



Local Matters, National Strength.



Academies Financial Benchmark Report

Ashton West End Primary Academy

For the period ended 31 August 2017

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Welcome to our 2016/17 Academies Benchmark Report. Once again, we have seen significant growth within the academy sector resulting in the total number of open academies increasing from 6,033 as at 1 February 2017 to 6,996 as at 25 January 2018 (see below), an increase of 16% year on year. Haines Watts Altrincham has also experienced growth, now representing a total of 71 academies to 31 August 2017.

The following data has been provided by the Department for Education in January 2018 showing the number of academies within academy trusts and the sizes of trusts:

Trust Size	Academies	% Academies	Trusts	% Trusts
1	1675	23.9%	1,675	62.2%
2	618	8.8%	309	11.5%
3-5	1595	22.8%	430	16.0%
6-10	1388	19.8%	189	7.0%
11-20	864	12.3%	64	2.4%
21-30	438	6.3%	17	0.6%
31-40	172	2.5%	5	0.2%
41+	246	3.5%	5	0.2%
Total	6,996	100%	2,694	100.0%

When comparing the data to that provided by the Department for Education in February 2017 (below), some interesting movements can be seen:

Trust Size	Academies	% Academies	Trusts	% Trusts
N/A	66	1.1%	0	0
1	1,879	31.1%	1,879	69.0%
2	584	9.7%	292	10.7%
3-5	1,303	21.6%	355	13.0%
6-10	1,025	17.0%	140	5.1%
11-20	476	7.9%	35	1.3%
21-30	322	5.3%	13	0.5%
31-40	178	3.0%	5	0.2%
41+	200	3.3%	4	0.1%
Total	6,033	100%	2,723	100%

The number of single academy trusts has fallen by 11%, with a large number moving into larger multi-academy trusts (MATs). Single academy trusts now make up a smaller proportion of the market, now being 62.2% compared to being 69% a year ago. It seems that these academies are moving into MATs where there are 2 or 3-5 academies, with the proportions of the market taken up by these sizes of MATs increasing year on year as seen in the tables above.

The following table provided by the Department for Education highlights the increase in the number of academies moving trusts:

Financial year	Total no of academies that have moved trust	% of the total number of academies
2013-14	15	0.4%
2014-15	61	1.2%
2015-16	91	1.6%
2016-17	165	2.5%
Total	332	

There can be many reasons for single academy trusts closing and moving into other trusts, either by instruction from the Department for Education or where trustees wish to gain efficiencies of scale in knowledge-sharing across the trust with the aim to improve both financial and educational results.

If you are considering closing your single academy trust and joining another MAT, please be reminded of the reporting duties that still apply. The single academy trust will need to prepare audited financial statements and an audited accounts return to the date it moves to the new MAT. This is to be filed with the ESFA within 4 months of closing the single academy trust. The limited company must also be closed down on Companies House. If you would like any assistance or advice regarding these requirements, please do not hesitate to contact a member of our team.

If you are considering inviting other schools or academies to join your multi-academy trust, or have been invited to join another multi-academy trust, it is important to consider carrying out due diligence procedures on the other parties involved. Due diligence is an examination to establish a detailed and accurate understanding of an organisation to include financial and operational areas. When carried out correctly, the information and report provided will enable fully informed decisions to be made and reduce the risk of any unknown issues arising once commitments have been entered into.

It is essential that all parties fully understand the risks and benefits associated with entering into a multi academy trust and effective due diligence will highlight these areas. Input should be sought from professionals including accountants, solicitors, surveyors and HR specialists.

Haines Watts can provide a comprehensive report to cover the majority of areas and are able to put you in touch with other professionals as required. If you would like further information on due diligence, please don't hesitate to contact a member of our team.

Many of our academies are now in their 4th or 5th year of operation since conversion, with some of our academies being in their 8th or 9th year of operation. It is noticeable across the market that many school business managers are now much more familiar with their roles and responsibilities, and the level of interpretation of financial information is increasing as trustees become more familiar with their responsibilities regarding governance of their academy trusts. This report has therefore been prepared with all of you in mind.

