

**Registered number: 08027879 (England and Wales)**

**FIRTHMOOR PRIMARY SCHOOL**  
**(A company limited by guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2016**

**FIRTHMOOR PRIMARY SCHOOL**  
**(A company limited by guarantee)**

**CONTENTS**

	Page
<b>Reference and administrative details</b>	1 - 2
<b>Trustees' report</b>	3 - 11
<b>Governance statement</b>	12 - 15
<b>Statement on regularity, propriety and compliance</b>	16
<b>Statement of Trustees' responsibilities</b>	17
<b>Independent auditors' report on the financial statements</b>	18 - 19
<b>Independent reporting accountant's assurance report on regularity</b>	20 - 21
<b>Statement of financial activities incorporating income and expenditure account</b>	22
<b>Balance sheet</b>	23
<b>Statement of cash flows</b>	24
<b>Notes to the financial statements</b>	25 - 44

**FIRTHMOOR PRIMARY SCHOOL**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS MEMBERS, TRUSTEES AND  
ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**Members**

JF Dean  
PM Irving  
VH Pace

**Trustees**

JF Dean, Chair<sup>1,2,3</sup>  
A Dixon, Executive Headteacher and Accounting Officer<sup>1,2,3</sup>  
PM Irving<sup>1,2,3</sup>  
VE Johnson, Deputy Headteacher and Staff Trustee<sup>2</sup>  
V Johnston (appointed 11 July 2016)  
DW Owen<sup>2</sup>  
VH Pace, Vice Chair<sup>1,2</sup>  
WG Paton<sup>1,3</sup>  
C Pearson (resigned 25 April 2016)<sup>1</sup>  
KS Roberts<sup>2</sup>  
AM Savage, Staff Trustee  
C Shaw (appointed 16 November 2015)  
C Smithurst, Associate Trustee<sup>3</sup>  
MJ True, Staff Trustee<sup>2</sup>

<sup>1</sup> Audit, Finance and General Purposes Committee

<sup>2</sup> Curriculum & Wellbeing Committee

<sup>3</sup> Health & Safety Committee

**Company registered number**

08027879

**Company name**

Firthmoor Primary School

**Principal and registered office**

Ingleby Moor Crescent  
Darlington  
Co Durham  
DL1 4RW

**Company secretary**

J Brooks

**Senior leadership team**

A Dixon\*, Executive Headteacher  
D Murray\*, Assistant Headteacher  
V Johnson\*, Deputy Headteacher  
J Brooks, Academy Business Manager

\* key management personnel

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS MEMBERS, TRUSTEES AND  
ADVISERS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**Independent auditors**

Clive Owen LLP  
Chartered Accountants  
Statutory Auditors  
140 Coniscliffe Road  
Darlington  
Co Durham  
DL3 7RT

**Bankers**

Lloyds Bank  
21-23A Northgate  
Darlington  
Co Durham  
DL1 1TL

**Solicitors**

Bond Dickinson LLP  
St Ann's Wharf  
112 Quayside  
Newcastle upon Tyne  
NE1 3DX

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2015 to 31 August 2016. The Annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 3 to 11 serving a catchment area in Darlington. It has a pupil capacity of 354 and had a roll of 316 in the school census on 23 May 2016.

### **OBJECTIVES AND ACTIVITIES**

#### **Objectives and aims**

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

The main objectives of the academy during the year ended 31 August 2016 are summarised below:

- 1) Continue to improve quality of learning and teaching - high quality delivery, marking and feedback and focus intervention to ensure high attainment and progress
- 2) Raise standards in Maths across the school – develop secure knowledge of basic skills in wide range of applications and ensure good progress of FSM pupils at EYFS/KS1/KS2. To ensure the more able pupils attain higher levels
- 3) Raise standards and attainment in Reading and phonic knowledge across the school – develop reading comprehension and ensure good progress of FSM pupils at EYFS/KS1/KS2.
- 4) To raise standards of focus groups in Writing – narrow the gap between FSM and Non-FSM pupils and develop pupil vocabulary to enhance writing.

#### **Objectives, strategies and activities**

The principal object and activity of the charitable company is the operation of Firthmoor Primary School to provide education for students of different abilities between the ages of 3 and 11. The activities undertaken to achieve these objectives are all intended to provide the highest quality of education in the public sector for all students. The academy's main objectives are encompassed in its mission statement and values which are as follows:

At Firthmoor Primary School, we are dedicated to providing the very best care and education for all our children. We want our school to be a happy, inclusive and successful community. Within a safe, positive and supportive environment, our children are encouraged to take responsibility for their own health and well-being.

