

Katharine Lady Berkeley's School

AGM 25 April 2024



Presentation of Annual Report

Conclusions

Auditors, Annual Report And Accounts

- KLB appointed new external auditors Randall & Payne on a three-year contract after a thorough tender process, this has provided additional support and cost certainty going forwards with the Auditing process
- *Randall & Payne had nothing to report by exception – the audit is therefore ‘unqualified’ (ref page 24-27)*

Management Letter

- No unresolved audit issues from the 2021/22 audit.

Presentation of Annual Report

Management Letter

Minor Items

- 1) One minor control point was noted when testing payroll. It was seen that not all employee IDs could be located on file. It is recommended that employee files are reviewed to ensure copies of photo ID are kept.

Financial Review

- The overall surplus in 2022/23 was £141,678 (page 9)
- Cash and cash equivalents as at 31/8/23 was £1,153,038 (page 34)

Year end revenue and non-grant capital position

Page 32

Restricted funds (page 9)	876,912
Unrestricted funds (page 9)	10,476
Total excluding fixed assets	887,388
Less school fund (page 51)	- 39,896
Total revenue carried forward	847,492

Year end revenue and non-grant capital position

Page 32

Restricted funds (page 9)	876,912
Unrestricted funds (page 9)	10,476
Total excluding fixed assets	887,388
Less school fund (page 51)	- 39,896
Total revenue carried forward	847,492

Page 51-52

Unrestricted Funds	10,476
<i>Restricted Funds</i>	
General Annual Grant	602,409
Catch-up Premium	22,282
Other DfE/EFA Grants	190,945
Other Government Grants	49,260
Other Donations	-27,880
Total revenue carried forward	847,492

Year end revenue and non-grant capital position

Page 32

Restricted funds (page 9)	876,912
Unrestricted funds (page 9)	10,746
Total excluding fixed assets	887,658
Less school fund (page 51)	- 39,896
Total revenue carried forward	847,762

Page 51-52

Unrestricted Funds	10,746
<i>Restricted Funds</i>	
General Annual Grant	602,409
Catch-up Premium	22,282
Other DfE/EFA Grants	190,945
Other Government Grants	49,260
Other Donations	-27,880
Total revenue carried forward	847,762

School Fund account	39,896
Fixed asset funds (note 22, page 55)	369,154
Overall balance (page 32 Net current assets)	1,256,812

Management Accounts 2022/23 and 2023/24

Staffing	Actual	Budget 2023/24
Staff teaching	5,480,741	5,980,596
Staff supply and cover	275,073	319,676
Staff learning support	531,182	566,080
Staff clerical/technical	995,633	951,558
Staff site and cleaning	372,428	346,779
Staff catering	178,472	181,529
	7,833,529	8,346,218

Other costs		
Utilities	155,969	172,000
Maint/Rebuild/Cap Ex	268,462	156,059
ICT	75,457	40,000
Catering	186,541	190,000
Other	901,061	1,001,639
Covid	0	0
	1,587,490	1,559,698
Total expenditure	9,421,019	9,905,916

Management Accounts 2022/23 and 2023/24

Income	Actual	Budget 2023/24
ESFA, SEN & Supp Grant	-7,659,123	-7,894,894
Sixth Form	-1,358,251	-1,464,393
Teachers Pay and Pension Grants	-53,958	-210,677
Meals	-309,378	-325,000
Covid & Other	-183,381	-138,003
Total income	-9,564,091	-10,032,967
Total expenditure	9,421,019	9,393,740
Total income	-9,564,091	-10,032,967
Balance	-143,072	-49,248

Budget forecast

Student numbers

	Oct-22	Oct-23	Oct-24	Oct-25	Oct-26
Year 7	249	262	265	265	265
Year 8	257	253	262	265	265
Year 9	252	259	253	262	265
Year 10	248	245	255	250	255
Year 11	245	240	245	255	250
Year 12	136	132	135	140	140
Year 13	142	134	132	135	140
11-16	1251	1259	1280	1297	1300
Sixth form	278	266	267	275	280
	1529	1525	1547	1572	1580

5 Year Budget forecast

	2023/24	2024/25	2025/26	2026/27	2027/28
Staffing Costs	8,574,845	8,898,082	9,179,017	9,378,329	9,532,626
Other Costs	1,533,951	1,654,052	1,586,025	1,631,280	1,677,848
Total expenditure	10,108,796	10,552,134	10,765,042	11,009,609	11,210,473
DfE income	9,386,295	9,537,606	9,678,333	9,830,601	9,883,807
LA income	320,130	253,298	258,734	258,733	258,733
Other income	465,686	457,369	464,807	474,416	481,904
Total income	10,172,111	10,248,273	10,401,874	10,563,751	10,624,445
In year	63,515	-303,861	-363,169	-445,858	-586,028
B forward	847,762	911,077	607,216	244,048	-201,811
Balance	911,077	607,216	244,048	-201,811	-787,839

The Future Financial Climate for KLB

Funding: National Funding Formula to increase from £5,715 per pupil in 2023/24 to £5,955 in 2024/25 (4.2% increase).
Much funding uncertainty in the longer term and schools cannot budget effectively.