You may have noticed the additional questions asked by the ESFA on submission of the 2016/17 financial statements. Within the questions was one regarding whether the academy trust has carried out a benchmarking exercise. This indicates to us that the act of benchmarking is now becoming an important internal review for academy trusts to carry out on a regular basis.

Benchmarking results can be used in many ways. Key areas of financial control that we believe benchmarking can assist with is internal financial reporting and analysis, and to assist with budget preparations.

The release of the DfE's online benchmarking website (<https://schools-financial-benchmarking.service.gov.uk/>) is aiding academies to do this with more ease and access to a wider range of academies and information. Some academies however find this information out of date as it currently only shows 2015/16 information and therefore difficult to use.

With all this in mind, we aim to provide you with this report with sufficient time for you to consider your academy trust's results against our other academies across the North West to be used as a tool when considering future budgets and potential areas where cost-savings are to be made or areas where additional income may need to be generated.

This report has been prepared using the period ended 31 August 2017 financial statements and accounts return data of all the academies audited by the Haines Watts Altrincham office. We have prepared three reports, one being your academy trust's data, one being with primary academy benchmark comparative information and the second being secondary academy benchmark comparative information.

The DfE's schools financial efficiency planning checks for governors includes some key ratios which have been included in this report, namely staff pay as a percentage of total expenditure, average staff cost, pupils to staff ratio and the proportion of budget spent on the senior leadership team. This can be found here:

<https://www.gov.uk/guidance/schools-financial-efficiency-top-10-planning-checks-for-governors>

We have provided an appendix to the report containing definitions of some terms and ratios to aid in the understanding of the information presented.

Our academy services team is based in our Altrincham office. Two of our local partners specialise in academies and as a national firm we are also able to call upon the expertise of other professionals as and when required for areas such as non-compliance VAT, financial services, asset finance etc.



John Whittick, FCA
Academy Partner

business advice.

John is one of our academy partners at Altrincham. John joined the firm as a manager in 1988, achieved partnership in 1995 and became senior partner in 2008. In addition to working with our academy clients, John acts for a wide portfolio covering many industry sectors and he enjoys providing tailored



Candice Beynon, FCCA
Academy Partner

Candice is one of our academy partners at Altrincham. Candice joined the firm in 1996 as a trainee accountant and soon progressed to audit manager and subsequently to partner. Candice has worked closely with our academy clients since the first academies converted and is responsible for ensuring that our audits are carried out robustly and that our staff are fully trained and up to date with developments in the sector.



Kay Oldham, ATT
Tax Manager

Customs' enquiries.

Kay heads our compliance taxation and payroll department in Altrincham, which provides corporate, personal and specialist tax advice. In addition to our academy clients, Kay deals with a broad portfolio of personal and corporate clients and also has significant experience of dealing with HM Revenue &

Customs enquiries. Kay works with HM Revenue & Customs to obtain charitable status, where applicable, for our academy clients and to ensure that any corporation tax returns required are completed and filed on time. Kay also oversees our payroll bureau and works with our HR provider to ensure that our academy clients receive a comprehensive compliance and advisory service.



Jason Croke, BA (BA)
Regional VAT Manager

Jason has spent over 15 years working exclusively in indirect tax (VAT) with owner-managed businesses, corporate firms and charities, including academies, as well as government agencies and overseas businesses.

Jason particularly enjoys advising our academy clients on the less common VAT issues and also runs our annual VAT training courses which he develops specifically for academies.



Melanie Bailey ACA
Head of Academy Services

Melanie manages our academy services department providing support and advice to our clients, attending regular update meetings to ensure clients are aware of any changes and that all reporting deadlines are met.

Melanie is a very hands-on adviser and spends much of her time gathering feedback from our academy clients and researching any issues they are facing in order that we may continue to develop our services to meet the changing needs of clients.

