Academy is run. The structure consists of the Governors and the Senior Leadership Team. The aim of the leadership structure is to devolve responsibility and encourage decision making at all leadership levels.

The governors are responsible for the strategic development of the Academy, adopting an annual School Development Plan and budget, monitoring the Academy's use of budgets and management accounts and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

To ensure an efficient and effective committee structure with the Academy's School Development Plan at its core, there are governor committees responsible for Finance & Resources, Curriculum & Standards, Health, Safety & Welfare, and Personnel & Pastoral. The Finances & Resources Committee responsibilities incorporate the duties of Financial Management and Governance.

The Senior Leadership Team is the Headteacher, Deputy Headteacher, Business Manager and the two Assistant Headteachers. These leaders direct the Academy at an executive level implementing the policies laid down by the governors and reporting back to them. The Senior Leaders are responsible for the authorisation of spending within agreed budgets and the appointment of staff, though appointment boards for posts in the Senior Leadership Team always contains a governor. Some spending control is devolved to members of the Senior Leadership Team, with limits above which the Headteacher must countersign.

Curriculum Leaders are responsible for the day to day operation of curriculum subject areas and accordingly organise their teaching staff, capitation resources, facilities and students.

The governors meet as a board five or six times each year. All decisions reserved to the governors are taken by the board as a whole. Board committees meet three or four times each year to consider detailed matters and recommend decisions to the full board.

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GOVERNORS' REPORT

There are currently the following committees:

- Finance & Resources
- Curriculum & Standards
- Health, Safety & Welfare
- Personnel & Pastoral

Additionally, ad hoc groups of governors are established to consider specific issues and make recommendations to the board.

The Audit Team at Leicestershire County Council have been appointed as the Responsible Officer and as such has an oversight role in relation to the systems and processes of control and risk management that operate throughout Newbridge High School Academy Trust.

The Headteacher is the Accounting Officer and works closely with both the other governors and the senior staff of Newbridge High School Academy Trust.

The day-to-day management of Newbridge High School Academy Trust rests with the Headteacher who has overall responsibility for the school.

Methods of recruitment and appointment or election of governors

The Trustees may appoint up to 15 governors. They may appoint staff governors through such process as they may determine, usually by secret ballot, providing that the total number of governors (including the Headteacher) who are employees of the Academy Trust does not exceed one third of the total number of governors.

The Headteacher shall be treated for all purposes as being an ex-officio governor. There will be a minimum of two parent governors who shall be elected by parents of registered students at the Academy. The governors may appoint up to three co-opted governors.

The governors have set up procedures that will enable regular reviews of the mix of skills that should be available to the board. New governors will then enhance these existing skills, either as additional governors or replacements when existing governors stand down. It is anticipated that the great majority of new governors will be drawn from the local community being either parents or guardians of students at the school or others that have shown an interest in the future well-being of the school and its students. Recruitment is therefore likely to be through a combination of approaches to individuals with known skills and by wider communications to those within Coalville, in Leicestershire.

New governors will be appointed to the board by the existing governors until the date of the next Annual General Meeting, at which time they are eligible for re-election for a period of 4 years. At the end of a 4 year term, retiring governors are eligible for re-election for a further term.

New governors attend full governing body meetings and subsequently populate committees, often according to interests and personal expertise, as well as being the opportunity to view the workings of the Academy on Governor Days at the school. The opportunity also exists for governors to join planned induction days for the new staff as well as being offered copies of policies and appropriate handbooks. All governors are consulted by a nominated Training Governor and relevant training and literature are disseminated throughout the year.

Individual governors attend training courses and conferences organised by appropriate bodies in order to ensure their knowledge and understanding is fully up to date. A series of briefings for the board and the Senior Leadership Team of the school as a whole is being designed that is based on areas of potential interest and/or concern and identify development areas particularly in the areas of governance of Academies.

Newbridge High School Academy Trust

GOVERNORS' REPORT

The full Governing Body also usually operate three training/development sessions each academic year.

Relationships with Related Parties

Newbridge High School Academy Trust is a single Academy, financially independent and does not work in federation with any other organisation. However, the Academy does work collaboratively with other local schools, academies, universities, ITT providers, Teaching Alliances and other businesses to help raise achievement and gain Best Value.

