

REGISTERED COMPANY NUMBER: 07848372 (England and Wales)

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31ST AUGUST 2017**  
**FOR**  
**ENDEAVOUR LEARNING TRUST**  
**(INCORPORATING TARLETON ACADEMY)**

TLL Accountants  
7-9 Station Road  
Hesketh Bank  
Preston  
Lancashire  
PR4 6SN



**ENDEAVOUR LEARNING TRUST**  
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**FOR THE YEAR ENDED 31ST AUGUST 2017**

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**ENDEAVOUR LEARNING TRUST**

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**MEMBERS**

R Sachs  
G H Lloyd (appointed 2.5.2017)  
Mrs H K Dicker MBE  
Mrs K Passant

**TRUSTEES**

Mrs H K Dicker MBE (Chair)  
R Sachs  
Mrs L A Gwinnett (CEO/Executive Headteacher and  
Accounting Officer)  
Mrs J Smitton  
Mrs S Stoker  
D Baldwin (appointed 6.7.2017)

**LOCAL GOVERNING BOARD  
TARLETON ACADEMY**

Mrs H K Dicker (Chair)  
Mrs H Astin  
M Buckley  
M Cunniffe  
Mrs L Dawson  
T Houghton  
Mrs P Langton  
T McLardy  
Mrs L Singleton  
N Ward  
Vacancy  
Vacancy

**SENIOR LEADERSHIP TEAM  
TARLETON ACADEMY**

Mrs L A Gwinnett (CEO/Executive Headteacher and  
Accounting Officer)  
Miss J Bacon  
S Barnard  
J Christie  
M Cunniffe  
Mrs G Davies  
Mrs N Fairhurst  
T Houghton

**COMPANY SECRETARY**

Mrs G M Davies

**REGISTERED OFFICE**

Endeavour Learning Trust  
Tarleton Academy  
Hesketh Lane  
Tarleton  
Preston  
Lancashire  
PR4 6AQ

**REGISTERED COMPANY NUMBER** 07848372 (England and Wales)



**ENDEAVOUR LEARNING TRUST**

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**AUDITORS**

TLL Accountants  
7-9 Station Road  
Hesketh Bank  
Preston  
Lancashire  
PR4 6SN

**BANKERS**

Lloyds Bank  
13 - 15 Hardshaw Street  
St. Helens  
Merseyside  
WA10 1QZ





**ENDEAVOUR LEARNING TRUST**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2017. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) and the Academies Accounts Direction issued by the Education and Skills Funding Agency.

**At a meeting of the board of directors of the Company on 19th July 2016, approval was given to a change of name of the Company to Endeavour Learning Trust, the adoption of new articles of association of the company and a deed of variation to be made between the Secretary of State and the Company (under the new name) which when executed by all parties would have the effect of replacing the existing funding agreement between the Secretary of State and the Company with a funding agreement (the funding agreement variation)**

**From 6th July 2017, the MAT Trustee Board and the Local Governing Board of Tarleton Academy were redefined and an appropriate committee structure set up. Endeavour Learning Trust Board now operates a Resources and Audit Committee to oversee the finances of all MAT schools. Committees of the Tarleton Academy Governing Body have been subsumed into the Tarleton Academy Local Governing Board.**



## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

Endeavour Learning Trust is poised to expand our vibrant community, building on a wide range of well established, inspirational partnerships which nurture respectful, independent, lifelong learners. In our Trust we ensure that every student receives the same consideration that we would want for our own children. We believe in clear boundaries, high aspirations, creative solutions and the genuine enjoyment that comes from the joy of learning and the pride of achievement and success. We are firmly committed to ensuring that in our Trust everyone is valued, quality is expected and our wider role at the heart of our communities is taken seriously.