Continuing cost of living crisis:

Prices still going up across all school budgets (but not quite as quickly) but still putting huge pressure on total school budget.

Staff Costs: Uncertainty on all future salaries, Government have already missed the deadline to begin recommendations for teaching salaries for Sep'24. Teachers pension increase also not fully funded.

Non-teaching salary costs should have seen an increase in April'24 but no action from Government and these have been delayed by six months in both the past two years.

All of which puts a strain on staff morale and impacts recruitment into the sector and retention of current KLB staff.

The Future Financial Climate for KLB

Other Impacts:

1) Short term –

- Spring Budget 6th March, no additional school funding.
- New Tax Year Apr'24 – National Living Wage rises to £11.44 per hour this will be reflected in what we pay all cleaning and canteen staff and already difficult to recruit in these areas.

2) Longer Term –

- General Election – Expected to be before November'2024, traditionally Labour Governments have spent more on Education but this could be more focused on Capital and Buildings as this is where media attention is at the moment.
- Inflation - has fallen in the past year from 10% to 3.8% this should help school budgets of classroom supplies, canteen supplies etc. as it aligns more with funding increases.

The Future Financial Climate for KLB

How KLB are **still** addressing the funding gap;

- 1) Staff Recruitment and Retention – still continue where possible to adjust the curriculum/timetable and managing recruitment to make savings when staff leave or retire.
- 2) Savings - Potential savings from the New Building on maintenance, existing contracts, energy use & continue to limit department spending.
- 3) Investment Portfolio – KLB has a solid cashflow position so we are investing funds received in advance from ESFA in longer term investments generating interest receivable in 2023/24 of approx. £16,000
- 4) Capital Funding – KLB have built up retained Capital Funding reserves of £250k to be allocated against rebuild costs outside scope of the project and remodeling of the existing main school corridor.
- 5) Longer term - Apply for DfE CIF funding to finance future Capital works when rebuild is completed.

Review of Objectives

- GCSE / A level results 2023
- School Improvement Plan 22/23



GCSE Results 2023

ALL	2023 Exams	2022 Exams	2021 TAGs	2020 CAGs	2019 Exams	2018 Exams
9-7%	31	37	36	31	30	25
9-5%	70	77	74	70	67	59
9-4%	83	89	90	86	82	75
9-5 EM %	62	73	63	61	60	48
9-4 EM %	80	86	85	82	82	72

GCSE Progress Measures

	2023 Exams	2022 Exams	2021 TAGs	2020 CAGs	2019 Exams	2018 Exams
P8	0.38	0.38	0.61	0.33	0.15	0.02

GCSE Comments

- Prior attainment of the year group
- Gender variation: Narrow gap around grades 7 – 9 (F > M)
- Greater gap around grades 4 – 6 (F >> M)
- Grades 8 and 9 lower (but lower PA)
- **Disadvantaged relative progress measure**
- Subjects:
 - **Sciences**
 - **Mathematics**
 - **Art**
 - **Computer Science**
 - **Spanish and French**
 - **English**
 - **History**
 - **Drama**

A Level Results 2023

	2023 Exams	2022 Exams	2021 TAGs	2020 CAGs	2019 Exams	2018 Exams	2017 Exams
%A*	13.4	20.4	20	19.5	10.3	14.1	11.9
%A*-A	33.5	49.9	49.6	49.6	31.9	36.9	35.1
%A*-B	63.2	75.5	78.4	73.7	64.7	67	66.8
%A*-E	99.5	100	99.7	99	99.4	99.5	100

A Level Progress (Alps)

Measure	2023 Exams	2022 Exams	2021 TAGs	2020 CAGs	2019 Exams	2018 Exams
Red teaching	2	1	1	1	2	3
Blue teaching	2	1	2	2	2	1
QI grade	2	2	2	2	2	2
T score – 2022	2	1	1	1	2	2
3 Year T score	2	2	2	2	2	2

A Level Comments

- TAG GCSE year 2021
- Flexibility with entry requirements
- Gender variation (male lower than female)
- Destinations: 94 firm choice, 22 insurance choices, no clearing
- Apprenticeships
- Subjects (progress):
 - Psychology
 - PE
 - Maths (and Further Maths)
 - Geography
 - Film Studies
 - Chemistry
 - Biology
 - French

Priorities 2022/23

- Approach to school improvement changed:
 - School, SLT and trustees aligned
 - Work plan model, department reviews and trustees' visits
 - School improvement plan, departmental improvement plans and pastoral improvement plans



KLB Priorities 2022/23

1. Classroom Culture
2. Embedding adaptive teaching
3. Diversity and inclusion
4. Reading fluency/academic vocabulary
5. Wellbeing

Also:

- Vision and Values
- Ofsted preparation
- Rebuild



Classroom Culture 2022/23

Establish a KLB culture both in and out of the classroom, underpinned by high expectations and excellent behaviour.