We promote a love of learning, which encourages our children to aim high and become valuable members of society and pride ourselves on being a school at the heart of the Firthmoor Community, involving pupils, parents and the wider community in our achievements.

The main objectives of the academy are summarised below:

- To promote the development of all children, ensuring learning opportunities and programmes are in place or children to make good progress;
- To encourage children to grow and develop their potential by allocating resources, enabling them to fully participate in the life of the school;
- To raise the standard of educational achievement of all students;
- To improve the effectiveness of the academy by keeping the curriculum and organisational structure under continual review;
- To provide value for money for the funds expended;
- To comply with all appropriate statutory and curriculum requirements; and
- To conduct the academy's business in accordance with the highest standards of integrity, probity and openness.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**Objectives, strategies and activities (continued)**

We achieve these aims by:

- Providing tuition and learning opportunities for all students to attain appropriate academic and vocational qualifications;
- Offering a broad and balanced curriculum that promotes equal opportunities for all the children within our school;
- Engage with partner agencies in developing appropriate provision and supportive strategies;
- Encourage pupils to develop their own independence and individuality by exploring their strengths and limitations;
- Providing training opportunities for all staff;
- Creating and maintaining strong links with community groups and external stakeholders; and
- Provide a programme of cultural and spiritual activities to ensure that students have the widest possible life experience at school and learn respect for other races, religions and social groups.

**Public benefit**

The academy's aims and achievements are set out within this report and have been undertaken to further its charitable purposes for the public benefit. The trustees have complied with the duty under Section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales and the trustees have considered this guidance in deciding what activities the academy should undertake.

**STRATEGIC REPORT**

**ACHIEVEMENTS AND PERFORMANCE**

**Key performance indicators**

In end of Key Stage assessments the academy performed as follows:

**KS1 - pupils achieving expected level**

	Firthmoor	National
Reading	68%	74%
Writing	61%	65%
Maths	68%	73%
RWM	57%	60%

**KS2 – pupils achieving expected level**

Reading	58%	66%
Writing	83%	74%
Maths	98%	70%
GPS	83%	72%
RWM	58%	53%

Pupils in receipt of Pupil Premium performed better than all pupils nationally for Writing, Maths and GPS.

National progress targets were exceeded with progress measures in Reading, Writing and Maths significantly above national average.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**STRATEGIC REPORT (continued)**

**ACHIEVEMENTS AND PERFORMANCE (continued)**

**Key performance indicators**

To ensure that standards continue to rise the academy is focused on further improving the quality of teaching and learning. New members of staff are given an intensive programme of support to ensure that they fully understand and are following school systems. Individual pupil progress and attainment is rigorously tracked, providing targeted interventions to ensure good progress for all pupils. A programme of lesson observations and work scrutinises, combined with intensive staff development, is planned to ensure maximum impact on pupil progress.

**Key Performance Indicators**

- External School Improvement Partner Reports
- Pupil attainment
- Overall Attendance at 96%
- Quality of Teaching
- Overall Ofsted Judgement as Good

**Assessment of performance against KPI's**

- Reports from our School Improvement Partners, Edupedia and the LA, highlight that the school has made good progress against the objectives within the School Development Plan.
- The Ofsted Inspection Dashboard notes key strengths in pupil attainment with no identified weaknesses.
- School records show that attendance is in line with National Average
- Lesson observations and work scrutinies evidence that teaching is at least good with many outstanding features

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**FINANCIAL REVIEW**

**Review of activities**

Most of the academy's income is obtained from the Department of Education (DfE) via the Education Funding Agency (EFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE/EFA during the year ended 31 August 2016 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The academy also receives grants for fixed assets from the DfE/EFA. In accordance with The Charities SORP (FRS102), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31 August 2016, total expenditure of £1,733,000 was in excess of recurrent grant funding from the DfE/EFA together with other incoming resources. The excess of income over expenditure for the year (before transfers and actuarial gains, and excluding restricted fixed asset funds) was £44,000.

All of the expenditure shown in the Statement of Financial Activities is in furtherance of the academy's objectives.

At 31 August 2016 the net book value of fixed assets was £2,426,000 and movements in tangible fixed assets are shown in note 13 to the Financial Statements. The assets were used exclusively for providing education and the associated support services to the students of the academy.