Our overall aims are to provide:

- A world class education for all our students, which builds resilience, confidence and drive, in an ever-changing world
- A workforce of the highest calibre, with a winning combination of teamwork, skill, experience, passion and an unwavering commitment to excellence
- A relentless focus on individual and collective improvement, personal and professional development, in an ethos of high expectations and personal ambition
- The moral imperative to ensure that no child is left behind, and no individual is overlooked in their uniqueness and distinctive potential
- A caring environment, where everyone feels safe and valued and where we get the balance right between nurture and support and stretch and challenge, so that all of us can dream big and work together to make those aspirations a reality

#### **Tarleton Academy Key School Improvement Priorities 2017/18**

The following priorities for further development have been identified by our Strategic Planning Team.

#### **OVERALL EFFECTIVENESS**

- Ensure the successful continued development of the Multi-Academy Trust
- Continue to improve strategies for positive outcomes for Pupil Premium students
- Improve how we capture and respond to visitor, parent, and student feedback / engagement with regards to school life and ethos. Engage hard-to-reach parents more proactively
- Continue to embed a culture of high expectation and aspiration

#### **THE EFFECTIVENESS OF LEADERSHIP AND MANAGEMENT**

- Improve our line management structures and procedures to more proactively analyse and respond to data collection
- Embed links with trustees further
- Continue to broaden student horizons, and their empathy for communities and individuals less advantaged than themselves

#### **QUALITY OF TEACHING, LEARNING AND ASSESSMENT**

- Improve the effectiveness of assessment in response to the changes in curriculum demands
- Optimise the collaborative faculty CPD to ensure that effective feedback, differentiation and challenge are appropriate
- Revisit key Assessment for Learning strategies to improve marking and feedback practices

#### **PERSONAL DEVELOPMENT, BEHAVIOUR AND WELFARE**

- Further embed CEIAG in all year groups to raise aspirations sooner and higher
- Continue to develop strategies to avoid instances of poor attendance, particularly by learner groups
- Continue to foster a culture that actively promotes all aspects of student welfare, in particular so that learners are resilient to challenge, and well-informed regarding issues of safety
- To further inspire and engage students so that they continue to have excellent attitudes towards learning

#### **OUTCOMES FOR STUDENTS**

- Look to close the gap between boys' and girls' achievement further
- Continue to embed whole school literacy and numeracy drives to enhance a culture of reading, writing and mathematical skill for all
- Further improve the percentage of students at A/A\* (or grade 7 and above), particularly for disadvantaged students



**ENDEAVOUR LEARNING TRUST**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**OBJECTIVES AND ACTIVITIES**

**Public benefit**

The Trust has the Charity Commission guidelines regarding public benefit and are satisfied that these requirements are fully met in carrying out the activities above.

**STRATEGIC REPORT**

**Achievement and performance**

*Charitable activities*

Attainment and progress at the end of Key Stage Four is consistently above average, and reflects a rising trend across the Academy.

|      | <b>Attainment 8 Score</b> | <b>National</b> | <b>Progress 8 score</b> |
|------|---------------------------|-----------------|-------------------------|
| 2015 | 51.99                     | 48.2            | 0.35                    |
| 2016 | 52.4                      | 49.8            | 0.37                    |
| 2017 | 49.67                     | 44.2            | 0.26                    |

In 2017, for Progress 8, the Academy was placed in the top 10% out of all secondary schools in Lancashire.

|  | <b>2017</b> | <b>National Average</b> |
|--|-------------|-------------------------|
| Percentage of students achieving grade 5 or above in English and Maths | 48%         | 39.1%                   |
| Percentage of students achieving grade 4 or above in English and Maths | 73%         | 63.3%                   |
| Percentage of students entered for the English Baccalaureate (EBacc)   | 23.4%       | 34.9%                   |
| Percentage of students achieving the English Baccalaureate (EBacc)     | 15%         | 19.5%                   |

An OFSTED target from the last inspection was to ensure that achievement in all subjects was equally as good. Subject attainment verses national averages suggest continued improvement in this area

*Key financial performance indicators*

Resources are targeted to achieve the Academy's aims, objectives and future plans. Both financial and educational key performance indicators are used to track progress against objectives. Any concerns are identified, and remedial action taken, for example, the allocation of resources for smaller class sizes and intervention groups in English and Mathematics. The Trust Board and the Local Governing Board review and evaluate progress



## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **STRATEGIC REPORT**

##### **Financial review**

##### *Financial position*

The Academy's financial position is summarised in the Statement of Financial Activities and Balance Sheet, attached.

