



SULLIVAN UPPER SCHOOL HOLYWOOD

**Report of the Board of Governors
on the
2022/2023 School Year**

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1 THE CONSTITUTION OF THE BOARD OF GOVERNORS 2022/23 School Year

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|----|---|---|
| a) | nominated by the church bodies in Holywood which were the original trustees of the school: | |
| | Church of Ireland, Parish of Holywood | Mr Brian Burke |
| | Church of St Philip and St James | Mrs Catherine O'Neill |
| | First Holywood Presbyterian Church,
Bangor Road, Holywood | Mr Peter Moran
Mr Chris Warnock |
| | High Street Presbyterian Church,
Holywood | Mrs Ann Eves
Mrs Audrey Gordon |
| | First Presbyterian (Non-Subscribing)
Church, Holywood | - |
| | The Methodist Church, Holywood | Mrs Gillian Law |
| | St Colmcille's Parish, Holywood | Dr Alison Eccles
Mrs Maria Pearson |
| b) | nominated by the Department of Education | Mrs Laura Calvin
Ms Louise Campbell
Mr Keith Forster
Mrs Helen Mills |
| c) | elected by parents of pupils attending the school | Mr Gareth Boyd
Mr Mark Hamilton |
| d) | elected by the teaching staff of the school | Mr Chris Henderson (<i>Career Break 04/01/23</i>)
Mr Steven Drennan (<i>Appointed 30/01/23</i>)
Mrs Carol Johnston |
| e) | co-opted by the Board of Governors | Mr Stuart Hamilton
Mrs Doreen Mathison
Mr Mike McNeill |
| f) | member ex-officio as Principal of the school | Mrs Catherine Moore (<i>Joint Acting Principal 01/09/22 to 31/10/22</i>)
Mr Stephen Thompson (<i>Joint Acting Principal 01/09/22 to 31/10/22</i>)
Mr Craig Mairs (<i>from 01/11/22</i>) |
| 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:	Mr Chris Warnock
Vice-Chairperson of the Board of Governors:	Mrs Lauren Calvin
Chairperson of the Audit and Risk Assurance Committee:	Mr Brian Burke
Chairperson of the Education Policy Committee:	Ms Louise Campbell
Chairperson of the Education Services Committee:	Mr Stuart Hamilton
Chairperson of the Finance Committee:	Mrs Laura Calvin
Chairperson of the Preparatory Department Committee:	Mrs Doreen Mathison
Chairperson of the Safeguarding Team:	Mrs Audrey Gordon

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 and the Property Sub-Committee.

Designated Governor for Safeguarding:	Mrs Audrey Gordon
Designated Governor for Special Educational Needs:	Ms Louise Campbell
Designated Governor for Well-Being:	Mr Gareth Boyd

2 THE PREPARATORY DEPARTMENT

Pupil attendance:

Attendance of pupils for 2022/23 was 94.61% and this would seem to be back within pre-COVID figures. We had 3 annual audits from our Educational Welfare Officer in November, February and June. There was no further follow up on concerns of attendance.

Staffing:

All staff remained in the same year group from the previous year. Miss Johnson officially joined us in Prep 3 after a successful interview for this permanent role. Mrs Callen was off on Maternity leave and welcomed a new baby boy in December. Her class was covered by Miss Rachel O'Neill who also provided support with SEN, lego club and coding in Key Stage 2 (KS2). The Senior Leadership Team continued in supporting the Head of Prep in making decisions about a number of aspects of school life. They used the ISEF documentation to work on self-evaluation of the school.

Return to school:

Pupils returned to school in August with great enthusiasm. The timetable started in full swing and there was no longer a requirement for class bubbles, so children mingled freely during break and lunch sessions and other activities across the school. Many aspects of school life were back to pre-COVID such as drama festivals, sporting fixtures, trips and visitors. Due to parental requests we have continued to provide the staggered drop off in the mornings from 8.30 am but not at collection time as this was an aspect of school life that was extremely supportive to our parents. This year we trialled an early morning reading club, which offered reading from 8.15 am-8.30 am, led by Mrs Moody and Mrs Moroney for 30 children.