Melanie has significant experience of managing and undertaking audits. She also provides support throughout the year to academies by attending regular meetings, carrying out due diligence assignments and assisting with reporting requirements including grant audits, ESFA annual accounts returns, Teachers' Pensions EOYC etc.



Ryan Barrett ACA
Senior Auditor and Academy Adviser

Ryan works alongside Melanie in delivering a wide range of services to all of our academies. Ryan has significant experience in managing and undertaking academy audits, assisting with reporting requirements including grant audits, ESFA annual accounts returns, Teachers' Pensions EOYC, Budget Forecast Returns etc.

If you require any assistance or information regarding financial and non-financial matters arising in your academy trust, please don't hesitate to contact any of the team members listed above who will try to help you.

All ratios vary between academies due to the various sizes and types of academy. Our average data includes some academies under PFI arrangements and some that are special and alternative provision academies, however, they make up a small minority of the data used and as such remain included.

Income

The topic of funding and income is one on every academy client's agenda. Every year it seems that each academy is suffering from either government funding cuts or dips in student numbers.

Demographically it has been seen that a drop in birth rates in local areas has had an impact on the numbers of students in academies in both primaries and secondaries. This is being seen to have a major impact on budget forecasts for academies and also in-year results. Many primary academy trusts are working on relationships with local nurseries and many secondary academy trusts are working on relationships with local primary schools to promote their academy as being a first choice application in an attempt to boost numbers and avoid further dips in funding.

The table below shows the funding per pupil for 2016-17 by region across England:

Region	£ funding per pupil	Variance to national average
London	5,448	842
East of England	4,427	(179)
East Midlands	4,442	(164)
North East	4,616	10
North West	4,584	(22)
South East	4,357	(249)
South West	4,357	(249)
West Midlands	4,645	39
Yorkshire and the Humber	4,568	(38)
<i>National Average</i>	<i>4,606</i>	-

London continues to be the highest funded region; however, its average funding per pupil has fallen by 1.7% since last year. Within the top 20 funded local authorities, 19 are London boroughs with Nottingham being the only non-London borough in the top 20.

The South East and West continue to be the lowest funded areas within income being more than £200 per pupil less than the national average, and £1,100 than the London average.

Manchester is showing as the 24th highest funded local authority in England, with Cheshire East showing as the 5th least funded local authority.

With the level of government funding becoming tighter, academies are thinking of more ways to generate additional income internally. Academies should be careful in considering any corporation tax implications depending on the nature of the way this additional income is being generated.

HMRC has a “small trading tax exemption” of £50,000 for charities where gross annual income exceeds £200,000. This means where services are sold that do not fall under the charitable objects as stated in your articles of association, if these exceed £50,000 then the academy needs to consider whether it is profit-making and if so then consider the need to set up a separate trading subsidiary for these activities to run through and then donate profits up to the academy at the end of the year instead.

If you would like more information on this subject, please contact Kay Oldham in our office.

Capital funding

Capital funding is becoming increasingly more difficult to obtain, with many academies submitting bids that are unsuccessful.

The table below shows the movement in the available funding per academy over the last few years:

Year	CIF/ACMF available	No. of open academies	Funding per academy
2011/12	£85m	1,617	£52k
2012/13	£299m	2,705	£111k
2013/14	£393m	3,671	£107k
2014/15	£367m	4,570	£80k
2015/16	£383m	6,033	£63k
2016/17	£435m	6,996	£62k
2017/18	£466m	TBC	TBC

Although the government is announcing increased capital funding available each year, the number of academies able to access this funding is also increasing, limiting the number of projects for which funding can be obtained.

This is causing many academies to start considering forming/joining multi-academy trusts with a minimum of 5 academies and more than 3,000 pupils. In this situation, there is no application required but instead a formulaic allocation is distributed for use across the trust.

Care should be taken when considering applying for Salix loans as part of the funding application. This is simply a cash flow aid and not additional funding. The academy must therefore ensure it has sufficient reserves to cover the amount of the loan to be paid back as this element will be a cost to the academy.

