



SULLIVAN UPPER SCHOOL HOLYWOOD

**Report of the Board of Governors
on the
2018/2019 School Year**

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1 THE CONSTITUTION OF THE BOARD OF GOVERNORS

2018/19 School Year

- a) **nominated by the church bodies in Hollywood which were the original trustees of the school:**
- | | |
|--|---------------------------------------|
| Church of Ireland, Parish of Hollywood | Mr Brian Burke |
| Church of St Philip and St James | Mrs Catherine O'Neill |
| First Hollywood Presbyterian Church,
Bangor Road, Hollywood | Mr Peter Moran
Mr Chris Warnock |
| High Street Presbyterian Church,
Hollywood | Mr Brian Cave
Mrs Audrey Gordon |
| First Presbyterian (Non-Subscribing)
Church, Hollywood | Rev Colin Campbell |
| The Methodist Church, Hollywood | Mrs Zara McCone |
| St Colmcille's Parish, Hollywood | Dr Alison Eccles
Mrs Maria Pearson |
- b) **nominated by the Department of Education**
- Mrs Laura Calvin (from 26 November 2018)
Miss Louise Campbell (from 26 November 2018)
Mrs Jennifer Cuthbert (from 26 November 2018)
Mr Stuart Hamilton
- c) **elected by parents of pupils attending the school**
- Mr Randal Gilbert
Mrs Angela Skarmoutsos
- d) **elected by the teaching staff of the school**
- Mr David Matthews
Mr Stephen McMaster (to 30 June 2019)
- e) **co-opted by the Board of Governors**
- Mrs Doreen Mathison
Mr Mike McNeill
- f) **member ex-officio as Principal of the school**
- Mr Chris Peel
- g) **secretary to the Board of Governors**
- Dr Christina Byrnes (Bursar)

The Board of Governors meets approximately once every 2 months during the school year, with more detailed work being done between the full Board meetings by the committees of the Board.

The **current** office bearers are:

Chairperson of the Board of Governors:	Mrs Catherine O'Neill
Vice-Chairperson of the Board of Governors:	Mr Chris Warnock
Chairperson of the Audit and Risk Assurance Committee:	Mr Brian Burke
Chairperson of the Education Policy Committee:	Rev Colin Campbell
Chairperson of the Education Services Committee:	Mr Stuart Hamilton
Chairperson of the Finance Committee:	Mr Chris Warnock
Chairperson of the Preparatory Department Committee:	Mrs Zara McCone
Chairperson of the Strategic Planning Committee	Mr Brian Cave

Other sub-committees of the Board include the Salaries Committee, the Salary Appeals Committee, the Transfer Procedure and Admissions Committee, the Health and Safety Committee, the Property Sub-Committee and the Safeguarding Team.

2 THE PREPARATORY DEPARTMENT

AQE Transfer Results 2018-19

The following 'groups' of scores for AQE results this year are as follows:

111-125	73%
100-110	19%
99 or below	8%

100% of our pupils who sat AQE in 2018 attained a Grammar School place for Year 8.

The Prep whole class's **Average AQE score was 115**
(AQE report that an average individual score for testing is 100)

Attendance: 2018-19 was 97.4%. 11% of pupils achieved 100% attendance. We had two visits from our Educational Welfare Officer.

The usual busy school year began with everyone returning refreshed and ready to begin new classroom challenges. As a school, we are committed to providing a safe environment for our children and this year that was continued through the installation of electronic gates and additional path lighting. We also continued from last year to advise parents to park safely on My Lady's Mile with regard to children's protection. Initial September parent meetings provided parents with good advice and information about the incoming year and these were all very well attended. Mrs Joan Loughhead was our Guest of Honour at the opening of the Foundation Stage's Outdoor Classroom which the children in Preps 1 and 2 continued to enjoy regularly for the rest of the year. Prep 4 took assembly in September on the topic of Roald Dahl and Karen Brady, a new cello teacher, visited KS2 classes for a short cello demonstration. We introduced the new Eco Club and School Council representatives in assembly and held our first charity event, Jeans for Genes. KS2 music lessons began in the Senior School's Mac computer suite which gave the children access to Garageband where they could use composing software on a weekly basis.

October saw us welcoming Sports Academy George pupils; they led assemblies, dazzled us with their singing and dancing and shared a break-time with our pupils. A Harvest Service at the local Church of Ireland was well attended by family and friends, with Storehouse benefitting from five trolleys of food donated by pupils. The Prep choir performed beautifully at the Culloden's annual Action Cancer Appeal and the RSPB visited Preps 1 and 4 and, along with the Eco Council, set up an infra-red camera to encourage a hedgehog to hibernate in our grounds. Prep 4 studied the history of Sullivan Upper and had an interesting walk through Holywood, whilst Prep 3 set off for the Ulster Museum to investigate Ice Age 3: Dawn of the Dinosaurs. Prep 5 had a visit from Hovis and were encouraged to experiment with bread making; they also enjoyed a visit to Holywood Library. Maths Week provided lots of stimulating problems for our pupils to attempt. SUPPA's Spooky Fun Night rounded off October and was a huge success, very much enjoyed by all who attended on a crisp clear evening before our Half Term break.

The Prep entered a team for the NI heats of the Kids' Lit competition in November and along with Inchmarlo, one of whose teams we managed to beat along with 5 grammar schools' teams, were the only primary aged teams to compete against grammar schools. To extend our Eco School activities we boarded the NI Water Bus this month to learn more about where our water comes from with top tips to take home and put into practice, including have showers instead of baths and using refillable water bottles in school. Our charity this month was World Children's Day and we raised money by wearing a blue item. Prep 3 took assembly about Children in Need and gave us amazing fun facts about Pudsey. Prep 5 went to Pizza Express as part of their topic on Food. Sporting opportunities came in the form of a Netball friendlies and friendlies in hockey in Ards. The choir and Drama Club pupils enjoyed Bloomfield Collegiate's "Joseph and the Amazing Technicolour Dreamcoat" performance and Prep 6 had a very interesting visit from Animal Allsorts when the zoologist brought reptiles, a gecko called Jellybean and a Chilean tarantula into the classroom for the children to see at close quarters! Prep 6 also took assembly this month on the theme of Perseverance quoting famous people such as Nelson Mandela and Winston Churchill.

December was the opportunity for the Lower Prep to perform their Nativity play and the Upper Prep to perform a Christmas Concert, both very well attended by friends and family. The Belfast Giants Ice Hockey Team came to Sullivan this month to tell us about healthy eating and the importance of a good night's sleep. Prep 1 had an amazing experience with the cast of "The Tiger who came to Tea" in Eason's and Prep 5 had two PhD students helping them to understand more about viruses. Laura Beacom, a Y11 pupil at Sullivan, accompanied by our own ex-Prep pupil, Laura Whiteside, entertained the pupils with a skilful performance of cup stacking.

We began the new year with more emphasis on the development of House points as both a means to challenge and reward the children, as well as bring about a sense of collegiality across the years. "Exceptional" acts are being rewarded and each month's House assembly will report about progress. Plenty of sporting opportunities occurred this month with football leagues at Londonderry Park, rugby friendlies and five-a-side football tournaments. Prep 4 were "evacuated" to Downpatrick when they visited Castle Ward to learn about Lord and Lady Bangor. A visit to Grosvenor Grammar gave some of our pupils the opportunity to see their "Addams Family" production.

In February, the Active Learning Company gave the Prep 6 pupils a Viking experience when they transformed their classroom back to 800AD. More sporting opportunities occurred with Sportshall Athletics at Blair Mayne Leisure Centre, a Football League at Londonderry Park and Netball League at Bangor Academy. Prep 7 got to experience the first of six trips to Mount Steward for Forest School and despite the much colder weather, learnt valuable lessons about how to use loppers and work together safely. A Safer Internet Day took place and everyone participated in practices to keep themselves safe online. Prep 4 welcomed grandparents into their room to tell them about growing up; lots of artefacts were brought in which helped explain how different life was from today. Culture Club members helped us learn about the Chinese New Year, with costumes and Chinese items to look at. Sullivan Upper's Junior Drama Group invited Preps 4-7 to view their Dress Rehearsal of "Charlie and the Chocolate Factory" in the Drama Theatre.