There was a deficit, as anticipated, for the year of £2,368 (before pension fund revaluation) which was partly alleviated following the planned restructure required to align costs with the significantly reduced level of ESFA funding.

The deficit is shown after a notional charge for depreciation, which is made in accordance with the Accounting Policy but does not impact on cash balances. Before depreciation (and pension adjustments) there would have been a surplus for the year of £216,531.

The pension fund revaluation of £565,000, as shown in the Statement of Financial Activities is in common with other schools in the Country which partially reverses the downturn recognised in the prior year.

The Academy's finances are managed by a Finance Team, headed up by the Chief Operating Officer (COO). The Finance Team report to the Chief Executive Officer (CEO)/Executive Headteacher, and in turn to the Trust's Resources and Audit Committee who meet regularly to review management accounts and discuss matters that include the finances.

Good financial controls are in place and subject to review by the Responsible Officer on a regular basis.

The principal sources of funding are summarised in the notes to the Accounts. In summary, as is common with many Academies, these relate to the General Annual Grant and other grants from the Education and Skills Funding Agency. There is little in the way of other external funding or donations / sponsorship.

##### *Investment policy and objectives*

The Trust holds no investments apart from cash balances which are deposited with our bankers. Amounts held for future projects are held in the most appropriate interest-bearing account, whilst other amounts required for general running expenses are held in a current account. Trustees review the interest rates available to ensure the best rates are achieved where possible. Unfortunately, in the current climate there are no significant interest rates available with any banks, and other investments are considered too risky, given the short-term profile of the amounts held and required availability of deposits.





## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **STRATEGIC REPORT**

##### **Financial review**

##### *Reserves policy*

Given that most of the Trust's funding is based on grants notified in advance, the reserves policy is based on future spending plans, compared with income levels notified by the ESFA, together with smaller amounts of independently generated income. Given the guaranteed nature and timing of the ESFA income and predictable cost base (primarily staff costs, typically 70% of total costs) it is sufficient to operate on low reserves levels.

At the end of the year the Trust had total unrestricted free reserves of £438,427 (after taking out amounts already spent on unrestricted fixed assets). There were also restricted fund balances totalling £6,779,407 which mainly represent monies already spent - such as fixed asset funds, or committed - such as pension liabilities (as described in the notes to the Accounts).

The free reserves of £438,427 will be carried forward to 2017-18 to offset the deficit that continues to be forecast until September 2020 when the funding (based on 2017 increased pupil numbers and enhanced amounts per head) will have increased sufficient to absorb the fixed costs of the Trust and make a new contribution towards reserves.

The Trustees are satisfied that, having reviewed robust budgets for the next two years, the Trust has sufficient reserves to absorb the future deficits described above. The budgets prepared are designed to cover all known eventualities and still provide scope for in-year savings.

##### **Represented by fixed assets purchased £396,599**

This balance represents funds that have already been invested in fixed assets (including unrestricted assets taken over from Tarleton High School) and hence these funds are no longer held in a 'liquid form' that can be spent. The total of this fund, together with the restricted fixed assets fund equate to the net book value of fixed assets shown on the Balance Sheet, plus restricted monies held for works not yet complete (shown as restricted bank balances).

##### **Curriculum structure and quality maintenance**

In previous years pupil numbers in primary schools have seen a local decrease in pupils of an age moving to high schools. The Trust has increased its share of available pupils. More pupils are coming in Year 7 than leaving and an upward trajectory of pupil numbers is highly anticipated.