Staff costs

Across the region we have seen staff costs increase year on year. Our staff costs benchmark data shows the following trends:

	Primary 2017	Primary 2016	Secondary 2017	Secondary 2016
Staff costs per pupil (£'000)	4.3	3.8	6.8	4.7
Staff costs / total costs (%)	72.52%	70.47%	73.98%	73.25%
Staff costs incl agency / total costs (%)	74.20%	72.09%	76.18%	75.58%
Staff numbers (FTE)	37	38	103	110
Average staff salary cost	33	33	40	37
Staff costs / GAG (%)	98.29%	95.86%	96.01%	89.33%
Staff costs / total revenue income (%)	71.48%	68.66%	74.84%	72.39%
Staff costs incl agency / total revenue income (%)	73.15%	70.32%	77.10%	74.73%

Average staff salary ratios can be skewed due to the significant differences in LGPS contribution rates, with the following table showing the differences in the average contribution rate based on the different pension schemes the academies belong to:

Pension Fund	Average employer contribution rate
Greater Manchester Pension Fund	18.5%
Cheshire Pension Fund	27.3%
Staffordshire Pension Fund	20.9%

The average staff salary cost can also be skewed where academies have a top-heavy senior leadership team and so academies should consider doing their own additional internal analysis on top of this benchmark review.

Many academies are now finding that all budgets have been squeezed to the maximum and that they now have to look at staffing levels and restructuring.

The ever-rising costs of employment are evident each year, with staff costs as a percentage of GAG funding increasing year on year.

With the fall in average student numbers, academies have found some natural wastage in not renewing temporary contracts or improving staff sharing facilities where other members of staff have left employment. Despite this, the average staff cost per pupil has increased year on year.

Despite the fall in average staff numbers, the average staff salary cost is still increasing due to living wage rises, pension contribution increases and general movements through the pay scales where academies have long-standing staff.

We have seen the average Senior Leadership Team costs increase year on year in both primary and secondary academies. Trustees and Accounting Officers should bear in mind the recent letter from Lord Agnew regarding the trustees' responsibilities to consider value for money, in particular over salaries paid to its employees.

Non-staff costs and other considerations

The average profit/loss on catering has fallen year on year, indicating that academies are now reviewing this provision more carefully to ensure no significant losses are being made. The ratio in the appendices to this report does not take account of the element of free school meal funding within the GAG allocation and so trustees should discuss this with their business managers to ascertain the final level of profit/loss on catering for the period.

The LGPS deficit position as at 31 August 2017 was based on a roll forward from the 2016 formal valuation. This differs to the balance sheet position as at 31 August 2016, which was based on a roll forward from the 2013 formal valuation. According to the actuarial commentary, this 'step change' has led to sizeable asset and liability 'remeasurement experience' resulting in a significant drop in the average LGPS deficit across the majority of our academies.

Where an academy's current assets ratio is less than 1, this provides indications of cash flow difficulties starting to arise. It would be expected that the academy has a cash flow forecast in place that is monitored regularly, ensuring it highlights any potential overdrawn situations before it occurs to avoid breaches of the Academies Financial Handbook. If you do not already have a cash flow forecast in place and would like a template, please contact a member of our team and they can provide a template excel document that many of our academy trusts currently use.

The majority of academies across the north-west have utilised some of their brought forward reserves and cash balances due to drops in funding, with the average cash days falling year on year along with the percentage of cash held by academies at the year end in proportion to the revenue income received in the year.

Business managers, accounting officers and chairs of trustees should be mindful of the recent "Dear Accounting Officer" letter informing all that the budget submission due in July 2018 must now show a 3 year forecast, where previously it has been a 1 year forecast. Academies will therefore need to show sustained positive reserves for the future and so should be careful of any overspends.