Assembly:

Assemblies continued as normal this year with the whole school meeting in the Prep Hall each week. Headteacher awards were presented each week to pupils and staff. Pupils also had weekly singing sessions with Mrs Ballard. Whole-school assemblies provided a launch for weeks such as anti-bullying, mental health and the various celebrations across the school year. This year alongside the usual Harvest, Christmas and Easter assemblies children also received a series of sessions focusing on Child Protection, online safety, positive behaviour and other festivals such as Martin Luther King day, International Women's Day, Dyslexia Awareness Week, Neurodiversity Week and Ash Wednesday. Mr Mairs visited the Prep and led an assembly in Term 2 and he visited monthly to provide 'Deserving Pupils' awards to many of our children. Prep 7 had a special Good Friday agreement information assembly.

AQE Transfer results:

All 28 Prep pupils sat the AQE test; 8 pupils sat the GL test. The average AQE score was 112. 100% of our pupils seeking a grammar school place for Year 8, were successful. 27 pupils received their first-choice school. Mrs Matthews provided 2 meetings in term 1 for our Prep 7 parents and Mrs Ballard met virtually with all Prep 7 families, once the results had been received. Our Prep 6 families were invited to attend an SEAG information session virtually in March from Mrs Ballard and then from senior school in term 3.

Extracurricular:

All teaching staff volunteered and led extracurricular clubs in a range of areas from drama to technology to board games club, despite the ongoing industrial action. Extracurricular activities led by the teaching staff commenced in September and the Prep also provided a range of external led clubs such as coding, multi-sports, clayfulness, dance and basketball. . Speech and drama lessons continued as usual both during the school day and also as an extracurricular activity. PE play lessons took place with a PE specialist. Extracurricular netball, football, rugby, athletics and hockey all took place on a weekly basis. Mrs Rowan led the choir through a range of events such as Open Day, Christmas, Holywood Festival, May Day Maypole singing and various assemblies.

Events:

Our annual Harvest service took place in our local Parish church and all families were invited to attend. A spooky Halloween fun day was organised by the school council, so that all could enjoy a

day of well-being activities and fun! There were a range of fun activities, dressing up and competitions!

Our annual, special celebration 'P1 dedication' for our Prep 1 pupils, took place in October. Staff in the Prep organised a special dedication ceremony and special welcome to the school for our Prep 1 pupils and their families. This was supported by the choir and attendance from the Governors to present welcome certificates.

The Prep Nativity continued to be a much-loved event and this year was no exception, as the performances from Prep 1 to Prep 4 were performed in the Senior School hall. This allowed all families to attend these performances. The Upper Prep children (P5-7) held their Christmas Service, in Holywood 2nd Presbyterian Church and once again all families were welcome to attend. Santa visited the Prep and each child received a present. There was also some fun singing in the playground.

The Prep 7 pupils led the school in their production of The Lion King, produced and directed by Miss Johnson, in the Senior School drama theatre. Children in Prep 5 and Prep 6 performed songs and dances and the choir were led by Mrs Rowan.

Across the school, pupils took part in a range of specialist teaching days for outdoor learning days led by the early years team, the World Around Leaders and the Maths team.

Prize Day this year took place in the school hall and was run in 2 sessions for Prep 1-4 and then Prep 5-7 and also showcased our Prep 7 pupils for their leavers' assembly. This year, the Prep 7 children were formally piped out of the hall.

The hockey team had a number of noteworthy matches this year and the boys team got to the final of the hockey blitz. The Prep 4 and Prep 5 class groups won cups at the Lagan Valley festival for group Dramas. The Prep 7 pupils joined other local primary school to take part in "Sport changes life' sessions with the final celebration being held in Senior School. They also received community and online safety training.