The provisions of Financial Reporting Standard (FRS) 102 have been applied in full in respect of the LGPS pensions scheme, resulting in a deficit of £820,000 recognised on the balance sheet.

The academy held fund balances at 31 August 2016 of £2,138,000 comprising £1,918,000 of restricted funds and £220,000 of unrestricted funds.

**Going concern**

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



**FIRTHMOOR PRIMARY SCHOOL**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**FINANCIAL REVIEW (continued)**

**Principal risks and uncertainties**

The principal risks and uncertainties are centred on changes in the level of funding from the DfE/EFA. In addition the academy is a member of the Local Government Pension Scheme (LGPS), which results in the recognition of a significant deficit on the academy balance sheet.

The trustees have assessed the major risks, to which the academy is exposed, in particular those relating specifically to teaching provision of facilities and other operational areas of the academy, and its finances. The trustees have implemented a number of systems to assess risks that the school faces, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying and school visits) and in relation to the control of finance. Where significant financial risk still remains they have ensured they have adequate insurance cover. The academy has an effective system of internal financial controls and this is explained in more detail in the Governance Statement.

The academy has fully implemented the requirements of the Safe Recruitment procedures and all staff have received training in this area in addition to training on Child Protection.

The academy is subject to a number of risks and uncertainties in common with other academies. The academy has in place procedures to identify and mitigate financial risks.

**Reserves policy**

The academy holds restricted and unrestricted funds (the attached financial statements detail these funds). Unrestricted funds are held:

- to provide funds which can be designated to specific areas such as improving facilities;
- to cover costs of any unplanned repairs and maintenance that may be required;
- to provide cost for staff sickness and absences cover.
- To cover ongoing costs in relation to the running of the academy including catering provisions, school trips and uniform costs.

The level of reserves is reviewed by the trustees regularly throughout the year. The minimum level of reserves for the ongoing needs of an academy is reviewed by the trustees on an annual basis. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The trustees therefore consider it prudent to hold unrestricted reserves in the general fund in the form of free reserves (total funds less the amount held in fixed assets and restricted funds) of £159,000.

This is considered sufficient to cover

- replacement leadership, teaching and support time to cover staff absence;
- curriculum resources if departments require additional support;
- capital expenditure when projects are identified.

The academy's current level of free reserves are in surplus by £220,000 and are considered to be at the desired level.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**Investment policy**

Firthmoor Primary School aims to manage its cash balances to provide for the day-to-day requirement of its operations while protecting the real long-term value of any surplus cash balances against inflation. In addition the school aims to invest surplus cash funds to optimise returns, but ensure that the investments are such that there is no risk to the loss of these cash funds.

It is recognised that most funds will be held within the school current accounts, which are interest bearing. However where the cash flow identifies a base level of cash funds that will be surplus to requirements; these may be invested in an interest bearing account with one of the recognised high street banks.

The academy invests surplus funds through money market accounts. Interest rates are reviewed prior to each investment. This policy maximises investment return whilst minimising risks to the principal sum.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The academy is a charitable company limited by guarantee and an exempt charity. The charitable company's Memorandum of Association is the primary governing document of the academy trust. The trustees of Firthmoor Primary School are also the directors of the charitable company for the purpose of company law. The charitable company is known as Firthmoor Primary School.

Details of the trustees who served during the year are included in the Reference and administrative details on page 1.

**Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the 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 required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Method of recruitment and appointment or election of Trustees**

Trustees are appointed under the rules contained within the academy's Memorandum and Articles of Association and membership of the board of trustees is in accordance with the structure contained within it. Up to 12 trustees may be appointed. The members may appoint staff trustees through any process as they may determine, provided that the total number of trustees (including the Executive Headteacher) who are employees of the Academy Trust does not exceed one third of the total number of trustees.

- The Executive Headteacher shall be treated for all purposes as being an ex officio Trustee.
- The Local Authority may appoint the Local Authority Trustee.

The parent trustees shall be elected by parents of registered pupils at the academy. A parent trustee must be a parent of a pupil at the academy at the time when they are elected. If the number of parents standing for election is less than the number of vacancies, then the board of trustees can appoint them.

The term of office for any trustee shall be 4 years, save that this time limit shall not apply to the Executive Headteacher or any post held ex officio. Subject to remaining eligible to be a particular type of trustee, any trustee may be re-appointed or re-elected. The governors may appoint up to 3 co-opted trustees. The trustees may not co-opt an employee of the academy trust as a co-opted trustee if thereby the number of trustees who are employees of the Trust would exceed one third of the total number of trustees.

