

**Registered number**  
**07535108**

**Charity number**  
**1142642**

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**(A company limited by guarantee)**

**Report and Accounts**

**31 March 2021**

# **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

## **Report and accounts**

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**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**Company Information**

**Trustees/Directors**

Jane Partridge-Dyer (chair)  
Abigail Birch  
Sarah Jack  
Sara Kemsley  
George Rorke  
Georgina Salter

**Secretary**

Mrs Denise Danielsen

**Accountants & Independent Examiner**

Begbies  
Old Printers House  
Stone Street  
Cranbrook  
Kent, TN17 3HF

**Bankers**

Lloyds TSB  
78 New Road  
Gravesend  
Kent, DA11 0AR

**Registered office**

Old Printers House  
Stone Street  
Cranbrook  
Kent, TN17 3HF

**Registered number**

07535108

**Charity registered number**

1142642

**Website**

[www.glp-uk.org.uk](http://www.glp-uk.org.uk)

## **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

**(A company limited by guarantee)**

### **TRUSTEES' REPORT**

**for the year ended 31 March 2021**

The directors present their report and accounts for the year ended 31 March 2021.

#### **Structure, governance and management**

Gravesham Excellence Cluster Limited was incorporated as a company limited by guarantee on 18th February 2011 and became a registered charity on 29th June 2011. It is governed by its Memorandum and Articles of Association.

Following the appointment of the first Directors, subsequent Directors are appointed by the Members by ordinary resolution. They must be a head teacher of a participating school. There must be a minimum of 3 and a maximum of 15 Directors at any time.

The Trustees aim to meet 3 times a year and accept ultimate responsibility for directing the affairs of the charitable company ensuring it is solvent, well led, run efficiently and effectively and is delivering the outcomes for which it has been set up. The day to day running of the charity is the responsibility of the Co-ordinator, Mrs Denise Danielsen.

#### **Directors/Trustees**

The Trustees who served in the year were as follows:

Jane Partridge-Dyer (chair)  
Abigail Birch  
Sarah Jack  
Sara Kemsley  
George Rorke  
Georgina Salter

#### **Risk management**

The Trustees have identified the major risks which the charity faces and consider that all necessary action has been taken to manage those risks.

#### **Objectives and activities**

The objects of the Charity as stated in its Memorandum and Articles of Association are to advance the education and the educational opportunities of children, young people and families by providing and assisting in the provision of services for schools in Gravesham and other areas.

Gravesham Excellence Cluster Limited (also known as The Gravesham Learning Partnership) is an organisation created by schools for schools and grew out of the Government's Excellence in Cities initiative which began in the borough of Gravesham. Since that time schools across Gravesham have worked in collaboration to ensure that the slogan 'excellence for all' became an aspiration for all schools across the district. It uses the skills and experience of a specialist team to provide high quality, flexible support to schools, builds and sustains a professional community of practice and acknowledges the existence of excellence in all schools working in different contexts within the same geographical area.

In setting objectives and planning activities, The Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit.

## **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

**(A company limited by guarantee)**

### **TRUSTEES' REPORT**

**for the year ended 31 March 2021**

#### **Financial review and reserves policy**

Total income fell from £157,393 to £112,435. Expenditure also fell from £183,680 to £131,550. This resulted in a deficit for the year of £19,115 (2020: £26,287). The restricted fund deficit of £6,158 reflects the fact that grant income, which was only partly spent at 31st March 2020, continued to be spent on specific programmes throughout the current year in accordance with the charity's objectives. At 31 March 2021 unrestricted reserves are £113,167 and restricted funds at £34,324. The company's balance sheet remains strong, and the trustees/directors will continue to monitor the level of reserves annually to ensure that an appropriate level is maintained.

#### **Achievements and performance for the public benefit**

Gravesham Learning Partnership continues to work closely with local and regional school improvement organisations for the benefit of all students across our schools. Thames Teaching Alliance remains a strategic partner and with their role as an 'Appropriate Body', GLP, on their behalf, plans, recruits, delivers, and quality assures training for Newly Qualified Teachers in our area. This programme is a strength of our organisation, and we are delighted that we have been able to support 45 NQTs this year, albeit remotely, but have continued to receive positive feedback from both NQTs and their Mentors in respect of the quality of the support and training they have received.