Establish the norms of the KLB classroom, which are understood by students and reinforced through routines and responses.

- ☐ **Calm school environment**; uniform; KLB start; KLB end to lessons
- ☐ **Consistency** within and across departments in responses and use of CC
- ☐ Clear **roles and responsibilities** within departments
- ☐ CC tile information used to construct **seating plans**
- ☐ Pastoral team revisiting classroom culture messages throughout the year
- ☐ Pastoral team using CC to identify individuals and groups where **further intervention is needed**
- Role of **Behaviour for Learning Manager** focused on reviewing practice across the school; sharing good practice; supporting staff to embed classroom culture and de-escalation strategies through in- class support and training
- **Restorative practice** training for 12 teaching and support staff across departments
- **SLT** walkabout timetabled throughout the week to support staff maintain routines
- SLT workplan included monitoring points throughout the year.

Curriculum & Adaptive Teaching 2022/2023

The curriculum journey in each subject ensures that teachers are clear on how they move students forward both in substantive and disciplinary knowledge

Ensured that each **scheme of work has a clear overview** of the unit. Including the following key concepts, substantive and disciplinary knowledge and interleaving opportunities

To enable staff and departments to refine practice with using effective learning intentions, checking for understanding, feedback, and peer and self-assessment.

T & L group shared best practice when questioning

To ensure SEND pupils and DP pupils can fully access the curriculum

CPD delivered about supporting pupils' cognitive load through clear explanations;

Diversity 2022/23

- Challenge, Educate and Celebrate
- Drive the 'Proud To Be...' message
- To maintain and enhance flagship events such as Black History Month, Chinese New Year and LGBTQ+ month through specific events, Padlets, assemblies, tutor work and PSHE.
- When incidents occur in addition to sanctions there was follow up work
- Safeguarding training identified groups of students who are at greater vulnerability at KLB.
- Safeguarding training reinforced the importance of vigilance and challenging unacceptable language.
- Student working groups support the work on each theme.
- Reviewed choice of texts in KS3 English to ensure diversity.
- Started 'multiple intelligences' work as part of neurodiversity awareness in the school.
- Marked Neurodiversity Week in March 2023

Reading

- Focused on embedding the **teaching of vocabulary** in lessons
- New focus on **reciprocal reading** strategy across all curriculum areas
- Alongside this build in a **shared vocabulary** around types of reading
- Departments considered what reading looks like for their **curriculum area**
- Developed accountable reading routines within the classroom and for homework by extending T&L work on questioning to reading

Wellbeing 2022/23

- Ensure results of **staff survey** used in improvement planning
- **Workload** considered when planning number, nature and timing of assessments
- Staff **consulted** about the calendar
- Regular meetings of **wellbeing group** with follow sessions led by members of the team
- Appointment of **HR Manager** who links closely with GCC who provide resources
- HODs sharing of **good practice** in ACT
- Support staff representation on board of trustees and at wellbeing meetings
- Deputy Head completed DFE funded **SMHL** course and is developing a whole-school strategy
- **Graduated Pathway** approach developed
- Range of **events** took place through the year

Proud to Be

Respect

Humility

Loyalty

Courage

Resilience

Inclusion

Ambition

Integrity

Ofsted May 2023

The school was previously judged to be good, and it remains so and there is sufficient evidence of improved performance to suggest that it might be judged outstanding if it received a section 5 inspection at the time of the section 8 inspection.

Governance Review

Update on 2023 Forward Look

- Confirming the appointment of a permanent headteacher 
- Completing an external review of Governance 
- Recruit new Trustees to fill identified skills gaps 
- Continuing to visit school and meet the staff 
- Continuing to create greater and more tangible links between the School and Trustees that will drive measurable outcomes 
- Continuing to support the rebuild programme 
- **NEW** - Appointment of Internal Auditors 
- **NEW** – Successful OFSTED Inspection 

Governance Review

2024 Forward Look

- Completing an external review of Governance
- Recruit new Trustees to fill identified skills gaps
- Continuing to visit school and meet the staff
- Continuing to create greater and more tangible links between the School and Trustees that will drive measurable outcomes
- Continuing to support the rebuild programme
- Succession planning, including recruitment of new Chair

