

**Registered number**  
**07535108**

**Charity number**  
**1142642**

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

**Report and Accounts**

**31 March 2023**

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**Report and accounts**  
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## **GRAVESHAM EXCELLENCE CLUSTER LIMITED**

### **Company Information**

#### **Trustees/Directors**

Malcolm Moaby (Chair from 1 August 2022)  
Jane Partridge-Dyer (Chair until 31 July 2022)  
Simon Collins (resigned 31 August 2022)  
Kathryn Duncan  
Catherine Grattan  
Christopher Jackson  
Madeleine Jones  
Sara Kemsley  
George Rorke  
Georgina Salter  
Neerasha Singh

#### **Secretary**

Mrs Denise Danielsen (resigned 31 August 2022)

#### **Accountants & Independent Examiner**

Begbies  
Unit 14, Park Barn  
Evegate Business Park  
Smeeth, Ashford  
Kent  
TN25 6SX

#### **Bankers**

Lloyds TSB  
78 New Road  
Gravesend  
Kent, DA11 0AR

#### **Registered office**

c/o Ifield School  
Cedar Avenue  
Gravesend  
Kent, DA12 5JT

#### **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 2023**

The directors present their report and accounts for the year ended 31 March 2023.

#### **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:

Malcolm Moaby (Chair from 1 August 2022)  
Jane Partridge-Dyer (Chair until 31 July 2022)  
Simon Collins (resigned 31 August 2022)  
Kathryn Duncan  
Catherine Grattan  
Christopher Jackson  
Madeleine Jones  
Sara Kemsley  
George Rorke  
Georgina Salter  
Neerasha Singh

#### **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 2023**

**Financial review and reserves policy**

Total income fell from £84,320 to £73,247. Expenditure rose from £111,039 to £112,659. This resulted in a deficit for the year of £39,412 (2022: £26,719). The restricted fund deficit of £5,357 reflects the fact that grant income, which was only partly spent at 31st March 2022, continued to be spent on specific programmes throughout the current year in accordance with the charity's objectives. At 31 March 2023 unrestricted reserves are £59,676 and restricted funds at £21,684. 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 agencies for the benefit of students across our member schools. The GLP is now a fully embedded partner of Thames Gateway Teaching School. We are now established as a delivery partner for NPQ qualifications.

This year we have moved away from a conference model in favour of breakfast meetings which are more frequent but for shorter periods of time. There is a move to deal with more local issues such as attendance and gang culture.

A deputy heads and senior leaders group has been established.

In collaboration with Ifield Special School, Smile centre and Specialist Teaching and Learning Service the GLP have been able to develop a wide ranging CPD service for member schools. Examples include compliance courses in Paediatric First Aid, First Aid at work and Team Teach as well as offers for more learning based courses in, for example, Autism, Leadership training and Classroom observation.

Schools that signed up to the 'Art of Brilliance' have received training that has been very well received. This was based on positive Psychology and delivered to staff and targeted students.

Our Service Level Agreement with London Speech Therapy continues to work well providing high quality support for children in seven of our primary schools.

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

**TRUSTEES' REPORT**  
**for the year ended 31 March 2023**

**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:

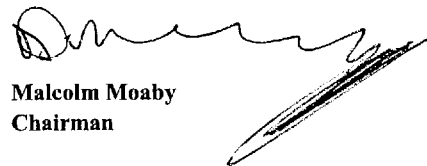
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable 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 17 October 2023 and signed on its behalf by**



**Malcolm Moaby**  
**Chairman**

**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 2023**

	Notes	Restricted £	Unrestricted £	2023 Total £	2022 Total £
<b>Income from:</b>					
Voluntary income	2	-	22,297	22,297	21,830
Investment income	3	33	-	33	3
Charitable activities	4	-	50,917	50,917	62,487
<b>Total income</b>		<b>33</b>	<b>73,214</b>	<b>73,247</b>	<b>84,320</b>
<b>Expenditure on:</b>					
Charitable activities	5	5,390	107,269	112,659	111,039
<b>Total expenditure</b>		<b>5,390</b>	<b>107,269</b>	<b>112,659</b>	<b>111,039</b>
<b>Net (expenditure)/income for the year</b>		<b>(5,357)</b>	<b>(34,055)</b>	<b>(39,412)</b>	<b>(26,719)</b>
Total funds brought forward at 1 April 2022		<b>27,041</b>	<b>93,731</b>	<b>120,772</b>	<b>147,491</b>
<b>Total funds carried forward at 31 March 2023</b>	<b>13</b>	<b>21,684</b>	<b>59,676</b>	<b>81,360</b>	<b>120,772</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 2022**