In March, 12 schools participated in a Netball Tournament at Sullivan Upper hosted by the Prep. Also this month, Netball League matches were played, KS1 and KS2 enjoyed Yoga stories and Prep 3 began their swimming sessions in the School's pool. A local historian visited Prep 4 for an informative history lesson about WW2 and Prep 1 took an excellent assembly about the Rainbow Fish. Visiting Prep 4 in March was the Active Learning Company who transformed the classroom into a WW2 emporium filled with artefacts, games, artillery, codes, dressing up and a real life WW2 Colonel! The Lagan Speech and Drama Festival took place mid-March and Prep 5 girls brought back a lovely new trophy to the Prep. Prep 2 visited Carrickfergus Castle as part of their curriculum studies and tried on armour and princesses' crowns. As part of Prep 1's studies, People Who Help Us, visitors such as fireman, pharmacists, doctors and police officers showed how they help us. The Ark Farm was the venue for Prep 1's visit to feed lambs, chicks and visit the reptile house. The Eco Council led assembly this month to inform us all about UN World Water Day with facts about people across the world who do not have access to clean drinking water. Prep 7 then ended the month with a visit to a Beesafe event at the new Ards Leisure Centre to participate in interactive demonstrations about fire, bus, home, internet and water safety. A large number of our Prep pupils achieved extremely high results in assorted categories in the Lagan Festival.

Our assorted opportunities in April were playing in the finals of the Football League where we were narrowly beaten; a Playball event for boys and girls separately at Stormont for the NI Hockey Finals; participating in the K'Nex Challenge competitions and STEM Challenge and going through to both finals in June; swimming galas; netball matches; a Rugby Blitz; and a Cross Country Race in North Down. Prep 3 enjoyed a Dinosaurs and Fossils workshop at the Ulster Museum. One of our ex-Prep pupils came with a bigger group to see KS2 pupils as members of the School's 1st XV Rugby Subsidiary Shield winning team and answer lots of rugby questions in order to inspire our Prep pupils. A mental health practitioner led classroom workshops with all of our children to talk about looking after their mental health and emotional wellbeing. We participated in the Eason's Spelling Bee in April and Prep 4 had a lovely day at Mount Stewart dressed as servants to learn about the life of Lady Rose. SUPPA finished the month with an Easter egg hunt which was also attended by the Easter Bunny.

In May we attended an annual Netball Tournament at Rockport; had rugby friendlies with Campbell, and enjoyed a very successful annual Sports Week event where all classes were active in a wide range of assorted activities throughout each day of the week. A Junior Football Tournament was held at Bangor Sportsflex and we took teams to an annual Mini Rugby Blitz. A focus on girls' rugby was an addition this year to the PE curriculum. a Gerald Siggins, a children's author, visited Prep 4-7 pupils and was an inspirational speaker about how to write well. Cecilia Daly visited Prep 4 as part of their topic of Weather. We gained a Bronze Award for 2019 Action Cancer Health Actions this month through our school's commitment to promote healthy activities with our children to improve their lifestyles. The Royal Regiment of Fusiliers (Lancashire) visited to play a varied programme of pieces for Prep 4-7; pupils also participated and sang along to an excellent programme of music.

As usual the month of June is busy with sports days and book fairs and a SUPPA end of year barbecue. We developed a very strong partnership with Holywood Cricket Club over both May and June with all classes experiencing coaching and a special KS2 event with a number of participating schools. Four finalists returned from heats to participate in athletics competitions hosted by North Down. An instrument demonstration was given to Prep KS2 pupils by pupils in the Senior School to encourage them to think about taking music lessons. Brian Fong, a Prep 7 pupil, gave an excellent performance at the Northern Ireland Primary Schools Young Musician of the Year, achieving second place. Preps 4-7 enjoyed the senior school production of The Addams Family at the Stranmillis Theatre.

An Inspection of the Prep was carried out in June by the Education and Training Inspectorate. This was a limited Inspection because of the ongoing industrial action by teaching unions. The published report commented positively on the Literacy and Numeracy skills of a group of Prep 7 pupils, on the school experiences of groups of Prep 6 and Prep 7 pupils, and on the arrangements for safeguarding.

We thank everyone for their input over the school year and SUPPA, in particular, for their fundraising efforts which raised £15600 for school resources.

CHARITIES 2018-19:

September:	Jeans for Genes:	£215
October:	Harvest grocery collection for North Down Storehouse	
November:	BBC Children in Need	£220
December:	Feed My Lambs Cambodia	£420 (Lower Prep Nativity collection)
December:	Guide Dogs for the Blind	£500 (Upper Prep Christmas Concert collection)
March:	Comic Relief	£100
April:	SAPHARA	£1522 (SUS pupils' visit to help in India)
May:	Mary Peters Trainers for the Trust:	£250

MONITORING AND EVALUATION OF 3 YEAR SCHOOL DEVELOPMENT PLAN 2016-2019:

Opportunities:

The School Council met actively each month representing the pupils' voice to bring issues to the school's attention. The Eco Team also met to put into effect actions to share their ECO awareness through assemblies and posters and the Prep Governors helped in the preparation for a renewal of the Green Flag Award. Forest School began for Prep 7s with a 6 week course at Mount Stewart. A wide variety of extra-curricular clubs took place each term as well a number of events such as concerts, plays, SUPPA events. Sports Week and the Silver Robin Cafeteria carried out demonstrations on both sites of sushi making and healthy smoothies. We place importance on preparing our children for Transition to Y8 and a wide number of workshops and assorted bodies working with Prep 7s to ensure they were well prepared. A number of schools are involved with the Prep for festivals, an Irish Day, Netball, Rugby and Hockey tournaments and charitable events to name but a few. Entering competitions is important to our children to improve their life skills, practise resilience and display good sportsmanship.

Safeguarding:

Updated training was received by the Designated and Deputy Designated Teachers for Child Protection through EA's South Education Region (SER). The Designated Teacher in the Prep attended whole school meetings about safeguarding and appropriate information as shared each term with the Preparatory Committee of the Board of Governors. A focus on mental health and wellbeing led to SUPPA supporting the work of a mental health practitioner as requested by parents in the school.

Special Educational Needs:

Whole school training took place in the areas of ASD assisted by the Autism Advisory Service of EA's SER as well as in Lego Therapy; training in the First Steps programme (RISE) and in the new proposals in restructuring the regulations in the Code of Practice. Resources purchased included Sensory apparatus which we trialled with some classes following training from RISE. Close liaison continued with EA's SER Psychology department and Autism Advisory Service as well as with RISE and Longstone Outreach support.

Positive Behaviour:

A focus was put on improving attendance and an introduction of a House system with points and regular termly attendance badges have assisted this aspect's progression. Buddy systems are in operation with Prep 1s and Prep 7s and also at breaks to help with play activities. Helping our children achieve good personal skills in greeting others with clear eye contact and speech was a further focus over this plan and House Points for "exceptional" acts helped children achieve highly in this area. Consultation with both Parents and Pupils through a questionnaire assisted the staff to progress a small number of areas for the new School Development Plan; overall, everyone reported very positively about what happens in the Preparatory Department.

Awards (World Around Us):

The International Schools Award Foundation Status in 2017 and Intermediate Status in 2018.
The Digital School of Distinction Award in 2016.
The ECO Green Flag in 2017 with renewal due in 2019.
The FairAware Award 2018 and FairActive Award in 2019.
The Healthy School Bronze Award Action Cancer in 2019.

LITERACY CO-ORDINATORS: SCHOOL DEVELOPMENT PLAN REVIEW 2016-2019:

Focus on the area of Writing continued with exemplars explored and discussed for improvement. Investigation into the possible purchase of an Accelerated Reading Programme was initiated but a decision made not to progress it due to both workload and expense involved.

New computerised testing in Literacy was given and in the monitoring and evaluation process it was found not to always be in line with teachers' professional judgement.

Focus groups continued to be identified annually using teachers' informed assessments.

The Reciprocal Reading Programme is working well in the School, with resources purchased and staff reacting positively to the programme.

The Reading Partnership Programme is also in position and working successfully at improving children's reading ability on a 1:1 basis.

A wide variety of activities were offered to pupils over these three years from authors' visits and people in the wider community to stimulate children's imaginations to competitions and challenges on offer regularly.

ASSESSMENT CO-ORDINATORS: SCHOOL DEVELOPMENT PLAN REVIEW 2016-2019:

The GL's Complete Digital Solution was purchased to trial over this period. Prior to this time staff used paper copy and marked the tests. It was a significant financial decision. Many unforeseen problems occurred and at the end of three years' accumulation of scores, staff decided to revert to paper copy for the next three years to see if scores fell more in line with their expectations.

Benchmarking practices reflect the School maintaining End of Year Levels of Progression in English and Mathematics in the top quartile. Portfolios of examples in English, Mathematics and Using ICT are kept for in-house moderation practices.

Assessment for Learning practices are carried out in each class and staff training updated regularly with practices reviewed.

NUMERACY CO-ORDINATORS: SCHOOL DEVELOPMENT PLAN REVIEW 2016-2019:

A focus was carried out in Problem Solving as an identified area, arising from standardised testing scores, and Mathletics was used as an online resource to assist with pupils' motivation. Bar Modelling training was attended by co-ordinators and methods used to progress this area. To further assist progress, Numicon resources were investigated, and ordered, and training attended for disseminating to Foundation Stage staff initially.