The Department for Education has recently set up the Regional Schools' Buying Hubs for schools/academies in the north-west and south-west. The aim of the Hub is to help schools/academies save on non-staff expenditure, providing advice and guidance on buying, help with complex contracts such as catering and cleaning, and promotion of local collaborations where there are opportunities to reduce costs on areas such as ICT resources and administrative supplies. This is currently a pilot scheme and space is limited to 900 schools in each region so it is advised to register for this free service sooner rather than later.

There are various ratios and terms used within this report. The following definitions of terms and an explanation of each ratio have therefore been provided for clarity:

Academic year – the data used in this report is based on the 2016/17 academic year with comparative data given for the 2015/16 year. For ease of reference, the academic years are referred to as 2017 and 2016 respectively.

Academies Accounts Direction (AAD) – the accounting treatment and disclosure guidelines published by the Education and Skills Funding Agency.

Academies Accounts Return (AAR) – the online form submitted to the Education and Skills Funding Agency by 19 January 2018.

Academies Financial Handbook (AFH) – publication from the Education and Skills Funding Agency outlining compliance requirements.

Average staff salary cost – staff costs divided by the number of full time equivalent staff for the period.
Cash balances ratio – the cash balance as at 31 August as a percentage of annualised total revenue income.

Cash days - the number of days that the academy can continue to pay its operating expenses, given the amount of cash available as at 31 August. This is calculated as cash and bank balances divided by the sum of total revenue expenditure divided by the number of days in the year.

Cost ratios – certain categories of expenditure have been expressed as a percentage of total revenue income and as a percentage of total expenditure. This is to aid the comparison against other academies which may vary in size.

Cost to pupil ratios – certain categories of expenditure have been expressed as a cost per pupil to aid comparison against other academies which may vary in size.

Current assets ratio – the total of current assets divided by current liabilities. This is to consider the liquidity of the academy. A figure of less than one may be an indication of cash flow difficulties and should be given serious consideration.

General Annual Grant (GAG) income ratio – the GAG income as a percentage of total revenue income. This ratio highlights the level of reliance on GAG funding from the Education and Skills Funding Agency.

LGPS surplus/(deficit) – the Local Government Pension Scheme balance as determined by your actuarial valuation to 31 August.

Maximum – the maximum value within the data used in our collection for preparing this report.

Median – the middle value within the data used in our collection for preparing this report.

Minimum - the minimum value within the data used in our collection for preparing this report.

Multi Academy Trust – a single legal entity where all academies within the group are reported as one Trust.

Pension costs ratio – the total cost per the Statement of Financial Activities (SOFA) for all pension schemes, predominantly the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS), as a percentage of total staff costs.

Premises costs – the total of rates, water, energy and other similar costs including repairs and maintenance to premises and grounds.

Profit/(loss) on catering – the net difference between catering income (including UIFSM for primary academies) and catering expenditure (being catering staff costs and other catering costs). Note that our calculations do not include the element of free school meal funding provided within the GAG allocations.

Pupils to staff ratio – the total number of pupils as per the ESFA funding allocations, divided by the total FTE number of staff.

Revenue reserves – the total of restricted revenue reserves (which excludes fixed asset reserves and pension reserves) and unrestricted revenue reserves as at 31 August.

Self-generated income ratio – self-generated income (i.e. catering income, lettings etc), revenue donations and investment income as a percentage of total revenue income. This ratio highlights the level of additional income-generating activity undertaken by academy trusts to reduce the level of reliance on government funding.

Senior Leadership Team (SLT) – those defined as management within the 2016/17 financial statements for which the total remuneration was disclosed in the notes to the financial statements.

Staff costs – the total of wages and salaries, social security costs and pension costs excluding FRS102 actuarial gains/losses in relation to the LGPS valuation.

Staff numbers (FTE) – the total staff numbers for the period expressed as full time equivalents.