The school took part in Daily Mile day and a group of Prep 7 pupils attended community sessions for dancing round the Maypole. Our Prep 7 pupils spent 4 days at Greenhill activity centre for their annual residential and Prep 6 had one overnight stay at the Scout centre.

Teaching and Learning:

All staff worked tirelessly to ensure that children had high quality teaching and learning, with a focus on outdoor practical and experiential learning. All staff worked together on the School's vision and staff continued to receive training in the SEND legislation and supporting pupils with SEN at the Prep. The teaching team received training in restorative practices, behaviour, gifted and talented and focus groups. The assistants received termly training in managing a range of SEN pupils in the classroom, the use of the new sensory space and nurture groups.

Pupils completed their annual end of year assessments in May in English, Mathematics, Spelling and these were reported to parents in October. Prep 4 and 6 completed their CAT tests in May. All classes (Prep 2-7) undertook the PM benchmarking 1:1 reading assessments in term 1 and 2. (Prep 1 completed these in term 2 and 3). Children in Key Stage 1 (KS1) completed the dyslexia and dyscalculia screeners and any concerns were discussed with parents.

All staff continued to work on developing OBA (Outcomes Based Accountability) through School Development and action planning and evaluations. Senior Leaders all set out their vision for development within their areas of learning to the whole staff. The ICT team focused on setting up Seesaw across the school and all staff continued developing their knowledge and use of MS Teams for communication and Professional Development.

Staff worked on the Homework Policy to ensure progression across the school and a focus on ensuring that homework was manageable for parents as well.

Due to continued industrial action it is exceptionally challenging to have time to meet and train staff. However, it is noteworthy that staff at the Prep chose to remain open during strike action to ensure continuity for their pupils. Subject leaders continue to submit and develop Action Plans and staff continue to meet monthly for training after school.

All staff provided face-to-face September Curriculum Information Sessions for parents, Parental Interviews in October and April and an end of year written report, which was adapted to include a number of key aspects related to the curriculum.

SUPPA:

SUPPA met virtually each term with the parents, Mrs Ballard and Ms Gordon. There was great financial support for the events organised by the school council such as the Halloween fun day and also the purchase of Easter eggs for all the children at Easter. We would like to thank SUPPA for its fundraising efforts which raised money for a long list of resources which include:

- a Halloween fun day and prizes;
- a disco and fun day at Christmas;
- a Christmas craft fair in the senior school;
- Crazy hair day;
- Easter eggs;
- trip to the Pantomime for the whole school;
- Santa gifts for every child;
- Mathletics for Prep 4-7 and Numbots online learning for Prep 1-3;
- however, most significantly this year, SUPPA has provided the funding for a wooden structure outdoor classroom in the Lower Garden.

Community:

The School Council met with Mrs Ballard each term, representing the pupils' voice to bring issues to the school's attention. The children organised a fun day during the school day for the whole school at Halloween and Christmas. They also completed pupil questionnaires to represent pupil voice at the Prep.

The Eco Team met regularly with Mrs Matthews and were successfully awarded its 3rd Green Flag. Also, Mrs Matthews received the next level Forest School Teacher's Award.

The Silver Robin Cafeteria facilitated café style lunches being served to the classrooms on a daily basis. An online ordering system continues to be facilitated.

We continued to place importance on preparing our children for Transition to Year 8. This was able to be facilitated in person by Mrs Matthews, the class teacher and the SU team. This year we were very excited to run our first careers week at the Prep for Prep 6 and 7. We had many parents and family members sharing information about a wide-range of careers across the week.

Mrs Ballard attended the Holywood children and Youth Network meetings virtually each term to represent the school in the local community. There was also representation from Mrs Ballard at the North Down Primary Principals' group and subject leaders in a range of areas attended the North Down clusters. The Holywood network group provided a range of free flowers in the summer term for the Prep.