Focus groups continued to be identified annually using teachers' informed assessments.

Whilst the area of Measures was initially defined as an area of focus, the use of outdoor maths days with a focus on measuring has really enhanced progress in this area. Overall, this strand is now sitting significantly above the national average in all classes.

Staff requested "newer" resources in this subject area and co-ordinators introduced "nRich" and "PlanIt" as fresh motivating practices to integrate into classroom practices. Izak 9 is not being fully utilised and will be carried forward to the new plan.

ICT CO-ORDINATORS: SCHOOL DEVELOPMENT PLAN REVIEW 2016-2019:

Staff have established a core range of interactive apps for pupils to use on iPads to engage and all classes are timetabled to use PCs and laptops to enhance teaching learning. Preps 6 and 7 take part in online conferencing annually to develop their digital science and communication skills.

NI Curriculum tasks have been introduced to all classes as guidance to developing the use of the 5 "E's" (Explore, Express, Exchange, Evaluate and Exhibit).

Online Safety continues to be of paramount importance to this School with Parents invited to attend a digital safety workshop as part of the Plan's Holywood Shared Spaces programme. An Internet Safety Day occurs annually and areas such as cyber bullying and Green Screen technology allows Prep 7s to be trained with appropriate skills for Year 8.

C2k and SUPPA have supported digital learning through additional resources. Our School website has been updated over the three-year Plan and now provides a very good home-school link.

Prep 7 pupils work as digital monitors alongside Lower Prep pupils to develop their digital literacy and numeracy skills.

EFFECTIVE LEADERSHIP: SCHOOL DEVELOPMENT PLAN REVIEW 2016-19:

An extensive building and renovation programme has taken place in Dromkeen House over the three-year Plan.

The amalgamation of the previous two Prep sites in March 2012 proved to be of instant benefit in improving communication.

Professional development has been high on the agenda throughout the last three years in particular with all teaching staff in particular having opportunities to develop their management role through their co-ordinator positions. Cluster groups have been attended and training sought which in turn was cascaded to all staff for everyone's development.

A SCHOOL AT THE HEART OF THE COMMUNITY: SCHOOL DEVELOPMENT PLAN REVIEW 2016-19:

We have had three years of excellent contact with our local primary and secondary level schools which have established good practices as well as provided opportunities for our pupils to meet their local peers. We hosted all 5 local primary schools at P3 and P5 levels for a number of sporting occasions assisted by North Down and Ards Borough Council staff; a teddy bears' picnic with a local school participating; speakers to help local P7s prepare for a move to Y8; quizzes attended by local school children; and we have used a wide number of local churches for assorted activities and events.

We have had contact with incoming children coming from local nurseries and with Y8 schools for incoming Prep 7s.

The School's SUPPA has continued to be an excellent fundraising body and work in collaboration with staff to provide opportunities for pupils and parents to engage in fun activities which raise significant funds for resources.

Traffic issues on My Lady's Mile were investigated with the appropriate School Principals and local authorities. We continue to maintain vigilance.

The After School Club, under the auspices of Social Services, continues to be run very successfully and, at times, it is oversubscribed. Due to this, we will endeavour to communicate with Parents earlier to avoid frustration for those not gaining places.

Parent curriculum workshops were very well attended when held in the evening biennially. Parents had links sent to them re questionnaires and pupils filled theirs in digitally in school. Views are then fed into the new Plan.

The school website was, and will continue to be, the principal vehicle for communication, alongside Parentmail.

Wrap round care was raised in this Plan and will be carried through for more extensive processing in the next Plan in order to help Parents in need of both pre- and post-school facilities.

STAFFING:

In June 2019, we sadly said goodbye to Mrs Jane Thompson who was the Learning Support Teacher for 13 years in the Preparatory Department. She was an excellent member of staff who committed herself to trying to help children to maximise their potential whether that was on a 1:1, a small group or in a whole class situation. Jane was a hardworking teacher who was able to resource her subject area very well and was able to interact effectively with all staff.

3 THE SECONDARY DEPARTMENT

(i) Introduction

The Governors' Annual Report to parents represents one of the principal ways that the school communicates the details of its major activities for the year just ended. It contains a great deal of information, much of it prescribed and stipulated in regulation issued by the Department of Education. However, over and above all the facts and figures, it is hoped that there is also some indication of the vibrant, dynamic and successful school at the heart of it all. Just how successful the school is can be judged in many ways and a number of the indicators are included in this publication.

In terms of performance in public examinations, 2018/19 was another very successful year, both at A level and GCSE.

The recognition of the success of the school is also clear from the fact that it remains oversubscribed in all year groups. 2018/19 saw the tenth series of AQE testing in relation to Transfer and the process once again passed off smoothly.

A Sustaining Improvement Inspection was carried out in November by the Education and Training Inspectorate. This was a very limited Inspection because of ongoing industrial action by teaching unions. The link to the published report was sent to Governors, staff and parents.

The difficult economic climate is continuing to have a significant impact on schools. However, it is important to point out in this introduction that the Board of Governors and staff of Sullivan Upper School are committed to maintaining and improving the high standards for which the school is known. We continue to achieve excellent results, we continue to provide a rich diet of extracurricular activities and we continue to support our pupils with strong pastoral and careers structures.

(ii) Curriculum

At KS3 pupils have access to a wide range of subjects in line with the statutory requirements. Learning for Life and Work has dedicated periods and the cross-curricular skills are monitored and developed. The Literacy and Numeracy co-ordinators play a vital role, not only at this Key Stage but throughout the school. The tasks for Using ICT have been developed and embedded over a number of years and, while they are assessed, the results are not reported in levels.

The school wishes to keep the breath of the curriculum at KS4 and this strategy was commended during the 2015 ETI school inspection. Consequently, in addition to the core subjects of English, English Literature, Mathematics and Religious Studies, all pupils are required to study at least one subject from the categories of Science, Modern Languages and Environment and Society. Learning for Life is available as a GCSE subject, but all pupils also have one period per week to follow a Pastoral programme. The school, at present, offers 25 GCSE subjects, with Business Studies being added as a subject choice for the 2019/20 academic year.

Pupils are required to select three or four subjects to study at KS5. Many pupils begin with 4 AS Levels and reduce these to 3 A2 subjects in Year 14. To date, the school has offered pupils a free choice of A Level subjects and then has worked to timetable the combinations. In a small number of cases the combination of subjects requested by the pupil cannot be accommodated, or cannot be accommodated without clashes on the timetable. Despite this small number of disappointments, the school has resisted returning to the system, used by many schools, of having blocks from which the pupils must make their choices as this greatly restricts the pupils' options. As financial constraints continue, it is to be hoped the present system can remain in place. At present 23 subjects are offered at KS5 within Sullivan with the possibility of a further 3 or 4 in collaboration with Priory Integrated College, bringing the total to 26 or 27 subjects.

The Entitlement Framework continues to be an important part of government policy. The rationale behind it is to provide access to a wide range of courses for students. GCSE pupils should be able to choose from at least 21 subjects with at least one third being classified as "general" and one third "applied". Similarly, at Sixth Form, students should have access to at least 21 courses with

the same one third stipulation for general and applied subjects. In terms of subjects offered to pupils we more than comply with this target. However, occasionally a few classes do not run because of the very small number of pupils selecting them. The proximity of Priory Integrated College and the alternative courses they offer has enabled a link to be forged and a small number of pupils from Priory Integrated College study at sixth form level each year in Sullivan.

Unfortunately, school budgets continue to be under considerable strain. Sullivan has been able, to date, to offer and deliver a broad, balanced and appropriate curriculum for its pupils. Although this has resulted in larger class sizes at times, the high quality of teaching and learning continues, enabling the young people of Sullivan to fulfil their potential.

Rigorous self-evaluation procedures are in place which are used to enable Departments to evaluate and adjust schemes of work at all Key Stages as required. This was especially important to accommodate new specifications in GCSE. Heads of Department in response to external examination results, School Development Plan and other current issues draw up, in collaboration with their colleagues, a Departmental Development Plan which is evaluated at the end of the year.

In preparation for the issue of GCSE results, using the revised grading system in both England and in Northern Ireland, parents were again advised of these changes. The change to grading, introduced by CCEA, at KS4 introduced a new A* grade. Schools were told to expect a smaller percentage of A* grades in their results across all subjects. In addition, a new C* grade was introduced and schools were told would reduce the proportion of B grades across all subjects. Parents were also reminded on how the new grades would align with the numerical grades being introduced in England. We were expecting a marked reduction in A* and B grades in the final August results, however, overall the percentage of each grade held up well in comparison to previous years.