	Notes	2022		
		Restricted £	Unrestricted £	Total £
<b>Income from:</b>				
Voluntary income	2	-	21,830	21,830
Investment income	3	3	-	3
Charitable activities	4	-	62,487	62,487
<b>Total income</b>		<b>3</b>	<b>84,317</b>	<b>84,320</b>
<b>Expenditure on:</b>				
Charitable activities	5	7,286	103,753	111,039
<b>Total expenditure</b>		<b>7,286</b>	<b>103,753</b>	<b>111,039</b>
<b>Net income / (expenditure) for the year</b>		<b>(7,283)</b>	<b>(19,436)</b>	<b>(26,719)</b>
Total funds brought forward at 1 April 2021		34,324	113,167	147,491
<b>Total funds carried forward at 31 March 2022</b>	13	<b>27,041</b>	<b>93,731</b>	<b>120,772</b>



**GRAVESHAM EXCELLENCE CLUSTER LIMITED**

(A company limited by guarantee)

Registered number: 07535108

**BALANCE SHEET**

as at 31 March 2023

	Notes	2023	2022
		£	£
<b>Fixed assets</b>			
Tangible assets	9	390	-
<b>Current assets</b>			
Debtors	10	17,869	15,470
Cash at bank		<u>98,654</u>	<u>129,560</u>
		116,523	145,030
<b>Creditors: amounts falling due within one year</b>	11	<u>(35,553)</u>	<u>(24,258)</u>
		80,970	120,772
<b>Net current assets</b>		<u>81,360</u>	<u>120,772</u>
<b>Represented by:</b>			
Restricted Funds	13	21,684	27,041
Unrestricted Funds	13	59,676	93,731
<b>Charity Funds</b>		<u>81,360</u>	<u>120,772</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.



**Malcolm Moaby**  
Chairman

Approved by the board on 17 October 2023.

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 2023**

#### **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 2023**

<b>2 Voluntary income</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Membership subscriptions	<u><b>22,297</b></u>	<u><b>21,830</b></u>
<b>3 Investment income</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Interest received	<u><b>33</b></u>	<u><b>3</b></u>
<b>4 Income from charitable activities</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Grants	-	4,038
Courses	<b>20,643</b>	18,319
Speech & Language service	<b>27,487</b>	27,016
Training	<b>850</b>	11,864
Consultancy	<b>1,060</b>	-
Sundry income	<u><b>877</b></u>	<u><b>1,250</b></u>
	<u><b>50,917</b></u>	<u><b>62,487</b></u>

Grant income includes £nil (2022: nil) of restricted fund income, as detailed in note 13.

<b>5 Expenditure on charitable activities</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Courses - consultancy, venue hire, catering etc	<b>51,608</b>	57,135
Staff costs (see note 6)	<b>19,137</b>	40,174
Consultancy	<b>21,470</b>	-
Rent	<b>5,000</b>	5,000
Insurance	<b>1,172</b>	1,164
Photocopying	-	97
Stationery	<b>32</b>	38
Support and governance costs		
Accountancy and independent examination	<b>5,160</b>	4,890
Computer and website costs	<b>1,999</b>	1,834
Website design costs	<b>5,580</b>	-
Sundry expenses	<b>1,371</b>	707
Depreciation	<u><b>130</b></u>	<u><b>-</b></u>
	<u><b>112,659</b></u>	<u><b>111,039</b></u>
<b>Allocated to restricted funds</b>		
Courses - consultancy, venue hire, catering etc	<u><b>5,390</b></u>	<u><b>7,286</b></u>
	<u><b>5,390</b></u>	<u><b>7,286</b></u>

# GRAVESHAM EXCELLENCE CLUSTER LIMITED

## Notes to the Accounts

for the year ended 31 March 2023

<b>6 Staff costs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gross salaries	23,953	33,672
Pension contributions	309	6,502
Employer's national insurance and SMP recoverable	(5,125)	-
	<u>19,137</u>	<u>40,174</u>

The average number of employees for the year	<u>2</u>	<u>2</u>
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No employees received emoluments during the year above £60,000 (2022: None).

