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**Rendell Primary School
(A Company Limited by Guarantee)**

**Rendell Primary School
(A Company Limited by Guarantee)**

Annual Report and Financial Statements

Year ended 31 August 2014

Company Registration Number:
08219443 (England and Wales)

A member of the
Duncan & Toplis Group
Duncan & Toplis
Chartered Accountants
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**DUNCAN
& TOPLIS**
CHARTERED ACCOUNTANTS
AND BUSINESS ADVISERS

Duncan & Toplis is the trading name of Duncan & Toplis Limited, registered in England and Wales, company number 04544710.
Registered Office: 3 Castlegate, Grantham, Lincolnshire, NG31 6SF.
Registered to carry on audit work in the UK and regulated for a range of investment business activities by the Institute of Chartered Accountants in England and Wales.
A list of the directors of Duncan & Toplis Limited is available on our website and at all offices.

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REFERENCE AND ADMINISTRATIVE DETAILS

Members	Mrs M Bezzano-Griffiths (Chair/Member) Mr R Bray (Vice Chair/Member) Mrs J Bramley (Lead Finance/Member) (resigned 11.07.14)
Trustees	Mrs K Rixon Mrs C Poxon Mrs P Jurkowski Mrs R Begum Mr P Robinson-Kerry Mr J Hale Mrs C Kemnic Mr P Conway Mr J Miah (resigned 01.01.14) Mrs S Hallam (resigned 01.01.14) Mr I Marjoram (resigned 25.04.14) Mrs T McLean (resigned 15.08.14) Mrs C Bezzano (resigned 28.08.14)
Company Secretary	Mrs P Horne (resigned 22.08.14) Mr D Rushton (appointed 15.08.14)
Accounting Officer	Mrs K Rixon (Head Teacher)
School Business Manager	Mrs P Horne (resigned 31.08.14) David Rushton (appointed 15.08.14)
Clerk to Governors	Mrs T McLean
Senior Leadership Team	
Head Teacher	Mrs K Rixon
Deputy Head Teacher Teaching & Learning	Mrs P Jurkowski
Deputy Head Teacher Inclusion	Mrs L Lovell
Registered Office	Rendell Primary School Rendell Street Leicestershire LE11 1LL
Company Registration Number	08219443

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Independent Auditor

Duncan & Toplis Limited
4 Henley Way
Doddington Road
Lincoln
LN6 3QR

Bankers

NatWest Bank
Market Place
Loughborough
Leicestershire
LE11 3NZ

Solicitors

Legal Department
Leicestershire County Council
County Hall
Glenfield
Leicestershire
LE3 8RB

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TRUSTEES' REPORT

The Trustees present their annual report together with the financial statements and auditors' report of the Charitable Company for the year 1st September 2013 to the year end 31 August 2014. 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 4 to 11 serving a catchment area in Loughborough. It has a pupil capacity of 315 and had a roll of 298 in the school census on 2 October 2014.

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 Rendell Primary School and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Rendell Primary School.

The Articles of Association require the Trustees of the Charitable Company to appoint at least three Trustees to be responsible for the statutory and constitutional affairs of the Charitable Company and the management of the Academy.

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.

Trustees' Indemnities

In accordance with normal commercial practice the Academy has purchased insurance indemnity to protect Trustees' and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £3 million pounds on any one claim.

Method of Recruitment and Appointment or Election of Trustees

The Articles outline the different types of Trustee; there are a range of election processes as outlined below:

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The term of office for any Trustee shall be four years, save that this time limit shall not apply to the Head Teacher or any post which is ex officio. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected.

There shall be a maximum of four Parent Trustees and a minimum of three 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 of election. The term of office will cease when the pupil is no longer registered at the Academy.

There shall be three Staff Trustees who are elected by a ballot of all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy (excluding the Head Teacher). If a Staff Trustee ceases to work at the Academy then he shall be deemed to have resigned and shall cease to be a Trustee automatically on termination of his work at the Academy. Any election of a Staff Trustee which is contested shall be held by secret ballot.

There shall be seven nominated Community Trustees. The members shall appoint four and the Board of Trustees shall appoint three.