The Literacy committee continued a whole school focus on Reading and training was provided for all teaching staff and Classroom Assistants in August 2018. Mrs R Trainor gave a presentation on Reading strategies which could be used across all departments and she demonstrated some active learning strategies to encourage further reading throughout the school. Staff valued being provided with practical ideas and resources which will help with the development of good literacy in their subject. Mrs K Millar continued to highlight Literacy at HOD meetings and both Mrs Trainor and Mrs Millar continued to be involved with the Transition CPD Project in 2018/19. As part of this Mrs Millar completed a research project in Reading strategies for post primary teachers which was written up for the EA. As a result of this research, Mrs Millar produced a Reading Resource for all staff which was provided to all staff in August 2019. Also in association with the Continuing Professional Development Project Research, Mrs Millar linked with Spa Primary School, to collaborate on a P7/Yr8 Creative writing joint project. A workshop took place for Sullivan pupils on Creative Writing, which was also presented to the P7 pupils in Spa Primary.

A whole school Literacy Survey was conducted to evaluate the effectiveness of Literacy throughout the school and audit departmental needs. This will be used to inform the future planning of the Literacy Committee and will be discussed with the Numeracy Coordinator, Mrs C Anderson. It was decided in June that the new whole school focus for the school would be Writing and the Literacy and Numeracy Coordinators will work together to highlight this focus in the next two years. All HODs were asked to write joint Literacy/Numeracy action plans for Writing and these will be evaluated in June 2020.

In August 2018, the document 'Numeracy - a whole-school approach to using Mathematics' was launched to all teaching staff and Classroom Assistants. Mrs Anderson ran a training session highlighting the key points of the document with the emphasis being on raising the profile of Numeracy across the whole school. This proved both an enjoyable and informative experience for the staff, highlighting key ideas for improving standards of numeracy within departments.

The Mathematics department ran a number of events over the course of the year to encourage Numeracy. The Christmas and Easter competitions were well supported across the school with many pupils taking part in the events with 'Pi-day' on March 14th proving to be one of the highlights of the year. School continues to be involved in a CPD Numeracy KS2 to KS3 Transition Project

with local primary schools. Mrs Anderson attended training and following research work on the use of 'Silent teaching' with some of her classes produced a report on the impact of the training and teaching style for the project.

The use of data to inform teaching and learning was further embedded. MIDYIS testing took place again to provide baseline data on the Year 8 pupils. The tracking system continued for Years 8 to 10. YELLIS was used again with Year 11 pupils to give a baseline measurement for this cohort. The tracking system was extended into Year 13. External examination data was created for Heads of Departments to enable them to analyse pupil performance in the public examinations and to compare results with the Northern Ireland Grammar School average. Data to analyse the performance of Special Educational Needs (SEN), Education other than at School (EOTAS) and Free School Meals (FSM) pupils was produced for use by the SENCO, SLT, Heads of Departments and subject teachers. Internal examination data summaries were also created to enable Heads of Year, Heads of Department and subject teachers to monitor pupil performance.

School Development Days

The school was closed to pupils for five days for the purposes of whole school development. Teachers and Learning Support Assistants attended training sessions in Literacy and Independent Learning Goals. Time was allocated to develop procedures for establishing and monitoring Independent Learning Goals with Year 13 pupils and to prepare schemes and lesson plans for the new CCEA specifications at GCSE and A2 level. Teachers met in Learning Development Groups to share their good practices in the classroom in relation to Differentiation, Outstanding Teaching, Resilience and Independent Learning. New staff followed an Induction Programme including Child Protection training.

(iii) Examination Results

See Appendices 8-14.

(iv) The Public Examinations System

The administration of the public examinations system by the school has increased in range and complexity over the years. Last year the Examinations Officer entered over five hundred students for a variety of GCSE, AS level and A2 level examinations.

In January, pupils in Years 11-14 were entered for their GCSE, AS and A2 examinations. Year 14 pupils were also entered at this time for any AS units they wished to re-sit in school during the summer examination session.

In the Spring, coursework marks, samples and estimated grades were collected from departments, ready to be sent to the relevant Awarding Bodies (ie examination boards) in May. The main examination period ran as usual from early May to the end of June with examinations held in a number of locations around the school. This year saw the completion of the roll-out of the new A Level Specification for both AS and A2. The change in the specifications led to a change in the weighting of the AS and A2 modules, so instead of being a 50/50 split it is now 40% of the weighting at AS Level and the remaining 60% at A2.

The examinations were supervised by a team of invigilators which was organised by the Examinations Officer. Examination arrangements also included requests for Special Consideration and Access Arrangements for a number of pupils. The past few years have seen an increase in the number and range of Access Arrangement requests, a fact recognised by the Joint Council for Qualifications (JCQ). They have this year considerably tightened up on what is permissible, and what evidence is required when applying for an Access Arrangement.

Results were issued in August, with Year 14 pupils receiving individual unit scores for all their AS (if they re-sat a module) and A2 units and final grade awards for both AS and A2 level subjects. Year 13 pupils received unit scores and grade awards for each AS units studied. GCSE pupils in Year 12, as the specifications are now unitised in the main, also received unit scores as well as grade awards for each subject studied.

Requests for re-marks and access to scripts were also handled at this time by the Examinations Officer.

(v) Pastoral

The school continues to operate a clearly defined and active system for pastoral care with a team of teachers operating agreed policies and procedures which are regularly reviewed and updated. The Vice-Principal with responsibility for pastoral matters leads a team made up of Year Heads, Form Teachers, SENCO (Special Educational Needs Coordinator) all of whom discharge major pastoral functions. The School Nurse also holds a pivotal role in the pastoral care system.

A programme of personal development, citizenship and employability, as well as other relevant topics was provided as part of Learning for Life and Work to each year group and some students have embarked upon a GCSE in Learning for Life and Work.

The Resilience Training Group piloted Resilience programmes. 'Hopeful Minds' was delivered to all pupils in Years 8 -10. All Form teachers received training prior to lesson delivery. 'The Floreo Project' was delivered to all pupils in Years 11 to 12. Year 8, 11 and 13 Induction meetings included a focus on resilience. A 'Time to Talk Day' took place in February which was pupil-lead. Peer mentoring was introduced whereby 6th form pupils assisted younger pupils.

Safeguarding and Child Protection Training was delivered to all staff, teaching and non-teaching, as well as governors. The Safeguarding Team met twice during the year.

The Child Protection Policy and Relationships and Sex Education Policy were updated in line with statutory requirements.

The Pastoral Vice-Principal (Mrs C Moore) and School Nurse received training relating to supporting transgender pupils.

The Learning Support Resource Room continues to be used on a one-to-one basis by pupils as a quiet, conducive place to learn, as well as a venue for the games club at break time under the supervision of classroom assistants.

The Independent Counselling Service Familyworks has continued to provide valuable support on a weekly basis to pupils of all ages throughout the school. The demand for this service has increased.

(vi) Special Educational Needs

Sullivan Upper School encourages and accepts applications from all sections of the community regardless of race, religion, gender or disability. Parents of pupils with Statements of Special Educational Needs who wish to apply for admission are invited to contact the school in advance, to consider arrangements which may be necessary to facilitate their attendance at Sullivan Upper School. The school has a policy on Special Educational Needs and a copy of this is available upon request.

The number of pupils at the school with Statements of Special Educational Needs, who have designated classroom assistants or who are recognised at stages 1, 2 or 3 of the Code of Practice and who have educational plans in place, continues to increase. The SENCO oversees the educational provision for these pupils, liaises with relevant outside agencies and communicates with parents on behalf of the school. The annual review process of pupils with a Statement of Special Educational Needs involves all interested parties in decisions about the educational provision and curriculum choices, and transition planning for these pupils.

The SENCO and Assistant SENCO continue to work tirelessly to enable pupils with statements and others at stages 1 to 3 of the Code of Practice to have access to the Northern Ireland Curriculum. This requires the creation of Individual Educational Plans which are drawn up in collaboration with staff, parents and appropriate outside agencies. Technology is used where appropriate.

(vii) Extracurricular

Our pupils were involved in a tremendous range of co-curricular and extra-curricular activities. In September we held two special achievement assemblies at which we distributed a range of trophies and honours to pupils who had achieved highly and significantly in non-academic pursuits.

In rugby the 1st XV won the Subsidiary Shield, the 3rd XV won the Plate and the Medallion team reached the semi-finals of the Shield. In girls hockey, the 1st XI won the Senior Plate and the U14 team were runners-up in the Junior Plate. In boys hockey, the 1st XI were first in both the McCullough Cup and Burney Cup. The 2nd XI won the Dowdall Cup.