Total emoluments received by the charity's key management personnel	<u>13,850</u>	<u>27,083</u>
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## 7 Trustees'/Directors' remuneration

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

## 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 2022	3,662
Additions in year	520
<b>Cost c/fwd at 31 March 2023</b>	<u><b>4,182</b></u>
Depreciation b/fwd at 1 April 2022	3,662
Depreciation charge for year	130
<b>Depreciation c/fwd at 31 March 2023</b>	<u><b>3,792</b></u>
<b>Net book value at 31 March 2023</b>	<u><b>390</b></u>

<b>10 Debtors</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Debtors	2,190	5,078
Prepayments	11,267	10,392
Other taxes and social security costs	4,412	-
	<u>17,869</u>	<u>15,470</u>

<b>11 Creditors: amounts falling due within one year</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	2,142	-
Other taxes and social security costs	-	526
Accruals	20,883	15,004
Income in advance	12,528	8,728
	<u>35,553</u>	<u>24,258</u>

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**12 Analysis of net assets between funds**

	Unrestricted Funds £	Restricted Funds £	Total £
Tangible fixed assets	390	-	390
Net current assets	59,286	21,684	80,970
<b>At 31 March 2023</b>	<b>59,676</b>	<b>21,684</b>	<b>81,360</b>
	Unrestricted Funds £	Restricted Funds £	Total £
Tangible fixed assets	-	-	-
Net current assets	93,731	27,041	120,772
<b>At 31 March 2022</b>	<b>93,731</b>	<b>27,041</b>	<b>120,772</b>

**13 Movement in funds**

	At 1st April 2022 £	Income £	Expenditure £	At 31st March 2023 £
<b>Restricted funds:</b>				
EBACC	13,375	26	-	13,401
GROW/N&GA - Northfleet & Gravesham Allia	2,157	-	(2,014)	143
NPQSL DfE funding	5,578	-	-	5,578
Numeracy funding	5,931	7	(3,376)	2,562
	27,041	33	(5,390)	21,684
<b>Unrestricted funds</b>	<b>93,731</b>	<b>73,214</b>	<b>(107,269)</b>	<b>59,676</b>
<b>Total funds</b>	<b>120,772</b>	<b>73,247</b>	<b>(112,659)</b>	<b>81,360</b>
	At 1st April 2021 £	Income £	Expenditure £	At 31st March 2022 £
<b>Restricted funds:</b>				
EBACC	13,374	1	-	13,375
GROW/N&GA - Northfleet & Gravesham Alliance	8,591	1	(6,435)	2,157
NPQSL DfE funding	6,027	-	(449)	5,578
NQT programme	402	-	(402)	-
Numeracy funding	5,930	1	-	5,931
	34,324	3	(7,286)	27,041
<b>Unrestricted funds</b>	<b>113,167</b>	<b>84,317</b>	<b>(103,753)</b>	<b>93,731</b>
<b>Total funds</b>	<b>147,491</b>	<b>84,320</b>	<b>(111,039)</b>	<b>120,772</b>

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

**GRAVESHAM EXCELLENCE CLUSTER LIMITED**  
**Notes to the Accounts**  
**for the year ended 31 March 2023**

**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 2023**

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 2023.

**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').

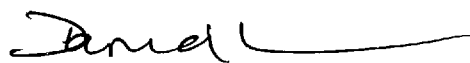
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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**  
Beggies Chartered Accountants  
Unit 14, Park Barn  
Evegate Business Park  
Smeeth, Ashford  
Kent TN25 6SX

**25 October 2023**