Entering competitions continued to be important this year to our children to help improve their life skills, practise resilience and display good sportsmanship. Assorted sporting events were entered such as football, hockey tournaments and athletics competitions. Class trips all took place during the last term of school and each class had a least one trip to an external venue such as the Titanic centre, the zoo, Mountstewart and W5. A range of educational active learning days took place related to areas such as Vikings and World War 2. A number of speech and drama festivals and exams all took place and yet again the pupils performed exceptionally well at these.

The Parents' Forum met twice, virtually through MS Teams and a number of items were identified and discussed. Parents had the opportunity to voice their opinions through a number of online

questionnaires created by the Head of Prep. These focused on aspects such as communication, homework, anti-bullying policy and general feedback.

A group of Prep 7 pupils joined with St Patrick's PS, Glenraig IPS and other local schools to celebrate their confirmation (including the Service of Light) and a pupil in the school completed their Holy communion in June.

Safeguarding:

Updated training was received by the Designated Teacher for Child Protection through the Education Authority's South Eastern Region (SER). The Designated Teacher in the Prep also attended whole-school meetings about safeguarding and appropriate information was shared each term with the Preparatory Committee of the Board of Governors. There were also termly meetings with the Designated Governor for Child Protection for the Prep. All staff received detailed EA Child Protection training in August. The Prep is now an Operation Encompass school following training completed by Mrs Ballard.

There are now 3 staff trained in First Aid at the Prep and all staff have received anaphylaxis training to support a number of children with severe allergies. Staff have received updated basic Diabetic training and 2 assistants have received further training from the diabetic nursing team.

All classroom assistants have received Fire Safety Warden training.

The Critical Incident Team has met and completed a table-top activity day with the PSNI Emergency Planning Team.

Special Educational Needs:

Close liaison continued with Education Authority's SER Psychology Department as well as with RISE. The Autism Advisory Service provided support and training.

Positive Behaviour:

All staff used daily visuals for the daily timetable and each teacher used a set visual rule reminders worn on a lanyard to support the children. Social stories were used by all staff to support changes in routine, trips, events and so on.

Buddy systems between Prep 1 and Prep 7 were reinstated in the second term.

The 5 golden rules were introduced in assembly and the staff promoted this across the school day.

Foundation and Key Stage 1 staff continue to work on an adapted behaviour support program using traffic visuals for the children to reinforce positive behaviour. House points and individual rewards were also awarded.

SUBJECT/LEARNING AREA REPORTS:

Area of Learning: Assessment

Leaders: A Patterson & W Ballard

What have we done?

1. Introduced CDS package of resources for Standardised assessments.
2. Introduced PM Benchmarking – reading: formative assessment.
3. Introduced timetable for assessment throughout academic year.
4. EA Training on use of data.
5. Data analysis and sharing data with parents.

Area of Learning: Language & Literacy

Leaders: N Johnson & W Ballard

What have we done?

1. Spelling Overview is now complete and accessible by all on the shared teams folder. Prep 3-5 spelling groups removed for whole-class approach, with some pupils on reduced lists in line with SEN provision. Whole classes now exposed to multi-sensory methods of learning, working in tandem with traditional written methods. Exposure to these will benefit all pupils, including those who acquire spelling/ sound patterns with ease.

2. The PM benchmarking kit from Scholastic is a reading check carried out individually with each child to identify and analyse their reading behaviours and to accurately measure, track and assess the child's reading progress against the national curriculum. PM Assessments are carried out twice per academic year in September/October and March. All teachers see the value in PM Assessments from SEN provision, to evidence Literacy Groupings and share with parents in interviews.
3. Literacy ability groups handed over as well as guided reading. Newly implemented pupil forms work well as a clear overview of each child's individual learner profile; any Literacy acquisition difficulties would be noted within this form, acting as a clear snapshot. No further action required.
4. Feedback given to all parents regarding any evidence raised in the Prep dyslexia and dyscalculia screeners.

Area of Learning: Maths & Numeracy

Leaders: K Wilson & C Rowan

What have we done?