In athletics a large number of pupils competed in the District Schools Competition and many qualified for the Ulster Schools Championship. In Cross Country, the Minor Boys were first in the Ulster Championships (and runners-up in the Irish Finals). As usual a strong number of pupils took part in the various swimming galas and with a high level of success. In golf, the Junior Girls won the Ulster Championship. In Tennis, the Girls Intermediate team became Ulster Champions. Both the Minor Boys and the Junior Girls were Plate winners. In Badminton, the Minor Boys team won the Ulster Division One final and qualified for the All-Ireland competition where they finished second. The Junior Girls team were runners-up in their competition. The Sullivan Fencing Club continues to be one of the most successful in the country at both junior and senior level. The 2018-19 season was record-breaking in terms of junior competition results with Sullivan pupils winning a total of eight NI championship trophies.

Music is central to life at Sullivan and the number of pupils involved at all levels is outstanding. A new charity concert at Orangefield Presbyterian Church was an addition to the musical programme of the year, with contributions from soloists, ensembles, choirs and orchestra. The Annual Carol Service in St Philip and St James Parish Church was, as always, a lovely highlight at a busy time for the music department. The Jazz Group again performed at the Ulster Jazz showcase and the Traditional Group participated in the St Patrick's Day celebrations at Down Cathedral. The annual Spring Concert at the Ulster Hall was a tremendous showcase of the musical talents and musicianship of our pupils. Music and drama came together in the wonderful production of The Addams Family in June. In addition, we enjoyed senior and junior drama productions, with the senior drama society performing Shakespeare's Comedy of Errors and the Juniors a very memorable production of Charlie and the Chocolate Factory.

Pupils again availed of the many opportunities to develop literacy skills, be it reading, writing or presenting, for example through our continued involvement in the Accelerated Reader programme, the Creative Writing Club, visiting speakers, poetry competitions, theatre visits, public speaking and the tremendous work of the school library.

Developing Numeracy is equally important and the Mathematics department participated in a number of activities with this in mind, with great success in the UK Senior and Junior Maths Challenges for example.

Our Geographers came second in the Geographical Association's World-Wise Quiz at Queen's. Sullivan entered two teams in the NI Science Festival STEM Quest Quiz, with one team finishing as runners-up. In the Salter's Festival of Chemistry competition at Queen's, the Sullivan team came first.

The talents of our Moving Image Arts pupils at GCSE, AS and A Level were celebrated at the Sullivan Upper Film Awards at the Strand Cinema in June.

Educational trips and visits continue to be an important part of schooling and over sixty took place, including a History trip to Berlin, the joint Physics and Geography trip to Iceland, the annual ski trip, the Year 8 visit to Radar NI and junior and senior sports tours. Pupils travelled to India with Saphara, to Tanzania with Go Make a Difference and to other far-off locations, highlighting Sullivan pupils' wish to help others. The generosity of Sullivan pupils is always appreciated and £15,000 was raised for charitable organisations. Over eighty pupils completed the Duke of Edinburgh's Award at Bronze, Silver or Gold level. We welcomed visiting speakers from the worlds of academia, politics and the media and pupils attended talks and conferences on a whole range of topics. They were involved in Young Enterprise, the Scripture Union, Army Cadets, Holocaust

Educational Trust and a host of other worthwhile activities.

(viii) Careers, Education, Information, Advice and Guidance

Sullivan Upper School runs an active Careers and Guidance programme from Key Stage 3 to Sixth Form and beyond. Currently five members of staff are responsible for co-ordinating and delivering the programme. Opportunities are sought for the involvement of outside organisations and individuals to participate in the provision of careers guidance. The Careers department uses the expertise of the Northern Ireland Careers Service, local universities, local businesses and parents to enrich the Careers Programme. The provision includes:

Key Stage 3

- Input into the Employability element of the Learning for Life and Work programme
- Guidance interviews for pupils and parents for GCSE choices

Key Stage 4

- The provision and delivery of a weekly period of Careers Education in Year 12
- A parental evening concerning choices at 16+
- Guidance interviews for pupils and parents for choices at 16+
- Outside speakers informing pupils about career paths
- Consultations with the Northern Ireland Careers Service for all pupils

Sixth Form

- A taught Careers programme in Year 13 and 14
- A week of work shadowing
- Organisation of Higher Education (HE) applications (UCAS, CAO etc.)
- Consultations for pupils prior to their HE applications
- Various outside speakers and opportunities to attend Open Days and conferences
- Practice interviews and preparation for Oxbridge candidates

After Care

- A reference writing service for former pupils
- The facilitation of HE applications for former pupils

(ix) Staffing

In terms of staffing, there were even more significant changes than the previous year. Mrs Wendy McBrien who made an enormous contribution in many ways to the School, retired as Vice-Principal after 38 years in the school, having also served as a Senior teacher and Head of the English Department; Miss Anne Dines also retired after serving 19 years as Vice-principal. Mr Stephen McMaster retired as a Senior Manager and Head of the Modern Languages Department after 32 years in the school. Mr Paul Whittington retired as Head of Physics after 28 years' service to the school where he also made a major contribution to the Duke of Edinburgh's Award Scheme. Mrs Lena Smith retired as Head of Department for Information Technology after 20 years' service to the school. Miss Mary-Clare Dale retired as Head of Art, Design and Moving Image after 24 years in the school. Dr Gillian Keys retired as Head of Religious Studies in the school. Her time at Sullivan also included responsibility for Girls' Golf. The History, Politics and Economics Department lost two of its most valued colleagues with the retirements of Mrs Susan Hollywood (after 37 years in Sullivan) who served as Head of Sixth Form for a large part of her career and Mrs Margaret Smyth (after 30 years in Sullivan) who served as Head of Department during her time at Sullivan. Mrs Jennifer Hutchinson retired from the English Department after 14 years at the school, where she also made a contribution to Public Speaking at the School. Mr Philip Dermott, who had responsibility for Boys' Golf, retired from the Technology and Design Department. Other teachers to move on from Sullivan were Miss Lyn Brown from the PE Department and Mrs Rachel Morrow from the Mathematics Department who took up a new post at Friends School.

During the year, Mrs Catherine Moore was appointed as Vice-Principal (Pastoral), Miss Jane Playfair was appointed to the History, Politics and Economics Department, Mrs Joanna Annett was appointed to the Business Studies Department, Miss Claire Bowman was appointed to the English

and Drama department, Mr Andrew Anderson was appointed to the Mathematics Department and Mr Rory Eves was appointed to the Technology & Design Department. At the end of the year, Mr Stephen Thompson was appointed Vice-Principal for Teaching and Learning, Mrs Lauren Davidson appointed as Head of Art & Design and Moving Image Arts, Mrs Pauline McMaster appointed as Head of Religious Studies, Miss Victoria McCaughey appointed as acting Head of French, Mrs Judith Girvan appointed as acting Head of Spanish and German and Dr Kevin Quinn appointed as Head of Physics. Mr James McConnell was also appointed as a temporary teacher to the Geography Department. In order to cover long-term absence during the year, we availed of the services of Mr Tom Stevenson in History.

In 2018/19 on the non-teaching side we said farewell to the following: classroom assistants: Mrs Michaela Butters, Mr Chris Gamble, Mrs Michelle Martin and Mrs Joanne Saunders; Silver Robin catering assistants Mrs Margaret Geddis, Mrs Sagila Gilbert, Mr Tomasz Grzybek and Mrs Valerie Murray; Prep School Crossing Patrolperson Ms Audrey McMinn; and receptionist, Miss Jennifer McIlwrath, and we welcomed Miss Catherine Smyth to the school office.

(x) School Security and Safety

The Health and Safety Committee, chaired by Mr Brian Cave (Governor) and with representatives from many parts of the school's activities, continued to oversee this important aspect of school life. The programme of refresher training continued during the year including training the qualified first aiders and the Board gratefully acknowledges the valuable commitment of this team. The school is committed to providing a secure and safe environment for our pupils - all visitors to the school are required to report to reception upon arrival and to display a visitor's badge if not accompanied by a member of staff.

(xi) Buildings and Facilities

The school continues to invest in its facilities despite this significant and increasing pressure on revenue with capital expenditure of £264k in 2019 and associated grants of £41k from the Department of Education. The Department of Education approved works within the school to improve disability access with costs of £33k incurred in 2018/19. The Board gratefully acknowledges the continued support of the Department of Education in such projects which is essential to ensure that our facilities are fit for purpose. The Board continued its investment in the school's facilities with a refurbishment of the school's swimming pool and improvements to security in the preparatory department — these works incurred expenditure of £173k in 2018/19 and were funded privately through the fees and voluntary contributions paid by the parents in the preparatory and secondary departments. Capital fees of £97k in total were set aside in the preparatory department to provide funding for future capital development.