The Board of Trustees can appoint an additional three co-opted Trustees as appropriate. A 'co-opted Trustee' means a person who is appointed to be a Trustee by being Co-opted by Trustees who have not themselves been so appointed. 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 Academy Trust would exceed one third of the total number of Trustees (including the Head Teacher).

Trustees are subject to retirement or re-election at the end of their 4 year term of office unless the eligibility conditions listed prevail.

Policies and Procedures Adopted for the Induction and Training of Trustees.

The training and induction provided for new Trustees will depend on their existing experience. Where necessary, induction will provide training on charity, educational, legal and financial matters. All new Trustees are given a tour of the Academy and the chance to meet pupils and staff.

The Academy expects that all Trustees are willing to undertake training to improve their knowledge and understanding of all matters relating to Governance of the Academy. The Academy has a link Trustee who co-ordinates the training, advertising relevant training sessions and keeping records of what training has been attended and what is required. The Academy has signed up to the Local Authority Trustee Training and development programme. We are also a member of the Primary Development group which offers training sessions in the local area.

All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their roles as Trustees.

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Induction takes place as required on joining the Board of Trustees and tailored specifically to the individual.

Organisational Structure

The structure of the Academy consists of two senior levels: the Board of Directors (Board of Trustees) and the Head Teacher leading the Senior Leadership Team (SLT) which includes Deputy Head Teachers and the School Business Manager.

An aim of this management structure is to distribute responsibility and accountability and to encourage involvement in decision making at all levels so that the Academy nurtures the talents of its entire staff to support continual improvement and excellence.

The Board of Directors is responsible for setting the Academy's policies, adopting the Academy Improvement Plan and budget, monitoring performance against these plans and making major decisions about the direction of the Academy including its curriculum, the achievement and welfare of students and staffing.

The Head Teacher and SLT control the Academy at an executive level, implementing the policies set by the Board of Directors and reporting back to them.

The Board of Trustees review the delegation of functions annually. The Board of Trustees will remain accountable for any decision taken, including those relating to functions delegated to a committee or individual.

The Board of Trustees receives reports / minutes from any individual or committee to whom decisions have been delegated and considers whether further action is necessary.

Quoracy decisions may only be made if a meeting is quorate. The quorum for the full Board of Trustees meetings is nine.

The Board of Trustees have delegated some of its statutory functions to committees and the Head Teacher, subject to prescribed restrictions below.

Functions that can be delegated to a committee but cannot be delegated to an individual include those that relate to:

- The alteration, discontinuation or change of category of maintained A.
- The approval of the first formal budget plan of the financial year.
- Academy discipline policies.
- The exclusion of pupils.
- Admissions.

The Board of Trustees cannot delegate any function in relation to:

- The constitution of the Board of Trustees (unless otherwise provided by the Constitution Regulations).
- Appointment or removal of the chair or vice-chair.

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- The appointment of the clerk.
- The suspension of the Trustees.
- The delegation of functions.
- The establishment of committees.

Below is the table of delegated tasks at Rendell Primary School

Key Function	No	Task	Full Board of Trustees	Committee of the Board of Trustees	The Head Teacher
Budgets	1	Approve budget plan for financial year	✓		
	2	Monitor monthly expenditure			✓
	3	Establish charging and remissions policy	✓		
	4	Agree financial & procurement policies	✓		
	5	Enter into purchases or contracts (up to £5000)			✓
	6	Enter into contracts (between £10,000 and OJEU threshold)	✓		
	7	Enter into contracts (over OJEU threshold)	✓		
Staffing	8	Principal appointment	✓		
	9	Vice Principal appointments	✓		
	10	Teaching staff appointments			✓
	11	Non-teaching staff appointments			✓
	12	Pay policy (including discretions)	✓		
	13	Establish disciplinary / capability procedures			✓
	14	Dismissal of Principal	✓		
	15	Dismissal of other staff			✓
	16	Suspension of Principal		✓	
	17	Suspension of other staff			✓
	18	Ending suspension of Principal		✓	
	19	Ending suspension of other staff		✓	
	20	Determining staffing requirements			✓
	21	Dismissal payments / early retirement		✓	
Curriculum	22	Establish and implement Curriculum Policy			✓
	23	Approval of Curriculum Policy			✓