1. Implemented a Daily mental/aural arithmetic starter from P1-7.
2. Weekly indoor and outdoor opportunities for in Foundation Stage for hands on experience regularly to grasp the idea of number in the world around them.
3. Teachers Relate Shape & Space topics to everyday life situations. Practical activities encouraged and importance of mathematical and related vocabulary.
4. Purchase online Numeracy support games and use Numbots for Prep 1-3 and Mathletics for Prep 4 (funding secured through SUPPA).

Area of Learning: ICT

Leaders: J Matthews & C Rowan

What have we done?

1. Refresh and reallocation of ICT software.
2. Delivery of further staff training and attendance at external training session.
3. End of Year reports digital delivery via PDF/Seesaw.
4. 100% of class teaching staff using Seesaw for parent communication & weekly class updates/photograph.
5. All classes in KS1 and KS2 are using computer suite at least 1/week to build basic computer skills of mouse skills and typing.

Area of Learning: WAU

Leaders: K Callen & J Matthews

What have we done?

1. Investigated Forest School Level 4 accreditation.
2. Started up weekly outdoor learning opportunities across the Key Stages.
3. Developed Magic Garden and Lower Garden outdoor area.
4. Achieved 3rd Green Flag from Eco Schools and Sustrans Bronze School Mark award.

Area of Learning: Play Based Learning

Leader: K Callen

What have we done?

1. Outcome: Continue to build a positive working relationship with parents and establish an appropriate level of communication to benefit pupils' progress - 100% of classes using Seesaw to communicate messages/ learning with parents. Foundation Stage used Seesaw interactive activities as part of homework. End of year reports are now sent home via Seesaw. All classes are now sharing their weekly learning through pictures and captions.
2. Outcome: Develop new areas in the outdoor classroom – The magic garden now has a stage, 3 new boxes full of sand, soil and bark, two music boards and a water area has been built beside the Prep 3 classroom. We are compiling a list of small resources which can be added to our new areas.
3. Outcome: Develop and update outdoor play policy. Play Policy is under review.

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.

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. It is our vision that the school becomes known throughout both North Down and Northern Ireland for being the best at treating people as individuals: our pupils, staff, parents and visitors to the school.

(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 breadth of the curriculum at KS4. 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 and Work programme. The school, at present, offers 25 GCSE subjects.

Pupils are required to select three or four subjects to study at KS5. Many pupils begin with four AS Levels and reduce these to three 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 22 subjects are offered at KS5 within Sullivan with the possibility of a further one in collaboration with Priory Integrated College, bringing the total to 23 subjects.

The Entitlement Framework continues to be part of government educational 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.

Regrettably, 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.

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. 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. The Department of Education (DE) gave direction on curtailing school development plans to a one-year transitional plan. Departments continued to concentrate on similar transitional measures such as a revision of existing assessment and reporting procedures and accommodating further examination concessions.

Again, due to the impact of the pandemic, awarding authorities announced concessions to mitigate against the effects of COVID-19. Departments had to return to delivering a full syllabus and most subjects were given Advance Information to help pupils prepare for their public examinations. Departments continued to provide a blended learning approach which arose from the necessities of online learning used in previous years.

The timetable was drawn up in the summer term and thankfully all classes returned to normal (the previous year had seen some continuing restrictions).

In August 2022, Mr Heaney and Mrs Anderson maintained the unified approach that was taken for whole-school Literacy and Numeracy. Therefore, they joined forces to design a more streamlined approach for subject teachers which would collate the Literacy and Numeracy targets on one Action Plan. In doing this, it was hoped that these core skills would be highlighted more effectively, and subject teachers would find it easier to focus on their department targets more consistently.

All departments submitted Action Plans to Mrs Anderson and Mr Heaney, clearly defining their focus for 2022/23.