4 FINANCIAL STATEMENT

Financial Report for the Year ended 31 March 2019

The Board of Governors is pleased to present its report for Sullivan Upper School for the above year.

The deficit in the Revenue Account for the year ended 31 March 2019 was £141,256 (2018: deficit £147,359).

The details are given on pages 8 and 12 of the accounts and the position may be summarised as follows:

	2019	2018
Secondary Department	(145,412)	(150,209)
Preparatory Department	3,653	2,685
Silver Robin Restaurant	503	165
	(141,256)	(147,359)

Financial Reporting

The Governors confirm that they comply with the requirements of the Charities Act (Northern Ireland) 2008 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Sullivan Upper School Charity No: XN45715

Sullivan Upper School is a registered charity established for the purpose of the advancement of education achieved through the school's extensive programme of curricular and extracurricular activities. The school received voluntary contributions from parents of £178k (2018: £177k) and Gift Aid of £41k (2018: £41k) was received in relation to these contributions. Parents are invited to support their child/children's education through these voluntary donations to the School Fund. These funds are used to ensure that there is not a reduction in the quality or breadth of educational provision in the school and to support classroom resources due to the restrictions on Government funding. They support for example: classroom resources; additional staffing; ICT equipment; specialist sports coaching; specialist music tuition; provision of transport; and hire of external facilities.

Public Benefit and Operational Performance of the School/Achievements

The school provides the following demonstrable benefits all of which flow from the school's charitable purpose of advancing education:

The school provides a high quality education to all of its pupils.

The high quality of the academic education provided in the secondary department is demonstrated by the excellent results achieved in the public examinations, both at GCSE, AS and Advanced Level and by the number of leavers who progressed to further education as follows:

Academic Achievements

In 2018 141 (95%) (2017 143 (97%)) of our leavers progressed to Higher or Further Education either immediately or achieved a place to be taken up following a gap year.

Advanced Level Examinations (A Level)

In the 2018 examination year 149 (2017 149) pupils were entered for the A Level examinations. 72% of pupils achieved a minimum of 3Cs (73% in 2017). These excellent results enable our pupils to progress to tertiary level education at the university of their choice.

General Certificate of Secondary Education Examinations (GCSE)

154 (2017 156) pupils were entered for the GCSE examinations in 2018. Of those entered, 94% (2017 97%) achieved A* to C in 7 or more subjects including English and Mathematics.

Extracurricular Activities

The school also continues to provide a wide range of extracurricular activities through which pupils can develop independence, confidence and a range of skills. These include a wide range of clubs and societies as well as many sporting activities.

Sporting performances have been at impressive levels throughout the year. Although the school celebrates the achievements of those who excel in their chosen sport, the aim is for every pupil to derive enjoyment and satisfaction from achieving their best, at whatever level.

School Trips

These are seen as an integral part of the education offered by the school. This year's trips included theatre visits; rugby and hockey tours; Duke of Edinburgh expeditions; Physics and Geography Trip to Iceland; and Ski Trip to Switzerland.

Music

2018/19 was a very busy year for the Music Department, with pupils performing at prize day, the carol service, Open Day, St Patricks Day celebrations in Down Cathedral, school functions and the annual spring concert in the Ulster Hall. The school was well represented in the Ulster Youth Choir, Orchestra and Jazz Orchestra.

Community Involvement

Sullivan Upper School plays an important role in the local community and its facilities are made available to a number of local organisations (including local primary schools) during the year. The school is actively involved in the training of teachers, providing student-teacher placements and mentoring support. The annual charity fund-raising activities conducted within the school raise significant sums of money for distribution to a range of local, regional, national and international charitable causes.

Financial Results

Pupil enrolment has remained constant in both the Secondary and Preparatory Departments. In 2018/19 our total LMS funding marginally increased by £6k or 0.1% compared with the previous year. Additional grant funding increased in total by £52k or 12% in 2019 with additional funding of £45k in the secondary department relating to one redundancy amongst the non-teaching staff and also £12k in the prep department relating to a maternity absence. Overall, grant funding and other income increased by £77k or 1%.

Total teaching costs decreased by £39k or 1% and reflects a decrease of 2% in the full time equivalent teaching numbers in the secondary department as part of the school's strategic cost reductions. Total non-teaching staff costs increased by £100k or 11% and included costs of £45k in relation to one redundancy. New nationally-agreed pay scales effective from 1 April 2018 were also implemented during the year for non-teaching staff following completion of the pay remit approval process with an increase which ranged from 2% to 9%. Staffing costs in total therefore have increased by £61k (1%) during the year. Total expenditure in the secondary and preparatory revenue accounts for the year increased by £72k or 1%.

The Silver Robin reports an increase in income of £26k or 8%. Sales in the canteen have increased by £22k or 8% and reflect an increase in the number of days on which the canteen was operational due to the timing of Easter Holidays. Total costs have increased by £22k or 8% with the most significant increase due to the implementation of the new pay scales mentioned earlier. The Board is very pleased that it has been possible to set aside funds of £10k (2018 £6k) for reinvestment in the Silver Robin facilities.

Funding of the Deficit (Secondary Department)

The secondary department reports a deficit this year of £145k (2018: Deficit £150k). The income and expenditure account includes revenue and costs associated with curricular and extracurricular activities and reflects the complete educational programme offered by Sullivan Upper School. Funding from the Department of Education does not extend to extracurricular activities and due to the significant pressures on revenue funding from the Department of Education, the school is required to supplement the provisions for classroom resources to ensure that a high standard is

maintained throughout the school. This deficit is funded by the voluntary contributions donated by parents. The Board gratefully acknowledges the continued support of its parents in this tangible measure and is pleased that all pupils have the opportunity to access the school's extracurricular programme.

Plans for Future Periods

In January 2017, the Minister for Education announced a second call under the School Enhancement Programme (SEP) aimed at meeting immediate and pressing capital investment needs in schools. The School Enhancement Programme makes available funding of between £500,000 and £4,000,000 for projects which refurbish or extend the existing school provision. The school has submitted an application for capital works to be carried out under this scheme and awaits the outcome of this process.

In October 2017, the school also submitted a number of projects for consideration under the Department of Education's Minor Capital Works Scheme with one project on disability access works being completed in 2018/19. The school is working with the Department of Education to progress plans to improve the security in the main school site through implementation of a door access system and the Governors are optimistic that this will progress in the near future.

Whilst funding has been made available from the Department of Education's capital budget for the building works previously mentioned, the Governors highlight their concerns at the uncertainty in recurrent (revenue) funding for 2019/20 and beyond in the face of inescapable cost pressures (eg nationally agreed pay scales and pension costs). The LMS budget is a separate source of revenue funding which is allocated to schools by the Department of Education based on pupil numbers and school size and is used to finance the daily operation of the schools. Schools are not permitted to use capital funding for expenditure other than on approved building projects.

Despite these funding pressures, Sullivan Upper School continues to deliver a varied programme of both curricular and extracurricular activities for all its pupils and in particular notes the many successes recorded in curricular areas, sporting events and an extensive range of extracurricular activities — all of which contribute to the best possible school experience for our pupils. The Board has put in place strategic cost reduction measures over the past number of years to address the shortfall in revenue funding and remains committed to preserving the high standard of educational provision to all its pupils both inside the classroom and through its extensive programme of extracurricular activities.

Fundraising — Sullivan Upper Appeal Fund

The capital works (pavilion and artificial grass pitch with floodlighting) recently completed through the first call of the School Enhancement Programme are viewed by the Board as fundamental to our commitment to "Sustaining Sullivan's Future". Major capital projects such as these are needed to keep the school's estate up to modern educational standards and the Board is determined that the school's facilities are maintained at the highest possible quality.

The Board of Governors of Sullivan Upper School was delighted to announce the launch of a major fundraising campaign in 2016 to connect together all of the members of the Sullivan family. Sustaining Sullivan's Future will reach out to all the many "Friends of Sullivan" who are alumni, students, teachers, staff, parents, governors past and present and also to those in the local community who wish to join to assist the ongoing development of the school.

As at 31 March 2019, this appeal fund has secured total funding of £206k from a combination of pledges and income from events. The Board of Governors wishes to record its gratitude to all those who have contributed to this fund and acknowledges the United Way Worldwide grant received on behalf of the generosity of Soros Fund Charitable Foundation.

SUPA and SUPPA

The Board of Governors is grateful for the ongoing support of the parents' associations in the secondary and preparatory departments (SUPA and SUPPA respectively). These associations raise funds to assist the school and these are typically used to contribute towards the purchase of equipment and learning resources.