The Trustees are therefore committed to maintaining the current level of curriculum and staffing levels, having assessed potential cost cutting, and have already taken significant action in reviewing and reducing staffing levels without impacting the quality of our curriculum and pupil care. We will continue to do this moving forward as budget constraints present ongoing and increased challenges due to an increase in employer national insurance contributions, employer pensions costs, pay settlements, incremental drift and a reduction in income in real terms.

##### **Capital works contribution**

Successful bids for Condition Improvement Funding has allowed the refurbishment of toilets and the improvement of security fencing. The Trustees are aware of a number of capital projects that are necessary, including heating efficiency, a new dining facility to cover capacity, a library, and various other refurbishment projects particularly fire alarm upgrade, water infrastructure and the layout of the ICT suites. No further amounts are presently designated for this purpose, however capital grants / funding will be sought to accelerate the timing of the capital works.

##### **Going concern**

After making appropriate enquiries, the Trust has a reasonable expectation that the 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. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.



## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **STRATEGIC REPORT**

##### **Future plans**

The Academy aims to achieve the following:

By December 2018

- Evidence to achieve an 'Outstanding' Ofsted judgement in our next inspection
- 100% good or better teaching
- 50% outstanding teaching
- Minimal/last resort student exclusion
- Student attendance at 96% plus
- Overall student cohort to achieve above average Progress 8 outcomes
- All students post 16 to be in employment, education or training
- 15 quality trainees recruited to our SCITT

This will be done by key actions identified in our School Improvement Plan and summarised in 'Objectives and Activities' (above).

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

Here at Tarleton Academy we pride ourselves in creating a vibrant community that pulls together to ensure we get the balance right between nurture and support and stretch and challenge, so that all of us can dream big and make those aspirations a reality.

In December 2014 Ofsted recognised the period of significant change we have been on since September 2011. They found that "Leaders at all levels are fully united behind an ambitious programme for rapid and sustained development of the Academy, which is in the process of being realised. They set high expectations for staff and students and value the role the Academy plays in the wider community". Significant change has been evident in the raising of standards in that time against a backdrop of turbulence and changing goalposts. Despite this staff and students have risen to the challenge and continue to do so enthusiastically on a daily basis. This summer progress for individual students, regardless of their starting point is outstanding, significantly above national progress levels, particularly in the Progress 8 measures. Our disadvantaged are also leaving us with much better outcomes than in previous years. This is in line with a much greater awareness across the school of each individual student's needs and potential.

In December 2014 Tarleton Academy was congratulated on how it addresses the needs of every individual student in its care, as it received external verification of their "Outstanding" inclusivity by achieving the national 'Inclusion Quality Mark' in its first assessment, and has also been recommended for Centre of Excellence Status. The report stated that: "The Academy is outstanding in the way it responds to the academic, social and emotional needs of its students."

The Academy was also approached by the Department for Education to become a Sponsor Academy, a status it has since achieved. The Academy has now converted articles of association to become a Multi Academy Trust known as 'Endeavour Learning Trust'.

These fantastic outcomes are rightly celebrated on a regular basis by students, staff and parents who work together to push hard for the best possible outcomes for our delightful young people. Our continued success builds on six years of rapid and sustained improvement and development in all areas of school life.



## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Charity 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 for the charitable activities of Endeavour Learning Trust Limited and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Endeavour Learning Trust. Members of the Local Governing Board are the governors of the individual academy.

Details of the Members, Trustees and Local Governing Board who served throughout the year except as noted are included in the Reference and Administrative Details, above.

##### **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**

The Companies Act 2006 s236 requires disclosure concerning qualifying third-party indemnity provisions. These are stated in the notes to the accounts.

##### **Arrangements for setting pay and remuneration of key management personnel**

The individual salary ranges (ISR) of key management personnel are set by referring to the teachers' pay and conditions document and are related to the size of the school in terms of pupil numbers as well as the needs of the pupils that attend.

