

HENDON SCHOOL

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'Learning Together Across the World'

Value for Money Statement

Academy trust name: HENDON SCHOOL

Academy trust company number: 7803827

Year ended 31 August 2014

I accept that as accounting officer of **Hendon School** I am responsible and accountable for ensuring that the academy trust delivers good value in the use of public resources. I am aware of the guide to academy value for money statements published by the Education Funding Agency and understand that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

Improving educational outcomes

Educational standards continue to rise at Hendon School. The 2014 RaiseOnline report is very positive. The attainment of last year's cohort in relation to the 5A*-C including English and maths is significantly above national (+10%). The average point scores for English, maths and languages are also significantly above average, which considering the below average ability on intake is exceptional. The overall school value added measure has risen 14 points to 1043.5. This is outstanding. The improvement in the value added for statemented children shows exceptional progress of 1031.8. The Key Stage 5, Level 3 VA report shows the school's value added in comparison to all sixth form academic subjects as being + 0.14 (sig+) - a fantastic recognition of the progress made in this key priority area.

Hendon School works in partnership with Challenge Partners, PiXL, Leading Edge and with a number of international link schools to share good practice and continue to drive up standards in a cost efficient way. Staffing structures, including leadership and support staff teams have been tightened to ensure better value for money and we will continue to address staffing costs within a strategy designed to ensure effective curriculum provision and development in the light of educational changes.

Financial governance and oversight

At the start of the financial year the Governing Body approved a Finance and Business Manual, which set out the procedures for financial management and delegated financial authorities. There was insufficient resource within the finance function at the start of the year to implement the procedures fully. Financial governance and oversight has been improved in the year through the establishment of an Audit Committee and the development of a qualified, experienced and permanent finance team. A new Accounting Officer was appointed in May 2014.

Through the provision of more accurate and timely financial data and analysis, decision making on spending proposals has been made more effective such as establishing appropriate levels of subsidised music tuition and additional languages tuition. The Accounting Officer has restructured the curriculum budgets to provide budget holders with increased flexibility over how they allocate their devolved budgets which, together with a realistic and consultative budget setting process, should enhance the effective management of budgets in 14/15.

The Trust has a very high staff / income ratio reflecting the desire to focus resource on teaching standards and the educational benefit for pupils. This has however resulted in underinvestment in some areas including premises and IT. A careful restructuring has taken place to reduce staffing costs which will allow a redistribution of resource across the School's needs in 14/15. The challenge for the coming year is to continue to address this issue in 15/16 onwards without impact on educational outcomes.

Better purchasing

During the year, the Trust has devoted additional resource to the scrutiny of invoices, contracts and services received. In particular the Trust has re-evaluated its insurance needs and achieved savings of over £60k through tendering for the staff insurance and joining the RPA.

Maximising Income generation

During the year, the Trust has strengthened its monitoring of income, particularly in respect of income due for high needs and for which changes to funding rules have (and will continue to) create uncertainty in income streams. Outside of educational funding the Trust are currently reviewing the opportunities to improve income streams generated through its investments in residential property and playing fields. The Trust has undertaken a review of existing lettings, addressing historically low pricing and has assessed the opportunities to enhance revenue through increasing the number of events per evening. The Trust has appointed a facilities manager to oversee this.

Reviewing controls and managing risks

As mentioned above the Trust's finance function was under-resourced for part of the financial year. Whilst basic record keeping processes were maintained and segregation of duties exercised over payments and receipts the under-resourcing impacted the ability of the Trust to produce full accounts on a regular basis and to actively monitor all costs, cashflows and investments.

During the year the Trust has made progress to develop its financial reporting processes. Monthly management reports are produced and reviewed with significant variances from budget followed up with intervention. Regular cashflow forecasts are produced and investments are now being actively managed to secure the best return.

Risk is a regular item on the Governing Body agenda and a joint Governing Body and Senior Leadership Team exercise to look at our risk profile established a ranking of key risks. Each Committee of the Governing Body will be assigned one or more of the risks as appropriate, with responsibility to follow up on actions taken to address these risks.

Lessons learned (reviewing operations to maximise resources)

The Trust is operating with a high staff / income ratio. Previous strategies to address this relied on natural retirement plans which have been unsuccessful in reducing the ratio. Staff costs are now being more actively managed with careful consideration prior to any recruitment. The historic low investment in IT infrastructure has led to inefficiencies in administration and planned investment in this area will release valuable teaching time. A program of investment in premises will also enable a better achievement of value for money across maintenance and improvement projects. A facilities manager has been appointed to develop this program.

Signed:



Name: Rhona Povey

Academy Trust Accounting Officer

Date: 16th December 2014