5 CONCLUSION

Readers of this report will be well aware of the successes of the pupils and the developments that have taken place at Sullivan Upper School over the past year. The Board of Governors is proud of the pupils and their achievements and will continue to build on the solid foundations of the school's history and ethos. The Governors acknowledge that a school's greatest resource is its staff and thank them all for their commitment to the pupils. We will strive to meet the challenges that lie ahead and we remain committed to developing and improving what we do for the educational advantage of our pupils.

APPENDICES

The information provided in these appendices is that which the Department of Education requires the Board of Governors to give parents in annual reports.

APPENDIX 1 - Information about Pupil Numbers

In the 2018/2019 school year, at the time of the school census the total number of pupils enrolled in the school was 1252. Of these, 184 were in the Preparatory Department and 1068 in the Secondary Department with 153 in Year 12, 148 in Year 13 and 145 in Year 14. The number of pupils who were in receipt of a Statement of Special Educational Needs in the school was 18, of whom 16 were in the Secondary Department and 2 in the Preparatory Department.

APPENDIX 2 - Attendance Rates

The annual attendance rate for 2018/2019, calculated in the manner set down by the Department of Education, was 96.5% (2017/18: 96.2%) in the Secondary Department and 96.4% (2017/18: 96.9%) in the Preparatory Department.

APPENDIX 3 - (a) Admissions and Enrolment Numbers

The school admissions number for 2018/2019 was (as usual) 150. The school's total enrolment number was 1060 for the Secondary Department (excludes Statemented pupils who are supernumerary).

APPENDIX 3 - (b) School Fees

For the 2018/19 school year the annual capital fee for parents was set at £140 per child per annum and the voluntary fee requested by the Board of Governors was £275 per annum. A full statement of the Governors' Charges and Remissions Policy is available on the school's website or upon request.

APPENDIX 4 - Courses of Study Available

The following subjects were available for study at GCSE level

Art & Design	French	Physical Education
Biology	Further Mathematics	Physics
Chemistry	Geography	Religious Studies (GCSE)
Computer Science	German	Religious Studies (Short Course)
Digital Technology	History	Spanish
Drama	Learning for Life & Work	Technology & Design
English Language	Mathematics	
English Literature	Moving Image Arts	
Food & Nutrition	Music	

The following subjects were available for study at GCE Advanced and Advanced Subsidiary level

Art & Design	English Literature	Moving Image Arts
Biology	French	Music
Business Studies	Further Mathematics	Nutrition & Food Science
Chemistry	Geography	Physical Education
Computer Science	German	Physics
Design & Technology	Government & Politics	Religious Studies
Drama & Theatre Studies	History	Spanish
Economics	Mathematics	

APPENDIX 5 - Information about Extracurricular Activities

The main activities available for pupils were:

Army Cadet Force	Duke of Edinburgh Award Scheme	Public Speaking
Art Club	Fencing	Rugby
Athletics	Golf (Boys and Girls)	Scripture Union (Junior and Senior)
Badminton	Hockey (Boys and Girls)	Skiing
Chess/Trading Card Club	Inter-school quizzes eg	Tennis
Code Club	Worldwise Quiz	Warhammer
Community Service	Musical Groups**	Young Enterprise
Creative Writing	Netball	
Cricket	Politics Society	
Drama		

** includes Brass Group, Junior Strings, Sullivan Singers, String Trios/Quartets, Jazz Group, Junior and Senior Traditional Groups, Junior Band, Senior Band, Woodwind Trios/Quartets, Recorder Ensemble, Junior Choir, Orchestra.

APPENDIX 6 - School Leavers

As the following table shows 163 pupils left the school by the end of the 2018/2019 school year. The vast majority of these were students who completed their A Levels and went on to study at Further or Higher Education institutions - mostly for degree courses.

LEAVERS	Year 12		Year 13		Year 14	
	Number	Percentage Year Group	Number	Percentage Year Group	Number	Percentage Year Group
Transferring to another school	4	2.61	1	0.67	0	0
Apprenticeship Training Courses	0	0	1	0.67	1	0.69
Entering Further Education	6	3.92	4	2.7	7	4.8
Entering Higher Education	0	0	0	0	127	87.7
In Full-Time Employment	0	0	0	0	10	6.9
Other (Gap Year)	0	0	0	0	0	0
Seeking Employment	0	0	0	0	0	0
Other	0	0	2	1.35	0	0
Totals	10	6.53	8	5.4	145	100

APPENDIX 7 - End of Key Stage 3 Levels of Progression

ENGLISH (Communication)		% ACHIEVING LEVEL 5 AND ABOVE		% ACHIEVING LEVEL 6 AND ABOVE		% ACHIEVING LEVEL 7 AND ABOVE	
		Sullivan	NI Schools	Sullivan	NI Schools	Sullivan	NI Schools
	Teacher Assessment	NR	34.31	NR	24.73	NR	13.18

USING MATHEMATICS		% ACHIEVING LEVEL 5 AND ABOVE		% ACHIEVING LEVEL 6 AND ABOVE		% ACHIEVING LEVEL 7 AND ABOVE	
		Sullivan	NI Schools	Sullivan	NI Schools	Sullivan	NI Schools
	Teacher Assessment	NR	31.19	NR	24.70	NR	16.72

* **Please note:** 2018/19 data have been produced based on submitted returns from 16% of post primary schools. The remaining schools did not submit returns due to industrial action. The Data has not been weighted to reflect the school population, therefore caution needs to be exercised in interpreting these results.

There is no KS3 result from Sullivan Upper due to industrial action.

APPENDIX 8 - Examination Results - GCSE/Year 12

Number in Year 12	153
% entered for 7+ GCSE's	100%
% entered for 5+ GCSE's	100%
% achieving 7+ GCSE's Grades A* - C	97%
% achieving 5+ GCSE's Grades A* - C	99%
% entered for other exams	0%
% achieving none of the qualifications listed	0%

APPENDIX 9 - Examination Results - (i) A2 Level

Number in final year of A level (Year 14)	144
% achieving 3+ A level Grades A* - C	79%
% achieving 2+ A level Grades A* - E	100%

APPENDIX 9 - Examination Results - (ii) AS Level

Number in Year 13	148
% achieving 3+ AS Grades A-C	73%*
% achieving 2+ AS Grades A-E	98%*

*Not including results for pupils taking linear subjects (Computer Science, Drama)

APPENDIX 10 - Examination Results - Trend Data

Performance Indicator	2014/2015		2015/2016		2016/2017		2017/2018		2018/2019	
	Sullivan	NI Grammar School Average	Sullivan	NI Grammar School Average	Sullivan	NI Grammar School Average	Sullivan	NI Grammar School Average	Sullivan	NI Grammar School Average
% Achieving 5+ GCSEs at Grades A* - C	98.7	97.8	97.4	96.5	99.4	96.5	99.0	96.0	99.0	N/A
% Achieving 7+ GCSEs at Grades A* - C	96.8	93.6	96.7	92.1	96.8	91.2	94.1	90.7	97.4	N/A
% Achieving 3+ A levels at Grades A* - C	81.3	77.0	73.1	76.3	73.2	78.1	72.0	78.1	79.2	N/A
% Achieving 2+ A levels at Grades A* - E	100	99.4	99.3	99.5	100	99.7	99.3	99.5	100	N/A

NB Comparative figures for NI Grammar Schools 2018/19 not available at this time.

APPENDIX 11 - GCSE Results by Subject and Grade - Summer 2019

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE									
		A*	A	B	C*	C	D	E	F	G	U
Art & Design	32	12.5	34.4	9.4	18.7	18.7	6.3	0	0	0	0
Biology	100	28.2	40.9	20.0	9.1	0.9	0.9	0	0	0	0
Chemistry	88	33.0	45.5	8.0	4.5	5.7	2.3	1.0	0	0	0
Computer Science	33	12.1	57.6	18.2	9.1	3.0	0	0	0	0	0
Digital Technology	19	15.8	31.6	31.6	10.5	10.5	0	0	0	0	0
Drama	13	0	15.4	69.2	7.7	0	7.7	0	0	0	0
English Language	152	17.8	48.0	25.0	7.9	1.3	0	0	0	0	0
English Literature	152	15.1	40.1	26.3	12.5	3.9	2.1	0	0	0	0
Food & Nutrition	55	18.2	36.4	32.7	7.3	1.8	3.6	0	0	0	0
French	131	9.2	38.2	16.0	15.3	16.8	4.5	0	0	0	0
Further Maths	72	34.7	40.3	12.5	9.7	1.4	1.4	0	0	0	0
Geography	84	17.9	56.0	14.3	7.0	2.4	1.2	1.2	0	0	0
History	71	33.8	40.8	18.3	4.2	2.9	0	0	0	0	0
Learning for Life & Work	16	0	31.3	56.3	6.2	6.2	0	0	0	0	0
Mathematics	152	47.4	33.6	16.4	0.6	2.0	0	0	0	0	0
Moving Image Arts	31	25.8	38.7	29.0	3.2	0	3.3	0	0	0	0
Music	25	40.0	36.0	20.0	4.0	0	0	0	0	0	0
Physical Education	38	26.3	52.6	15.8	0	5.3	0	0	0	0	0
Physics	104	33.7	30.8	24.0	6.6	2.9	1.0	1.0	0	0	0
Religious Studies (SC)	152	25.0	33.6	15.8	9.9	4.6	7.9	3.2	0	0	0
Spanish	32	18.8	21.9	15.6	6.3	21.9	12.5	3.0	0	0	0
Technology & Design	26	3.8	23.1	38.5	19.2	15.4	0	0	0	0	0