	Ashton West End Primary Academy	Benchmark Average 2017	Benchmark Average 2016	North West Region		
				Minimum	Maximum	Median
Income analytical review:						
Total revenue income per pupil (£'000)	5.6	6.2	5.7	4.2	24.5	5.5
Number of pupils (per ESFA allocations data)	333	302	329	40	630	327
GAG income / Total revenue income (%)	79.50%	73.43%	83.70%	51.13%	86.16%	74.84%
Self-generated income / Total revenue income (%)	2.32%	7.32%	11.55%	0.31%	21.92%	7.03%
Expenditure analytical review:						
Staff costs per pupil (£'000)	3.6	4.3	3.8	2.0	14.8	4.1
Premises costs per pupil (£'000)	0.1	0.4	0.4	0.1	1.9	0.3
Total costs per pupil (£'000)	4.5	5.9	5.5	2.4	19.0	5.3
Premises and occupation costs / total costs (%)	3.05%	7.14%	6.84%	2.67%	28.78%	5.86%
Educational supplies / total costs (%)	6.24%	8.01%	8.71%	2.51%	24.90%	7.80%
Staff costs / total costs (%)	77.29%	72.52%	70.47%	56.36%	81.76%	73.97%
Staff costs incl agency / total costs (%)	78.75%	74.20%	72.09%	58.57%	84.73%	75.51%
Catering costs / total costs (%)	6.71%	4.68%	5.23%	0.00%	7.00%	4.67%
Administration costs / total costs (%)	9.43%	6.45%	6.26%	1.48%	15.18%	6.03%
Staff numbers (FTE)	31	37	38	8	72	34
Average staff salary cost (£'000)	37	33	33	23	43	33
Staff costs / GAG (%)	78.97%	98.29%	95.86%	78.97%	124.14%	96.76%
Staff costs / total revenue income (%)	62.78%	71.48%	68.66%	54.80%	84.07%	71.16%
Staff costs incl agency / total revenue income (%)	63.97%	73.15%	70.32%	60.13%	85.35%	73.35%
Pension costs / total staff costs (%)	16.34%	16.57%	14.56%	12.13%	23.22%	16.87%
SLT costs / total staff costs (%)	22.77%	18.71%	17.41%	4.05%	37.96%	19.60%
SLT costs / total costs (%)	17.60%	13.52%	12.35%	3.07%	26.37%	13.66%
Other considerations:						
LGPS surplus/(deficit) (£'000)	-416	-534	-640	-32	-1,969	-467
Pupils to staff ratio	11	8	9	3	13	8
Revenue reserves carried forward (£'000)	1,679	290	313	-19	1,679	176
Cash balances ratio (%)	90.24%	19.61%	21.26%	-0.66%	90.24%	16.30%
Cash days	405.5	73.2	73.3	-2.1	405.5	54.8
Current assets ratio	38.3	3.8	4.0	1.0	38.3	2.3
Profit/(loss) on catering (£'000)	-20	-15	-16	-88	49	-10

	Benchmarking Average 2017	Benchmarking Average 2016	North West Region		
			Minimum	Maximum	Median
Income analytical review:					
Total revenue income per pupil (£'000)	6.2	5.7	4.2	24.5	5.5
Number of pupils (per ESFA allocations data)	302	329	40	630	327
GAG income / Total revenue income (%)	73.43%	83.70%	51.13%	86.16%	74.84%
Self-generated income / Total revenue income (%)	7.32%	11.55%	0.31%	21.92%	7.03%
Expenditure analytical review:					
Staff costs per pupil (£'000)	4.3	3.8	2.0	14.8	4.1
Premises costs per pupil (£'000)	0.4	0.4	0.1	1.9	0.3
Total costs per pupil (£'000)	5.9	5.5	2.4	19.0	5.3
Premises and occupation costs / total costs (%)	7.14%	6.84%	2.67%	28.78%	5.86%
Educational supplies / total costs (%)	8.01%	8.71%	2.51%	24.90%	7.80%
Staff costs / total costs (%)	72.52%	70.47%	56.36%	81.76%	73.97%
Staff costs incl agency / total costs (%)	74.20%	72.09%	58.57%	84.73%	75.51%
Catering costs / total costs (%)	4.68%	5.23%	0.00%	7.00%	4.67%
Administration costs / total costs (%)	6.45%	6.26%	1.48%	15.18%	6.03%
Staff numbers (FTE)	37	38	8	72	34
Average staff salary cost (£'000)	33	33	23	43	33
Staff costs / GAG (%)	98.29%	95.86%	78.97%	124.14%	96.76%
Staff costs / total revenue income (%)	71.48%	68.66%	54.80%	84.07%	71.16%
Staff costs incl agency / total revenue income (%)	73.15%	70.32%	60.13%	85.35%	73.35%
Pension costs / total staff costs (%)	16.57%	14.56%	12.13%	23.22%	16.87%
SLT costs / total staff costs (%)	18.71%	17.41%	4.05%	37.96%	19.60%
SLT costs / total costs (%)	13.52%	12.35%	3.07%	26.37%	13.66%
Other considerations:					
LGPS surplus/(deficit) (£'000)	-534	-640	-32	-1,969	-467
Pupils to staff ratio	8	9	3	13	8
Revenue reserves carried forward (£'000)	290	313	-19	1,679	176
Cash balances ratio (%)	19.61%	21.26%	-0.66%	90.24%	16.30%
Cash days	73.2	73.3	-2.1	405.5	54.8
Current assets ratio	3.8	4.0	1.0	38.3	2.3
Profit/(loss) on catering (£'000)	-15	-16	-88	49	-10