As part of its operation the Academy liaises with organisations such as the Local Authority, Development Group 22 (Coalville Family of Schools), Forest Way Teaching School Alliance, ACE partnership group of academies, NW Leicestershire School Sports Partnership, NW Leicestershire Behaviour Partnership, as well as other education providers and trainers such as local schools, further education colleges and universities. The Academy maintains links with numerous other agencies who work together to provide support and care for young people, e.g. 'Supporting Leicestershire Families,' the Youth Service, Barnados etc. These links are maintained in the interest of supporting good working practice and information sharing and consolidate well established mutually supportive associations.

Charitable Objectives and Aims

The principal activity of Newbridge High School Academy Trust is currently to run a secondary school for boys and girls aged 11-14 years located in Coalville, Leicestershire.

In addition, Newbridge High School Academy Trust Admissions Policy has governor approval and is published on the website.

The Academy has a rolling programme of self-evaluation and this is summarised in the Academy Self Evaluation Form and Self Evaluation Policy. Action points from the evaluations are then developed in the School Development Plan.

Activities provided include:

- Tuition and learning opportunities for all students to attain the highest standard in academic achievement.
- Training opportunities for all staff and volunteers, to encourage them to be effective models of learning and development.
- A full programme of sporting, arts, extended learning and development opportunities at lunchtime and after school for all students to widen their experiences and develop as holistic learners.
- Opportunities for the wider pupil and members of the local community to make use of the Academy's facilities and support learning in the widest sense of the local community.
- To promote for the benefit of the inhabitants of Coalville, Leicestershire and the surrounding area the provision of facilities, for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, or for the public at large in the interests of social welfare, and with the object of improving the condition of life of the said inhabitants.

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Public Benefit

The governors have taken The Charity Commission's specific guidance on public benefit (contained within the guidance document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this governors' annual report.

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

STRATEGIC REPORT

Achievements & Performance & Impact of Activities

Newbridge High School Academy Trust has assessed its achievements and performance for this period as follows:

End of Key Stage 3 Attainment results for Year 9 in 2014.

1. Results are above the most recently available national average at level 5+ and 6+ in English and Maths and at Level 5+, 6+ and 7+ in Science.
2. Results at 6+ in all core subjects are significantly higher than in 2013.
3. Progress of all our students 2011-13, on average, has been significantly above the national average in all three core subjects.
4. Progress in English by students with SEND was high and in line with Leicestershire and school averages for all students.
5. Attainment in Foundation subjects improved in 2014 compared to 2013. Attainment at level 5+ is in line with the Leicestershire average, which is a high achieving authority.
6. Attainment and progress in Music and PE is high compared to the LA average.
7. Progress in the core subjects and attainment at level 6+ and 7+ were below the very high Leicestershire average (compared to national figures).

In May 2013 the Academy was inspected by Ofsted and judged as 'a good school'. The impact of activities concludes:

- Teaching is nearly always good right across the school and across the full range of subjects.
- Teachers have strong subject knowledge and make sure that students of all abilities and backgrounds make good progress, including the more able.
- As a result, the standards reached are above those seen in most schools for students of the same age. This is true of most students, including disabled students or those who have special educational needs.
- Standards are particularly high in mathematics.
- Students have positive attitudes to their learning, work hard in lessons and feel happy, safe and free from bullying.
- Behaviour is generally good, both in classrooms and around the site. Students have many opportunities to take on roles or responsibility.
- The planning and checking of the work of the school by leaders and managers have resulted in good teaching being maintained over time.

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- Adults who lead the school have made sure that a strong sense of direction has been sustained through a period of significant change.
- Governors know the strengths of the school well and where it can be improved. They check on the quality of what the school provides and are ambitious for its further success.

Financial and Risk Management Objectives and Policies

The Academy manages its risks appropriately. We consider that risks such as the uncertainty over the LGPS deficit and future recurrent funding provision possibly due to the introduction of a national funding formula will feature in the financial risk register as the main areas of concern.

Going Concern

After making appropriate enquiries, the governing body has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

Financial Review

The Trust's financial position demonstrates total income of £2,957,581 with a deficit before pension actuarial losses at the 31 August 2014 of £8,837. The deficit has been allocated to reserves.

The reserves will be utilised for continuous improvement and for projects for the repair and replacement of educational equipment and materials. Reserves will also be allocated to improving the academy facilities, repair, replacement and updating of the Trust's buildings its plant, equipment and contents.

A strategic school improvement plan is prepared and reviewed each year by the Governors in order that reserves can be prioritised and spent according to the needs of the Trust.

The principal financial management policies adopted in the year are:

- Conducting regular financial reviews of income and expenditure versus planned budgets at the Governors Finance Committee meetings.
- Consideration as to whether the financial income demonstrates a robust and stable position enabling the provision of sufficient quality resources to fulfill the Trust's educational obligations.