The Secretary of State may appoint additional trustees as he sees fit if he has given the trustees a warning notice, and the trustees have failed to comply, or secure compliance, with the notice to the Secretary of State's satisfaction within the compliance period.

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

The training and induction provided for new trustees depends on their existing experience. Where necessary induction and training is provided on charity, educational, legal and financial matters and is accessed via the governance support service level agreement. All new trustees are given a tour of the academy and the chance to meet with staff and students. All trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as trustees. As there are normally only one or two trustees a year, induction tends to be done informally and is tailored specifically to the individual.

**Pay policy for key management personnel**

In this school all teaching staff are employed in accordance with the provisions of the School Teachers Pay and Conditions Document. Pay arrangements are agreed by the Governing Body, using the flexibilities contained within the STP&C Document. The Governing Body consider any recommended future uplift to the national framework and decide annually on whether or not these should be applied to the pay ranges.

The Governing Body assign a seven point Individual School Range for Headteachers and a five point pay range for other leadership posts, based on the school group size and any permanent additional relevant factors as determined within the framework of the School teachers' Pay and Conditions document. These additional factors will relate to the school context and challenge, and the wider accountability of the headteacher and key management personnel.

Other than in exceptional circumstances, the Individual School Range will not exceed 25% of the maximum of the school group size. The Governing Body ensure that other than in exceptional circumstances, there is no overlap of salary bands between the Headteacher and other leadership posts.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Organisational structure**

During the year the academy continued to operate a unified management structure. The Structure consists of 3 levels: the trustees, the Senior Leadership team and the Leadership Team. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels. The management structure consists of:

- The trustees
- The Senior Leadership Team (1 Executive Headteacher, 1 Deputy Headteacher, 1 Assistant Headteacher and the Academy Business Manager)
- The Leadership Team (1 SENCO, 1 Curriculum Leader and 1 Inclusion Officer)

The trustees 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. Much of the detailed work of trustees is completed by the sub committees. The Senior Leadership Team controls the academy at an executive level, implementing policy and reporting to trustees. The Executive Headteacher, trustees and senior staff 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 contain a trustee.

**Connected organisations, including related party relationships**

Firthmoor Primary School is a standalone academy and not part of a Multi Academy Trust. There are no connected organisations which have been identified.

Related party transactions are disclosed under in note 24.

**Trustees' indemnities**

The academy has purchased insurance to protect trustees from claims arising against negligent acts, errors or omissions occurring whilst on academy business. Further details are provided in note 11.

**PLANS FOR FUTURE PERIODS**

**Future developments**

The academy will be looking at directing reserves towards:

- Providing pupils with life experiences to increase curriculum knowledge.
- One to One and small group intervention for focus pupils in Literacy and Maths.
- Access to a speech and language technician for identified pupils in EY/KS1.
- Ensuring high levels of pupil and staff wellbeing.
- Enhancement of outdoor space.

**FIRTHMOOR PRIMARY SCHOOL**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

**DISCLOSURE OF INFORMATION TO AUDITORS**

Insofar as the trustee are aware:

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

This report was approved by order of the board of trustees as the company directors, on 1 December 2016 and signed on its behalf by:



**JF Dean**  
**Chair of Trustees**

**FIRTHMOOR PRIMARY SCHOOL**  
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**GOVERNANCE STATEMENT**

**Scope of Responsibility**

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

The board of trustees has delegated the day-to-day responsibility to the Executive 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 Firthmoor Primary School and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The board of trustees has formally met 3 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
JF Dean, Chair	3	3
A Dixon, Executive Headteacher and Accounting Officer	3	3
PM Irving	2	3
VE Johnson, Deputy Headteacher and Staff Trustee	3	3
V Johnston	0	0
DW Owen	3	3
VH Pace	3	3
WG Paton	2	3
C Pearson	1	2
KS Roberts	3	3
AM Savage, Staff Trustee	3	3
C Shaw	2	3
C Smithurst	3	3
MJ True	3	3

The Audit, Finance and General Purposes Committee is a sub-committee of the main board of trustees. Its purpose is to ensure the school has strategic plans in place to deliver effective teaching and learning within the school budget.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
JF Dean	3	3
A Dixon, Headteacher and Accounting Officer	3	3
PM Irving	2	3
VH Pace	3	3
W Paton	2	3
C Pearson	1	2