NPQSL and NPQML recruitment remains strong, particularly as the DfE have continued to offer bursaries for these courses in Education Opportunity Areas of which Gravesham is one. The pass rate for these courses is very high and the feedback received from participants is overwhelmingly positive. However, we are in the process of working with colleagues currently engaged in the courses, in completing their qualifications by April 2022, at the latest, as the DfE are introducing new versions of the NPQ programmes that start from September 2021.

Covid-19 has continued to impact on GLP in directly affecting our income for this financial year. However, considering current circumstances we have been able to generate an income of circa £130,000 by offering a programme of events via remote sessions.

Our two employees of the Company have continued to work, from home, throughout the last financial year and indeed for this academic year 2020-2021. We believe that this way of working has not impacted on the organisation in a negative way.

Looking forward to the next financial year, GLP are planning to continue with offering CPD through remote learning modules and have secured commitment from all facilitators to work in this way. A programme of CPD events and activities has been shared with all schools to cover the next academic year. With courses such as Paediatric first Aid, First Aid at Work, TeamTeach, that schools must have accredited personnel by law, GLP are planning to run face to face sessions following all the latest government guidance to ensure the safety of all participants and employees. With that said, we are hopeful that with the success of the vaccination programme and the gradual easing of lockdown, we will be able to offer a broader and more blended approach to training and professional development for 2021-2022.

## **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

**(A company limited by guarantee)**

### **TRUSTEES' REPORT**

**for the year ended 31 March 2021**

#### **Trustees' responsibilities**

The Trustees (who are also directors for the purposes of company law) are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources of the charitable company for that period. In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts 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 adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the accounts 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.

#### **Small company provisions**

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

This report was approved by the Trustees on 15/6 / 2021 and signed on its behalf by



**Jane Partridge-Dyer**  
Trustee/Director

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(incorporating the income and expenditure account)**  
**for the year ended 31 March 2021**

	Notes	Restricted £	Unrestricted £	2021 Total £	2020 Total £
<b>Income from:</b>					
Voluntary income	2	-	24,876	24,876	49,300
Investment income	3	7	-	7	1,202
Charitable activities	4	20,000	67,552	87,552	106,891
<b>Total income</b>		<b>20,007</b>	<b>92,428</b>	<b>112,435</b>	<b>157,393</b>
 Charitable activities	5	 26,165	 105,385	 131,550	 183,680
<b>Total expenditure</b>		<b>26,165</b>	<b>105,385</b>	<b>131,550</b>	<b>183,680</b>
<b>Net (expenditure)/income for the year</b>		<b>(6,158)</b>	<b>(12,957)</b>	<b>(19,115)</b>	<b>(26,287)</b>
Total funds brought forward at 1 April 2020		40,482	126,124	166,606	192,893
<b>Total funds carried forward at 31 March 2021</b>	13	<b>34,324</b>	<b>113,167</b>	<b>147,491</b>	<b>166,606</b>

The Statement of Financial Activities includes all gains and losses in the year and therefore a Statement of Total Recognised Gains and Losses has not been prepared.

The notes on pages 8-12 form part of these accounts.

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(incorporating the income and expenditure account)**  
**for the year ended 31 March 2020**

	Notes	2020 Restricted £	Unrestricted £	Total £
<b>Income from:</b>				
Voluntary income	2	-	49,300	49,300
Investment income	3	14	1,188	1,202
Charitable activities	4	28,855	78,036	106,891
<b>Total income</b>		<b>28,869</b>	<b>128,524</b>	<b>157,393</b>
 Charitable activities	5	 51,631	 132,049	 183,680
<b>Total expenditure</b>		<b>51,631</b>	<b>132,049</b>	<b>183,680</b>
 <b>Net income / (expenditure) for the year</b>		 (22,762)	 (3,525)	 (26,287)
 Total funds brought forward		 108,803	 84,090	 192,893
<b>Total funds carried forward at 31 March 2019</b>	13	<b>40,482</b>	<b>126,124</b>	<b>166,606</b>