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Key Function	No	Task	Full Board of Trustees	Committee of the Board of Trustees	The Head Teacher
	24	Responsibility for standards of teaching			✓
	25	Decide which subject options will be taught, including activities outside the school day			✓
	26	Responsibility for individual child's education			✓
	27	Provision of sex education – includes establishing and maintaining an up to date policy			✓
	28	To prohibit political indoctrination and ensuring a balanced treatment of political issues			✓
	29	Establish a charging and remissions policy			✓
Performance Management	30	Establish performance management policy and review annually		✓	
	31	Implement performance management policy			✓
Target Setting	32	Set and publish targets for student achievement			✓
Discipline / Exclusions	33	Establish discipline policy	✓		
	34	Review use of exclusion and decide whether or not to confirm permanent and fixed term exclusions where the student is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination		✓	
	35	Direct reinstatement of excluded students		✓	
Admissions	36	Consult annually before setting an Admissions Policy	✓		
	37	Admissions: application decisions.		✓	
Collective Worship	38	Arrangements for collective worship			✓
Premises & Insurance	39	Buildings insurance and personal liability			✓
	40	Develop Academy buildings strategy	✓		

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Key Function	No	Task	Full Board of Trustees	Committee of the Board of Trustees	The Head Teacher
	41	Procure and maintain buildings, including properly funded maintenance plan	✓		
Health & Safety	42	Institute a Health & Safety Policy	✓		
	43	Ensure that health & safety regulations are followed			✓
Academy Organisation	44	Set times of Academy day and dates of Academy terms and holidays			✓
	45	Ensure that Academy meets 380 sessions in a school year			✓
	46	Ensure that Academy lunch nutritional standards are met			✓
Information for parents	47	Prepare and publish the Academy prospectus			✓
	48	Ensure provision of free school meals to those students meeting the criteria			✓
	49	Adopt and review home school agreements			✓
GB Procedures	50	Appoint (and remove) the chair and vice chair of GB	✓		
	51	Appoint (and dismiss) the clerk to the Trustees	✓		
	52	Hold a full Board of Trustees meeting at least 3 times in an Academy year	✓		
	53	Appoint (and remove) community or co-opted Trustees	✓		
	54	Set up Register of Trustees' Business Interests	✓		
	55	Approve and set up Trustees Expenses Scheme	✓		
	56	Discharge duties in respect of students with special needs by appointing a "responsible person"	✓		
	57	Consider whether or not to delegate functions to individuals or committees	✓		
	58	Regulate the Board of Trustee procedures	✓		

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Key Function	No	Task	Full Board of Trustees	Committee of the Board of Trustees	The Head Teacher
Federations	59	Consider forming a federation or joining an existing federation	✓		
	60	Leave a federation	✓		
Extended Schools	61	Decide to offer additional activities and what form these should take	✓		
	62	Put in place and ensure delivery of services to be provided			✓
	63	Cease providing extended school provision	✓		

Trustees' Committees and Working Parties

The Board of Trustees meets at least six times a year to discharge its legal responsibilities. It no longer has sub committees for finance, health & safety or curriculum and welfare. All the work is done at full committee level and where deemed appropriate working groups are set up and given delegated authority as required to carry out their duties. The Committees that are established have clear terms of reference; committee members are encouraged to provide high levels of challenge. Systems are in place for sharing information between Governors and reporting back to the full Board of Trustees. This does not merely reiterate what has already been discussed in detail by the committee but focuses on the key points and decisions.

The Board of Trustees has agreed the following Committee Structure which should be reviewed in the autumn term each year:

- Complaints.
- Discipline (Pupils).
- Staff Dismissal.
- Dismissal Appeals.
- Pay Committee.

Complaints Committee – will meet as and when required

- To consider any complaint where it has not been possible to resolve the issue at an earlier stage of the Complaints Procedure, initiated at the request of the complainant.

Pupil Discipline Committee - will meet as and when required

- To consider and make decisions relating to pupil exclusions in accordance with the agreed procedures.