To progress through these ranges appraisals are conducted annually by the line manager, this being the CEO/Executive Headteacher/Head of School for the majority of key management personnel. The line manager will decide if the performance of the staff member has reached the standard required and if so, put forward the recommended pay progression to the Trust. The Trust has the power to approve or decline the recommendation. If the required standards are not met, teachers do not progress, and appropriate action is taken in line with the Appraisal and Capability policies.

For support staff key management personnel, a recommended support staff pay scale is used. Increments are awarded on an annual basis until the top of scale is reached. The Academy is exploring an annual appraisal process related to performance for support staff in line with teaching staff.

##### **Principal activities**

The Academy trust's object ("the object") are specifically restricted to the following:

- a. to advance for the public benefit education in the United Kingdom, in particular but without prejudice the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum ("the Academy"), and,
- b. to promote for the benefit of the inhabitants of Tarleton and the surrounding areas 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 benefit at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants



**ENDEAVOUR LEARNING TRUST**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Recruitment and appointment of new trustees**

**Members:** At any time, the minimum number of Members shall not be less than three

**Trustees:** Members may appoint up to 6 Trustees and the number of Trustees shall not be less than three

**Co-Opted Trustees** Trustees may appoint Co-Opted Trustees

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 Executive Headteacher to the extent he or she is a Trustee.

**Staff:** 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 Trustees including the CEO/Executive Headteacher to the extent that she is a Trustee.

**Parents:** A minimum of 2 Parent Trustees elected or appointed under Articles 53-56 of the Articles of Association in the event that no Local Governing Bodies are established under Article 100a or if no provision is made for at least 2 Parent Local Governors on each established Local Governing Body pursuant to Article 101A

Trustees are recruited in accordance with the Academy's Articles of Association. Trustees are recruited based upon their level of skill and expertise. An audit of the Trust is carried out to identify any areas for improvement or gaps in the skill set. Potential candidates go through an interview and recruitment process the candidate meets with the CEO and Chair of the Trust.

If successful, the candidate would receive in house training and an induction pack. The candidate would also have access to Lancashire County Council's and the National Governors' Association online training packages. As part of the induction process the Chair of Trustees/Clerk to the Trust would provide previous minutes, terms of reference for Committees, Code of Conduct and the current Financial Handbook

**Organisational structure**

The Trust meets a minimum of 5 times per year. There is 1 subcommittee

Resources and audit

Terms of Reference are agreed for the committee, with roles and responsibilities defined.

Day to day running of the Academy is the responsibility of the staff in the Academy, and ultimately the Executive Headteacher.

Decisions of the Academy are often made in the subcommittee prior to being ratified in Trust meetings

Financial decisions are subject to the rules contained in the Academy's Financial Regulations.

The CEO/Executive Headteacher is the Accounting Officer, working with the support of the Chief Operating Officer, the Finance Manager and a Finance Assistant.





## ENDEAVOUR LEARNING TRUST

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2017

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Related parties**

Endeavour Learning Trust enjoys a number of mutually beneficial and dynamic partnerships.

We are an Initial Teacher Training accredited centre (SCITT - School Centred ITT) in our own right and have recently moved into partnership with Liverpool John Moores University to work with us on the academic elements of our SCITT programme. Our key partners in this alliance also include Ormskirk High School and Golborne High School. In December 2015 our SCITT achieved an Ofsted Outstanding judgment.

In June 2017, the Trust was successful in its application to become a Teaching School, the ELTSA (Endeavour Learning Teaching School Alliance), with the CEO Mrs L A Gwinnett being appointed as a National Leader of Education.