Reserves carried forward at 31 August will be utilised as part of the medium and long term plans of the Trust to improve and update its educational resources, materials and equipment, and additionally provide a continuous improvement plan to maintain and repair the site and facilities.

Most of the Academy's income is obtained from the Department for Education (DfE) via the Education Funding Agency (EFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grant received from the DfE during the period ended 31 August 2014 and the associated expenditure are shown as the restricted funds in the Statement of Financial Activities. The Academy also receives grants for fixed assets from the DfE. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2005) such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

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During the year ended 31 August 2014 total expenditure of £2,966,418 was covered by recurrent grant funding from the DfE together with other incoming resources. The excess of income over expenditure for the period before other recognised gains and losses (excluding restricted fixed asset funds and actuarial losses on restricted pension funds) was £50,066.

At 31 August 2014 the net book value of fixed assets was £4,374,310 and movements in tangible fixed assets are shown in note 13. The assets were used exclusively for providing education and the associated support services to the students of the Academy.

Investment policy

The Governors' policy is to retain the property long term in order to generate income from lettings. It is the intention to invest any surplus funds in low risk short term bank deposits.

Reserves policy

The Governors review the reserves levels of the academy annually. This encompasses the nature of the income and expenditure streams, the need to match income with the commitments and the nature of reserves. The governors have determined that an appropriate level of free reserves should be equivalent to the surplus funds of the maintained school transferred on conversion to an academy. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The academy's current level of free reserves (total funds less the amount held in fixed assets and restricted funds) is £120,183.

Principal Risks & Uncertainties

The governors have responsibility to assess the strategic risks to which the Academy is exposed and intend to commission a systematic analysis of all risks to produce a risk management register.

The governors are implementing a number of systems to assess risks that the Academy faces, especially in the strategic risk areas and in relation to the control of finances. They have introduced systems, including operational procedures and internal financial controls in order to minimise risk. The Academy has an effective a system of internal controls which is continually reviewed and improved in accordance with Audit guidance.

Where significant financial risk remains, adequate insurance cover is in place. A systematic analysis of all other risks and effective delivery of the Academy's objects is now underway and will feed in to the business continuity planning.

The Governors consider that the principal risks and uncertainties facing the Academy are:

- Meeting requisite standards of education for students in all subjects
- Complying with legislative requirements regarding employment law, data protection, discrimination, Companies House and HRMC, child protection, the Charity commission and the National Curriculum
- Financial risk – not operating within its budget and running a deficit, changes to funding, inappropriate or insufficient financial controls and systems, fraudulent activity and or financial commitments made without adequate authorisation
- Fraudulent activity
- Financial commitments made without adequate authorisation
- Operational risk resulting from inexperienced staff being employed and inaccurate, out of date or inappropriate information
- Ability to meet the needs and continuing changes to the local community due to high levels of development

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The key controls used by the academy include:

- Detailed terms of reference for all committees
- Formal agenda for the academy board and committees
- Schemes of delegation and formal financial regulations
- Formal written policies
- Clear authorisation and approval levels
- Policies and procedures required by law to protect the vulnerable
- Close liaison with the local community and developers
- Training courses for the Business Manager and appropriate staff to improve experience.

Plans for Future Periods

Future Strategy

The long term goal of the Academy is to continue to meet the core aims whilst taking advantage of any opportunities that enhance those aims.

Plans for the future are detailed within the School Development Plan, a summary of which is as follows:

Goal 1: 'Journey to success'

Every Newbridge student will progress on a journey to personal, social and academic success.

1. Implementing a new school curriculum, delivering the national curriculum with stages of progress on the road to GCSE success.
2. Making progress in and recording success at personal, learning and thinking skills across the curriculum.
3. Outstanding learning through quality first teaching. The expectation of high quality independent learning.
4. Broadening our curriculum so that there are more opportunities for enrichment, flexibility and choice within the school day, at lunchtime and after school. Looking after our school environment.
5. Making our school premises and facilities meet the needs of the school and its wider community.

Goal 2: 'Overcoming barriers'

Every Newbridge student will thrive in a supportive community

1. Strengthening tutor groups. The tutor as the first contact for students and parents, the tutor group as the foundation of our caring ethos.
2. Transition for all from 11 to 16 is smooth with no dips between stages.
3. Personalised support for learning. Students with behavioural difficulties have opportunities to achieve success.