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Staff Dismissal Committee – will meet as and when required

- To consider and make decisions relating to staff capability, discipline and dismissal in accordance with procedures.

Pay Committee

- To draft and review the Academy's Pay Policy, including criteria relating to the use of discretionary elements for pay provisions, and to make recommendations.
- To determine salary levels for individual posts in accordance with the Pay Policy.
- To review the performance management policy and monitor its implementation.
- To liaise with the relevant committee to establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.
- To review the staffing structure as necessary in relation to the Academy Improvement Plan.
- To recommend to the Board of Trustees staff selection procedures, ensuring that they conform with safe recruitment practice, and to review these procedures as necessary.
- To undertake any formal consultations on personnel matters.
- To review and recommend for adoption by the Board of Trustees procedures for dealing with staff discipline and grievance and ensure that the staff are informed of them.
- Should the need arise, to draft, in consultation with staff, criteria for redundancy, for approval by the Board of Trustees.

Connected Organisations including Related Party Relationships

The school is connected to:

- Loughborough Primary Academy Partnership (LPAP).
- Friends of Rendell.
- Loughborough Development Group (LDG).
- Leicestershire Primary Head Teachers.

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

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Objectives and Activities

Objects and Aims

The Academy Trusts objective is specifically restricted to the following to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.

The characteristics of the Academy set down in section 1(6) of the academies Act 2010 are that

1. The Academy has a broad and balanced curriculum that satisfies the requirements of section 78 of EA 2002.
2. The Academy provides a primary education with an emphasis on active and creative learning.
3. The Academy provides education for pupils with a wide range of abilities.
4. The Academy provides education for pupils predominantly from the local area.

Other conditions and requirements in respect of the Academy are that:

1. The Academy will be at the heart of the community, promoting community cohesion.
2. There will be external assessments of pupils' performance at Year 6 in the form of Statutory Assessment Tests (SATs).
3. The Academy will work in partnership with Loughborough Primary Academy Partnership (LPAP) to support and strengthen achievement in Rendell Primary School and all the LPAP schools in Loughborough.
4. The admissions policy and arrangements for the Academy will be in accordance with admissions law, and the DfE Codes of Practice, as they apply to maintained schools.
5. Teachers' levels of pay and conditions of service for all employees will be the responsibility of the Academy Trust save that when entering into a contract of employment with any person the Academy Trust shall be bound by and act in accordance with such guidance as the Secretary of State may publish in relation to the maximum salary that may be paid to employees of Academies.
6. There will be an emphasis on the needs of individual pupils including those with special educational needs or disabilities (SEND).
7. There will be no charge in respect of admission and the school will only charge pupils where the law allows maintained schools to charge.

Objectives, Strategies and Activities

- The vast majority of children make outstanding progress during their time at Rendell Primary School.
- That attainment reaches or exceeds national expectations.
- Vulnerable groups make progress that is at least in line with national.
- Move the majority of teaching to outstanding.
- Peer coaching within and across the Academy becomes the central tool to improve teaching and share excellent practice.

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- To provide a curriculum that has a holistic approach to child centred learning, is enriched by the creative arts and a global dimension that reflects the multicultural ethos of the Academy.
- To develop system leadership in teams to maximise effective management of all curriculum subjects
- To create an ethos of leadership and challenge at all levels across Academy.
- To have effective and powerful business management systems and protocols that efficiently support the running of an Academy.
- That effective structure ensures that the Board of Trustees can work in stronger partnership with the whole leadership team to produce and review the strategic development plan of the Academy.
- Pupils become co-constructors of their own learning through effective strengthening of pupil voice
- That our children engage in a rich and healthy activity of sport and fitness understanding its importance to wellbeing.
- To nurture a real sense of social responsibility and respect for others.
- Attendance is above 95% and holidays in term time are reduced.

Public Benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, "*Charities and Public Benefit*".

- To advance for the public benefit education in Loughborough, in particular but without prejudice to the generality of the foregoing by estimating, maintaining, carrying on, managing and developing schools, offering a broad curriculum.
- To provide facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of the said community.