**GRAVESHAM EXCELLENCE CLUSTER LIMITED****(A company limited by guarantee)****Registered number: 07535108****BALANCE SHEET****as at 31 March 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		-		-
<b>Current assets</b>					
Debtors	10	30,264		31,302	
Cash at bank		<u>151,126</u>		<u>161,255</u>	
		181,390		192,557	
<b>Creditors: amounts falling due within one year</b>	11	(33,899)		(25,951)	
		<u>147,491</u>		<u>166,606</u>	
<b>Net current assets</b>		<u>147,491</u>		<u>166,606</u>	
<b>Represented by:</b>					
Restricted Funds	13	34,324		40,482	
Unrestricted Funds	13	<u>113,167</u>		<u>126,124</u>	
<b>Charity Funds</b>		<u>147,491</u>		<u>166,606</u>	

The Trustees consider that the charitable company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The members have not required the charitable company to obtain an audit in accordance with section 476 of the Act.

The Trustees/Directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The Trustees/Directors acknowledge their responsibilities for preparing accounts which give a true and fair view of the state of the company as at the end of the financial year, and of its surplus or deficit for the financial year, in accordance with the requirements of Section 393, and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the charitable company.



**Jane Partridge-Dyer**  
Trustee/Director

Approved by the board on 15/6/2021.

The notes on pages 8-12 form part of these accounts.

# GRAVESHAM EXCELLENCE CLUSTER LIMITED

## Notes to the Accounts

for the year ended 31 March 2021

### 1 Accounting policies

#### *Basis of preparation*

The accounts have been prepared in accordance with the Companies Act 2006 and the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' relating to charities preparing accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102).

The charitable company constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis and under the historical cost convention. The accounts are prepared in sterling and rounded to the nearest pound.

#### *Fund accounting*

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subject to restrictions on their expenditure imposed by the donor.

#### *Income*

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### *Expenditure*

Expenditure is included in the Statement of Financial Activities on an accruals basis.

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities comprises those costs incurred by the charity in delivery of its activities. It includes both costs directly allocated to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

#### *Tangible fixed assets and depreciation*

Tangible fixed assets are stated at cost less depreciation.

Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives.

- Computer equipment - 25% straight line

#### *Debtors and creditors receivable / payable within one year*

The company only enters into basic financial instruments that result in the recognition of financial assets and liabilities like sales ledger and other accounts receivable and payable. Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at the transaction price. Any losses arising from impairment are recognised in expenditure.

#### *Cash and cash equivalents*

Cash is represented by cash in hand and deposits with financial institutions.

#### *Judgements in applying accounting policies and key sources of estimation uncertainty*

The directors do not consider that there are any significant areas of estimation uncertainty.

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**Notes to the Accounts**  
**for the year ended 31 March 2021**

<b>2 Voluntary income</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Membership subscriptions	<u>24,876</u>	<u>49,300</u>
<b>3 Investment income</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Interest received	<u>7</u>	<u>1,202</u>
<b>4 Income from charitable activities</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Grants	20,000	28,855
Courses	23,280	28,694
Speech & Language service	33,866	33,012
Training	10,406	16,260
Sundry income - room hire, consultancy etc.	-	70
	<u>87,552</u>	<u>106,891</u>

Grant income includes £20,000 (2020: £28,855) of restricted fund income, as detailed in note 13.

<b>5 Expenditure on charitable activities</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Courses - consultancy, venue hire, catering etc	47,759	76,080
Staff costs (see note 6)	70,760	89,915
Rent	5,000	5,000
Insurance	1,149	1,148
Photocopying	293	747
Stationery	11	310
Support and governance costs		
Accountancy and independent examination	4,644	6,535
Sundry expenses	1,252	3,251
Computer and website costs	682	694
	<u>131,550</u>	<u>183,680</u>
<b>Allocated to restricted funds</b>		
Courses - consultancy, venue hire, catering etc	5,607	30,796
Staff costs	20,000	20,000
Sundry overheads	558	835
	<u>26,165</u>	<u>51,631</u>

# GRAVESHAM EXCELLENCE CLUSTER LIMITED

## Notes to the Accounts

for the year ended 31 March 2021

<b>6 Staff costs</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross salaries	60,800	76,613
Pension contributions	7,996	8,121
Employer's national insurance	1,964	5,181
	<u>70,760</u>	<u>89,915</u>
 The average number of employees for the year	 <u>2</u>	 <u>2</u>

## 7 Trustees'/Directors' remuneration

No trustees/directors or other related parties received any remuneration or reimbursement of expenses in the period.