	Benchmark Average 2017	Benchmark Average 2016	North West Region		
			Minimum	Maximum	Median
Income analytical review:					
Total revenue income per pupil (£'000)	8.9	6.2	5.6	27.9	7.0
Number of pupils (per ESFA allocations data)	752	908	101	1,517	778
GAG income / Total revenue income (%)	80.96%	91.77%	33.88%	91.68%	85.27%
Self-generated income / Total revenue income (%)	6.65%	7.31%	0.42%	20.08%	5.49%
Expenditure analytical review:					
Staff costs per pupil (£'000)	6.8	4.7	4.4	19.7	5.4
Premises costs per pupil (£'000)	0.8	0.4	0.2	5.1	0.5
Total costs per pupil (£'000)	8.9	6.2	5.3	26.3	7.3
Premises and occupation costs / total costs (%)	8.42%	6.50%	3.13%	19.92%	6.88%
Educational supplies / total costs (%)	8.73%	9.86%	4.02%	15.05%	8.52%
Staff costs / total costs (%)	73.98%	73.25%	62.75%	85.64%	74.83%
Staff costs incl agency / total costs (%)	76.18%	75.58%	63.91%	85.64%	76.79%
Catering costs / total costs (%)	2.92%	2.60%	0.30%	8.59%	2.73%
Administration costs / total costs (%)	4.84%	8.53%	0.63%	11.53%	4.25%
Staff numbers (FTE)	103	110	55	181	98
Average staff salary cost (£'000)	40	37	28	55	40
Staff costs / GAG (%)	96.01%	89.33%	76.28%	197.17%	90.52%
Staff costs / total revenue income (%)	74.84%	72.39%	63.53%	88.80%	74.97%
Staff costs incl agency / total revenue income (%)	77.10%	74.73%	66.21%	88.80%	76.93%
Pension costs / total staff costs (%)	15.79%	13.67%	12.36%	22.81%	15.48%
SLT costs / total staff costs (%)	13.23%	12.66%	4.80%	21.03%	12.67%
SLT costs / total costs (%)	9.78%	9.08%	3.89%	18.01%	9.30%
Other considerations:					
LGPS surplus/(deficit) (£'000)	-1,296	-1,969	-93	-4,447	-1,111
Pupils to staff ratio	7	8	1	10	8
Revenue reserves carried forward (£'000)	647	876	-390	4,298	529
Cash balances ratio (%)	14.78%	19.27%	0.94%	61.41%	12.26%
Cash days	54	73	3	230	47
Current assets ratio	4.0	7.1	0.6	24.5	2.7
Profit/(loss) on catering (£'000)	-48	-52	-326	72	-41.5