We are a member of the West Lancashire Network of secondary schools which includes a Heads' group, a behaviour panel, a curriculum group, a SENCO network and a CEIAG group and a variety of joint Key Stage 3 and 4 alternative provision ventures. From June 2017, these groups apart from behaviour and the Head's group were subsumed into the Endeavour Learning Teaching School Alliance. Strong subject networks are also being driven and supported by the Heads. This year all our schools have continued to align our Wednesday afternoons with a full programme of subject network meetings timetabled across the year with a particular focus on cross school moderation and the development of new schemes of work on Key Stages 3 and 4. Within this partnership our CEO/Executive Headteacher has chaired the Curriculum network.

We are a member of a local network with our primary partners: Tarleton and Rural District Schools' (TaRDs) Cluster which allows us to share best practice, to consult locally on initiatives within our schools and to develop initiatives which sometimes involve joint bids for shared gaps in provision.

We are a member of the South Ribble Network of secondary schools which includes a Heads' group, a behaviour panel and a variety of subject networks and joint Key Stage 3 and 4 alternative provision ventures

We are also a member of Lancashire Academy Heads and Principals network which has a Heads' group, a Business Managers' group and Clerks' group. Our CEO/Executive Headteacher is the Chair of this group and our Chief Operating Officer chairs the Business Managers' group. We share best practice and very useful advice and our CEO/Executive Headteacher, as chair of this group now represents the Lancashire Academy Heads at the Blackburn and Darwin, Blackpool, Cumbria and Lancashire (BBCL) School Improvement Board.

Our CEO/Executive Headteacher now also chairs the Lancashire Strategic Operations Group (SOG) which is a meeting of the Lancashire Teaching School Heads and National Leaders of Education, along with the Local Authority to ensure a joined-up approach to helping schools in difficulty and to provide pre-emptive development and support in areas of need and areas of development.

Our CEO/Executive Headteacher is also one of the three officers who lead the Lancashire Association of Secondary School Headteachers' of which there are 82 members. This includes the officers meeting with the Local Authority on behalf of LASSH to ensure open lines of communication and debate which is then discussed with LASSH executives, who are the chairs of the local districts of secondary Heads. We also organise termly conferences to explore these issues and to share best practice and important updates.



ENDEAVOUR LEARNING TRUST

REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31ST AUGUST 2017

**STRUCTURE, GOVERNANCE AND MANAGEMENT**


**Risk management**

The Trust is responsible for the risk management process of the Academy. There is a formal process for identifying, evaluating and managing the Academy's significant risks. A formal review of risks identifying the management of the risks is carried out annually.

- As part of its operating procedures the Trust has the following key controls:
- Formal agendas and minutes for all meetings of the Trust and committees
- Terms of reference for all committees
- Strategic planning, financial forecasting, budgeting and reporting
- Comprehensive budgeting and monitoring systems. Annual budget formally agreed and regularly reviewed by the Trust
- Regular financial reporting to the Trust which indicates financial performance against budget forecast.
- Strategic planning, tendering processes and monitoring of capital expenditure
- Robust financial planning and curriculum review to identify staffing needs in relation to pupil numbers and level of funding available
- Defined organisational structures and lines of reporting and accountability
- Formal written policies
- Clearly defined purchasing procedures and internal financial regulations
- Defined authorisation limits, delegation of authority and segregation of duties
- Risk register review to identify and manage risks
- Vetting and recruitment procedures for the protection of students
- Appointment of Responsible Officer to examine on a termly basis the operation of the financial controls. The Responsible Officer's findings are reported to the Trust.
- Annual audit and systems review carried out by external auditors

During 2016/17, there were no material findings by the Responsible Officer or external auditors.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....15.....<sup>December</sup> 2017 and signed on the board's behalf by:



Mrs H K Dicker MBE – Trustee/Chair



**ENDEAVOUR LEARNING TRUST**  
**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**Scope of Responsibility**

As trustees, we acknowledge we have overall responsibility for ensuring that Endeavour Learning Trust 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 of loss.