Governance Review

Trustee Composition and Experience

Name	Constituency	Experience	Roles
Hannah Khan	By Member invitation/ EX OFFICIO	Head Teacher, KLB School	Head Teacher
Andrew Covell	Foundation Appointed	Chartered Quantity Surveyor	Chair, SEN Trustee, Member of C&W and FSP Committees
Sarah Plant	Co-opted	R&D Engineer	Vice Chair, Chair of T&L, Member of FSP Committee
Simon Weston	Member Appointed	Chartered Architect	Safeguarding Trustee, Chair of C&W Committee
Ann McDonald	Foundation Appointed	Retired School Principal	Chair of FSP Committee
Paul Downs	Parent	Chartered Civil Engineer	H&S Trustee, Member of T&L and FSP Committees
Stephen Watson	Parent	Royal Navy Officer	Member of T&L Committee
Zarah Morwood	Parent	Employment Lawyer	Deputy Safeguarding Trustee, Member of C&W Committee
Lucy Stacey	Associate	Office Administrator, KLB School	Member of C&W Committee

KLB Priorities 2023/24

1. KLB Culture
2. Embedding adaptive teaching
3. Diversity and inclusion
4. Reading fluency/academic vocabulary
5. Wellbeing – staff and student
6. **Disadvantaged students**

Also:

- Communication with parents
- Outcomes in English
- Rebuild



KLB Culture 2023/24

Developing a whole-school **relational approach**

- Enrolled on GCC two-year Relational Schools Programme
- FBA/HSK to attend 6 days training and consultancy in Restorative Leadership
- Developing an ACE aware/trauma informed approach along with individualised and solution focused approaches to behaviour

Continue to **develop and embed classroom culture**

- Behaviour curriculum written defining key KLB habits and routines.
- Expectations and routines explicitly taught to students
- Department routines reviewed and updated
- Termly behaviour data shared with HODs
- Review of rewards
- Further develop the role of the BFL Manager

Curriculum & Adaptive Teaching 2023/24

- 1.To ensure that expectations are high and there is enough stretch and challenge for all pupils**
- 2.To refine explanations and resources to support pupils' cognitive load.**
- 3.To continue refining the use of effective feedback.**

Diversity 2023/24

- Explore **CPD opportunities** for staff to strengthen understanding of diversity issues and how to support.
- Review the **school curriculum** to ensure it incorporates diverse perspectives, experiences, and contributions from various races and cultures.
- Integrate diverse literature, history, art, and cultural studies into the **curriculum**, promoting a more inclusive and representative learning experience for all students.
- Cross-curricular themes linked to diversity mapped across the curriculum
- Calendar of events

Reading

- Established tutor reading programme – Y12/13 Reading Leaders to lead 4 sessions every 4 weeks
Extracts provided with links to school values and activities will be led by 6th formers
- Develop oral or echo reading routines to boost fluency, modelling and scaffolding reciprocal reading skills, facilitating discussion to build oracy skills
- Reading for pleasure

Wellbeing 2023/24

To further develop a whole-school culture which promotes a positive attitude towards mental health for all members of the school community.

- Review the current KLB offer to ensure we are providing a progressive **mental health curriculum** for all key stages empowering young people to take greater responsibility for their own mental health and developing their emotional literacy.
- Increase **family awareness** of our work to promote positive mental health and graduated intervention.
- Develop approaches to improving **the mental health of boys** - challenging traditional ideals of masculinity, and equipping them with the tools to be happy, healthy and emotionally articulate
- Pilot **mental wellbeing scale**
- Trial a new model for mental health/wellbeing intervention with more focus on **group work** rather than 1:1. Parents/carers of students involved to be invited to take part in parent workshop.
- Train year 12 volunteers to act as **peer ambassadors** to year 11 students. Supporting the students through exam stress.
- Lead a consultation with all stakeholders (parents, staff, students, trustees) to develop our **mental health and well-being policy**.
- CPD development for staff
- Work towards achieving the GHLL Mental Health Award.

Disadvantaged Pupils 2023/24

To implement a comprehensive strategy that provides effective support for disadvantaged pupils, leading to improved educational outcomes and enriched learning experiences.

- Appoint a lead professional to champion DP students
- Liaison with relevant staff to provide intervention
- Monitoring and evaluation
- Celebrate achievements and share success

Other

- **Communication with parents**
- **Outcomes in English**
- **Rebuild**

KLB Rebuild

- DfE led and funded - based on condition and structure types
- KLB in first 50 schools
- Kier appointed to lead programme

Indicative Timescales

- Relocated sports facilities – cricket nets, long jump etc April 2023
- New activity studio – ~~December 2023~~ **April 2024**
- New 3 storey block – ~~July 2024~~ **August 2024**
- Refurbished 6th form and main corridor – ~~December 2024~~ **Jan 2025**
- Refurbished Learning Support area – **May 2025**
- Completion of demolitions and landscaping – **Summer 2025**