No employees received emoluments during the year above £60,000 (2020: 1).

## 8 Taxation

As a charity, The Gravesham Excellence Cluster Limited is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

## 9 Fixed assets

	<b>Computer Equipment £</b>
Cost b/fwd at 1st April 2020	3,662
Additions in year	-
Cost c/fwd at 31 March 2021	<u>3,662</u>
 Depreciation b/fwd at 1 April 2020	 3,662
Depreciation charge for year	-
Depreciation c/fwd at 31 March 2021	<u>3,662</u>
 Net book value at 31 March 2021	 <u>-</u>

<b>10 Debtors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Debtors	13,710	18,706
Prepayments	16,554	12,596
	<u>30,264</u>	<u>31,302</u>

<b>11 Creditors: amounts falling due within one year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other taxes and social security costs	1,277	2,309
Accruals	18,698	10,662
Income in advance	13,924	12,980
	<u>33,899</u>	<u>25,951</u>

# GRAVESHAM EXCELLENCE CLUSTER LIMITED

## Notes to the Accounts

for the year ended 31 March 2021

### 12 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total £
Tangible fixed assets	-	-	-
Net current assets	113,167	34,324	147,491
<b>At 31 March 2021</b>	<b>113,167</b>	<b>34,324</b>	<b>147,491</b>
	Unrestricted Funds £	Restricted Funds £	Total £
Tangible fixed assets	-	-	-
Net current assets	126,124	40,482	166,606
<b>At 31 March 2020</b>	<b>126,124</b>	<b>40,482</b>	<b>166,606</b>

### 13 Movement in funds

	At 1st April 2020 £	Income £	Expenditure £	At 31st March 2021 £
<b>Restricted funds:</b>				
EBACC	14,091	3	(720)	13,374
GROW/N&GA - Northfleet & Gravesham Alliance	11,147	2	(2,558)	8,591
NPQSL DfE funding	6,227	-	(200)	6,027
NQT programme	3,089	-	(2,687)	402
Numeracy funding	5,928	2	-	5,930
TTA funding contribution	-	20,000	(20,000)	-
	40,482	20,007	(26,165)	34,324
<b>Unrestricted funds</b>	<b>126,124</b>	<b>92,428</b>	<b>(105,385)</b>	<b>113,167</b>
<b>Total funds</b>	<b>166,606</b>	<b>112,435</b>	<b>(131,550)</b>	<b>147,491</b>
	At 1st April 2019 £	Income £	Expenditure £	At 31st March 2020 £
<b>Restricted funds:</b>				
EBACC	10,806	3,285	-	14,091
GROW/N&GA - Northfleet & Gravesham Alliance	13,871	5,581	(8,305)	11,147
NPQSL DfE funding	22,016	-	(15,789)	6,227
NQT programme	10,626	-	(7,537)	3,089
Numeracy funding	5,925	3	-	5,928
TTA funding contribution	-	20,000	(20,000)	-
	63,244	28,869	(51,631)	40,482
<b>Unrestricted funds</b>	<b>129,649</b>	<b>128,524</b>	<b>(132,049)</b>	<b>126,124</b>
<b>Total funds</b>	<b>192,893</b>	<b>157,393</b>	<b>(183,680)</b>	<b>166,606</b>

Restricted funds relate to grant income which must be used for specific purposes.

The TTA funding contribution of £20,000 was specifically used to fund increased employment costs arising as a result of the charity's employees working one extra day per week.

## **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

### **Notes to the Accounts**

**for the year ended 31 March 2021**

#### **14 Company limited by guarantee**

The charitable company has no share capital, being a company limited by guarantee.

Every member promises, if the charity is dissolved while he, she or it remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**INDEPENDENT EXAMINER'S REPORT**  
**for the year ended 31 March 2021**

I report to the trustees on my examination of the accounts of the Gravesham Excellence Cluster Limited ('the Company') for the year ended 31 March 2021.

**Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2) the accounts do not accord with those records; or
- 3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



**Daniel Valentine ACA**  
Begbies Chartered Accountants  
Old Printers House  
Stone Street  
Cranbrook  
Kent TN17 3HF

**22 June 2021**