The board of the trustees has delegated the day-to-day responsibility to the CEO/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 Endeavour Learning Trust 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 Report of the Trustees and in the Trustees Responsibility Statement. Attendance during the year at meetings of the board of trustees was as follows:

| <b>Trustee/Governor</b>                      | <b>Meetings attended</b> | <b>Out of a possible</b> |
|--|--------------------------|--------------------------|
| Mrs H K Dicker MBE (Chair)                   | 18                       | 19                       |
| Mrs S Stoker                                 | 5                        | 9                        |
| Mrs H Astin                                  | 4                        | 9                        |
| M Buckley                                    | 11                       | 14                       |
| T Houghton                                   | 10                       | 13                       |
| Mrs L A Gwinnett (CEO/Executive Headteacher) | 14                       | 17                       |
| T McLardy                                    | 8                        | 8                        |
| R Sachs                                      | 8                        | 16                       |
| Mrs K Passant                                | 9                        | 11                       |
| Mrs J Smitton                                | 8                        | 11                       |
| Mrs L Dawson                                 | 5                        | 8                        |
| Mrs P Langton                                | 4                        | 5                        |
| Mrs L Singleton                              | 7                        | 8                        |
| N Ward                                       | 5                        | 8                        |
| D Baldwin                                    | 1                        | 1                        |

**Review of Value for Money**

As Accounting Officer of Endeavour Learning Trust, the CEO/Executive 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 the money during the year by:

The Academy has had to create additional classroom spaces including the decommissioning of an IT suite to make it suitable as a standard classroom. This has involved the removal of benching around a room, replacement classroom desks, carpet and redecoration of the room. An additional room has also been created as a classroom which has included the purchase of desks and chairs to accommodate the additional pupils. The cost of this conversion has been approximately £5,500.

The Academy has experienced an increase in pupil numbers due the growing popularity of our school as a result of our year on year high and increasing levels of success in our reputation and our outcomes for students. The increase in student numbers has resulted in a requirement to create additional eating and playground space for students. An additional area in the playground has been tarmacked in order to create additional space for students as the existing playground could not accommodate the additional students. This investment of £18,000 has improved the aesthetics of the playground and also enhanced the safeguarding of students



**ENDEAVOUR LEARNING TRUST**  
**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**Review of Value for Money**

Over recent years the number of students travelling from the Southport area has increased. Parents are choosing Tarleton Academy even though it is not their nearest school. There is no Local Authority school transport provision and the Academy has responded to the demands of parents by providing transport.

In 2016/17, the Academy was successful in securing Condition Improvement Funding of £77,384 to improve site security and erect fencing around the whole site. This represented considerable value for money in comparison to the risks to the safeguarding of students, reducing potential vandalism and break-ins and also reduce the amount of maintenance of the existing fencing and staff costs in monitoring the site for unauthorised visitors.

The Academy invested in its IT infrastructure in the sum of £25,463 to enhance the efficiency of the network which has resulted in more rapid response to safeguarding issues. The programme also included the removal of an old network management system for a more versatile management system, Impero which has the ability to monitor and manage the activities of students on the network. Impero has the additional advantage of monitoring Chromebooks (portable notebooks for curriculum use) which was not available previously on the old management system. This has now successfully addressed a potential safeguarding issue. There has also been a saving achieved by ending the support contract for the old management system.

The Academy has also invested in SISRA £1,495 a data management system to identify student progress and attainment. Also investment has been made with Classcharts £1,273 which is a cloud based package to enable student behaviour, child protection issues to be recorded and monitored more easily.

The Academy has also invested in Continuous Professional Development of staff. It has invested in external training provision to accredit staff with qualifications that can be used to generate income for the Academy by providing training courses to other organisations. The accreditation has also been used to enhance the SCITT programme and has contributed to schools in challenging circumstances by training the next generation of teachers in shortage subjects.

**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 charitable company 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 Endeavour Learning Trust for the period 1 September 2016 to 31 August 2017 and up to the date of approval of the annual report and financial statements.