APPENDIX 12 - AS Level Results by Subject and Grade - Summer 2019

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE					
		A	B	C	D	E	U
Art & Design	3	66.7	33.3	0	0	0	0
Biology	63	36.5	19.0	19.0	14.3	3.3	7.9
Business Studies	32	15.6	34.4	25.0	25.0	0	0
Chemistry	55	56.4	20.0	10.9	9.1	1.8	1.8
Computing	5	0	20.0	20.0	20.0	0	40.0
Economics	23	26.1	21.7	17.4	21.7	4.3	8.8
English Literature	19	52.6	26.3	15.8	5.3	0	0
French	13	38.5	23.1	30.8	7.6	0	0
Geography	43	41.9	18.6	16.3	14.0	7.0	2.2
German	1	0	100	0	0	0	0
History	25	56.0	20.0	20.0	4.0	0	0
Mathematics	78	56.4	23.1	9.0	7.7	1.3	2.5
Moving Image	7	57.1	28.6	14.3	0	0	0
Music	6	83.3	0	16.7	0	0	0
Nutrition & Food Science	25	52.0	32.0	12.0	0	0	4.0
Physical Education	11	27.3	18.2	9.1	36.4	9.0	0
Physics	46	43.5	10.9	17.4	13.0	2.2	13.0
Politics	19	15.8	52.6	21.0	5.3	5.3	0
Religious Studies	19	26.3	31.6	21.0	15.8	0	5.3
Spanish	4	50.0	50.0	0	0	0	0
Technology & Design	7	42.9	14.3	28.6	0	14.2	0

APPENDIX 13 - A2 Level Results by Subject and Grade - Summer 2019

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE						
		A*	A	B	C	D	E	U
Art & Design	6	0	33.3	33.3	33.3	-	0	0
Biology	39	20.5	28.2	30.8	10.3	5.0	2.6	2.6
Business Studies	27	0	14.8	40.7	33.3	0	11.2	0
Chemistry	38	26.3	31.6	23.6	5.3	5.3	5.3	2.6
Computing	15	0	0	13.3	26.7	26.7	6.6	26.7
Drama	9	0	22.2	22.2	44.4	11.2	0	0
Economics	11	9.1	27.3	9.1	27.3	18.2	9.0	0
English Literature	22	9.1	18.2	36.4	31.8	4.5	0	0
French	9	11.1	11.1	33.3	44.5	0	0	0
Further Maths	6	100	0	0	0	0	0	0
Geography	37	13.5	21.6	40.5	18.9	5.5	0	0
History	16	6.3	37.5	18.8	37.4	0	0	0
Mathematics	63	19.0	36.5	22.2	7.9	9.5	4.9	0
Moving Image Arts	20	5.0	55.0	35.0	5.0	0	0	0
Music	4	25.0	50.0	0	25.0	0	0	0
Nutrition & Food Science	22	13.6	31.8	13.6	27.4	13.6	0	0
Physical Education	12	0	33.3	50.0	16.7	0	0	0
Physics	31	6.5	29.0	22.5	19.3	9.7	6.5	6.5
Politics	19	5.3	15.8	52.6	26.3	0	0	0
Religious Studies	13	7.7	46.2	15.4	23.0	7.7	0	0
Spanish	9	0	22.2	55.6	22.2	0	0	0
Technology & Design	12	0	41.7	41.7	16.6	0	0	0

APPENDIX 14 - Other Examination Results

	Examination	Number Entered	Pass Rate
All Years	Associated Board of Royal Schools of Music	106	96%
All Years	Rock School Exams	6	100%
All Years	London College of Music	106	100%
All Years	Trinity College of Music	16	100%

APPENDIX 15 - Key Dates for 2018/19

KEY DATES FOR 2018/2019

Autumn Term	Tuesday 28 August 2018 – Friday 21 December 2018 (inclusive)
Pupil Induction Days [9.00 am – 12.30 pm]	Tuesday 28 August 2018 [Year 8 only] Wednesday 29 August 2018 [Year 14 only] Thursday 30 August 2018 [Year 13 only] Friday 31 August 2018 [Years 8-13]
All Pupils in School	Monday 3 September 2018
<i>School Development Day</i>	<i>Tuesday 2 October 2018 (pupils do not attend)</i>
Half Term	Monday 29 October 2018 – Friday 2 November 2018 (inclusive)
Autumn Term ends	Friday 21 December 2018 at 12.00 noon
Christmas Holiday	Monday 24 December 2018 – Thursday 3 January 2019 (inclusive)
Spring Term	Friday 4 January 2019 – Monday 15 April 2019 (inclusive)
<i>School Development Days</i>	<i>Friday 4 January 2019 (pupils do not attend)</i> <i>Monday 7 January 2019 (pupils do not attend)</i>
All Pupils in School	Tuesday 8 January 2019
Half Term	Monday 18 February 2019 – Friday 22 February 2019 (inclusive)
Spring Term Ends for pupils	Friday 12 April 2019
<i>School Development Day</i>	<i>Monday 15 April 2019 (pupils do not attend)</i>
Easter Holiday	Tuesday 16 April 2019 – Friday 26 April 2019 (inclusive)
Summer Term	Monday 29 April 2019 – Friday 28 June 2019 (inclusive)
Summer Term Begins	Monday 29 April 2019
May Day Holiday	Monday 6 May 2019
<i>School Development Day</i>	<i>Monday 27 May 2019 (pupils do not attend)</i>
Summer Terms Ends	Friday 28 June 2019 at 12.00 noon

APPENDIX 16 - Financial Statements - Revenue Account for the Year ended 31 March 2019

Financial Statements

Revenue Account for the Year ended 31 March 2019

	2018/19	% income	2017/18	% income
INCOME				
Fees	640,706	10.64	634,554	10.68
LMS Delegated Budget	4,793,747	79.61	4,788,032	80.55
Additional Grant Funding	476,391	7.91	424,196	7.14
Other Income	110,921	1.84	97,444	1.63
TOTAL INCOME	<u>6,021,765</u>	<u>100.00</u>	<u>5,944,226</u>	<u>100.00</u>
EXPENDITURE				
Teaching Salary Costs	4,148,113	68.89	4,187,146	70.44
Non-Teaching Salary Costs	1,021,337	16.96	921,431	15.50
Total Salary Costs	<u>5,169,450</u>	<u>85.85</u>	<u>5,108,577</u>	<u>85.94</u>
Other Costs				
Curriculum	315,804	5.24	328,053	5.52
Property	486,687	8.08	470,283	7.91
Administration	191,583	3.18	184,837	3.11
TOTAL EXPENDITURE	<u>6,163,524</u>	<u>102.35</u>	<u>6,091,750</u>	<u>102.48</u>
Deficit for the year	(141,759)	<u>(2.35)</u>	(147,524)	<u>(2.48)</u>
Surplus for Silver Robin Restaurant	503		165	
Net decrease in revenue reserves	<u>(141,256)</u>		<u>(147,359)</u>	

APPENDIX 17 - Financial Statements - Balance Sheet as at 31 March 2019

Financial Statements

Balance Sheet as at 31 March 2019

	As at 31 March 2019	As at 31 March 2018
Fixed Assets	11,927,368	11,740,438
Current Assets		
Stock	19,391	16,423
Debtors	97,191	54,120
Bank Current Account	768,131	775,986
Cash on Hand	300	300
	885,013	846,829
Current Liabilities		
Creditors	(531,390)	(575,543)
	(531,390)	(575,543)
Net Current Assets	353,623	271,286
Total Assets Less Current Liabilities	12,280,991	12,011,724
Long Term Liabilities		
Finance Loans	(270,233)	(370,711)
Provisions for Liabilities	(198,102)	(114,260)
Net Assets	11,812,656	11,526,753
Represented By		
Unrestricted Reserves	11,514,141	11,291,781
Designated Funds	122,267	108,238
Restricted Reserves	79,474	35,482
Endowed Funds	96,774	91,252
Total Reserves	11,812,656	11,526,753