**Capacity to Handle Risk**

The board of trustees has reviewed the key risks to which the charitable company is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the charitable company's significant risks that has been in place for the period 1 September 2016 to 31 August 2017 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

**The Risk and Control Framework**

The academy trust'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 Trust;
- Regular reviews by the Resources and Audit 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.





**ENDEAVOUR LEARNING TRUST**

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

**The Risk and Control Framework**

The Trust has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Trustees have appointed S Stoker, a Trustee, as Responsible Officer ('RO'). The RO's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. On a termly basis, the RO reports to the Trust on the operation of the systems of control and on the discharge of the Trust's financial responsibilities.

**Review of Effectiveness**

As accounting officer, (the CEO/Executive Headteacher) has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

The work of the Responsible Officer;

The work of the external auditor;

The financial management and governance self-assessment process;

The work of the executive managers within the academy trust 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 Resources and Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on .....<sup>15<sup>th</sup></sup> Decembe 2017..... and signed on its behalf by:



Mrs H K Dicker MBE – Trustee/Chair



Mrs L A Gwinnett – Trustee/Accounting Officer



ENDEAVOUR LEARNING TRUST

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE  
FOR THE YEAR ENDED 31ST AUGUST 2017

As accounting officer of Endeavour Learning Trust, I have considered my responsibility to notify the charitable company board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the charitable company and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2016.

I confirm that I and the charitable company board of trustees are able to identify any material irregular or improper use of all funds by the charitable company, or material non-compliance with the terms and conditions of funding under the charitable company's funding agreement and the Academies Financial Handbook 2016.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of trustees and ESFA.



.....  
Mrs L A Gwinnett – Trustee/Accounting Officer

Date: 15/12/2017.....



**ENDEAVOUR LEARNING TRUST**

**TRUSTEES RESPONSIBILITY STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2017**

The trustees (who are also the directors of Endeavour Learning Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2015 and the Academies Accounts Direction for 2016 to 2017.
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/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 of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of trustees on .....15<sup>th</sup> December 2017..... and signed on its behalf by:



Mrs H K Dicker MBE – Trustee/Chair



Mrs L A Gwinnett - Trustee/Accounting Officer



**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
ENDEAVOUR LEARNING TRUST**

**Opinion**

We have audited the financial statements of Endeavour Learning Trust (the 'charitable company') for the year ended 31st August 2017 on pages twenty-one to forty. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Accounts Direction 2015 to 2016 issued by the Education and Skills Funding Agency (ESFA).

This report is made solely to the charitable 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 charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 2017 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland';
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2015 and Academies Accounts Direction 2016 to 2017.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.





**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
ENDEAVOUR LEARNING TRUST**

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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.

**Responsibilities of trustees**

As explained more fully in the Trustees Responsibility Statement set out on page seventeen, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.



P Buck ACA, DChA (Senior Statutory Auditor)

**for and on behalf of TLL Accountants**

7-9 Station Road

Hesketh Bank

Preston

Lancashire

PR4 6SN

Date: .....15/12/17.....



**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO  
ENDEAVOUR LEARNING TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2016 to 2017, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Endeavour Learning Trust during the period 1st September 2016 to 31st August 2017 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 Endeavour Learning Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Endeavour Learning Trust and the ESFA 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 Endeavour Learning Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Endeavour Learning Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Endeavour Learning Trust's funding agreement with the Secretary of State for Education and the Academies Financial Handbook, extant from 1 September 2016, 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 2016 to 2017. 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 1st September 2016 to 31st August 2017 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 2016 to 2017 issued by the ESFA. 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 charitable company's income and expenditure.

**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 1st September 2016 to 31st August 2017 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*TLL Accountants*

TLL Accountants  
7-9 Station Road  
Hesketh Bank  
Preston  
Lancashire  
PR4 6SN

Date: *15/12/17*.....