The aim over the last few years has been to improve the quality of written work in Literacy and Numeracy. With this in mind, it was agreed that for 2022/23 there should be a more consistent approach to providing pupils with feedback with an emphasis on marking annotations. All staff were provided with an agreed set of marking annotations and were asked to have these on prominent display near their desks as a reminder to use them when marking. In addition, it was suggested departments agree more specific departmental annotation.

In June, Mrs Anderson and Mr Heaney conducted a survey, in the form of a Google Classroom Quiz, to gauge the pupils' awareness of the common annotations. Over 400 pupils completed the survey and whilst some annotations were well known, it was clear there was still work to be done. Mrs Anderson and Mr Heaney presented the findings to staff on the August staff days. This included the staff completing the quiz, with similarly interesting results. A summary of the findings from the survey was given to all Heads of Department.

All Heads of Departments are encouraged to approach Mr Heaney and Mrs Anderson for help in researching strategies and find resources to improve literacy standards in their subjects. Literacy and Numeracy remains a fixed item on every Head of Departments meeting agenda.

Both the English Department and the Mathematics Department compiled a list, distributed in October, of pupils in Year 8-12 group who experience difficulties when applying and using Mathematics and, where practical, offer ideas and strategies to help teachers. Mrs Anderson and Mr Heaney also used information gained from GL Progress Tests in Maths and English (taken by Year 8 pupils in the Autumn term) to highlight individual pupil needs and inform staff of perceived issues or difficulties.

Accelerated Reader continues to be a very successful resource which monitors the reading progress of the KS3 pupils, provides useful tracking data on their reading and motivates the pupils to read more. Pupils are provided with a Reading age three times a year and this can be shared with Heads of Department in other subjects to inform on literacy standards. The English Department uses this data to track reading progress and the reading ages are shared with parents. The English Department also continues to provide all departments with a list of pupils in every year group who require support in Literacy and possible remediation strategies are also given.

The English Department appreciates the importance of its contribution to whole-school Literacy standards and attempts to encourage better Literacy through annual competitions in short story writing and poetry. The annual school Poetry Competition continues to be conducted by Mrs Graham. Through the Creative Writing Club, the Librarian and Mr Heaney, author visits are organised for year groups every term which enables the pupils to learn directly from professional writers. The Public Speaking Club continued to run to encourage effective oral communication skills and experienced a number of successes this year including winning a *Concern* debate against Hunterhouse College. The Library remains a hub of activity helping to promote Literacy and coordinating activities such as Drop Everything and Read and NI Book Week.

The school was fortunate enough to secure funding to continue to run the Engage Programme and pupils from Year 8, Year 9 and Year 11 were selected by the English and Mathematics Departments to benefit from specially tailored tuition on a withdrawal basis. The Engage Programme and remediation strategies were monitored closely by both departments. Further action and improvements to remediation will be discussed by Mrs Anderson and Mr Heaney. Engage funding also allowed the Mathematics department to continue to run Sparx Maths; this is a package that tailors homework to individual pupils to improve overall attainment. It also allowed the English Department to change texts at GCSE and it is envisaged that this new text will allow for more efficient delivery of both Literature and Language at GCSE.

The Mathematics Department encourages the pupils to participate in events and competitions beyond the classroom. This year, with the help of Year 13 and 14 pupils a Maths Club was established for Key Stage 3 pupils. A small, but dedicated group of pupils, explored Mathematics beyond that taught in the classroom. There was an emphasis on problem solving. A large number of pupils participated in the UKMT Maths Challenges at Senior and Junior Level. Approximately 8% of all entrants to the Senior Mathematics Challenge are awarded a Gold certificate and from these the highest performing are invited to participate in the Senior Kangaroo. A team of four pupils took part in a Junior Team challenge. This was organised by local schools as a replacement for the UKMT event which has not operated here since the pandemic. There were thirty schools from all over Northern Ireland at the event and our team were placed second.

As has become the tradition, the school celebrated Pi-Day on 14 March. One pupil was able to recite Pi to 1000 decimal places. A variety of individual and class competitions were also held each half-term for pupils completing additional work, via the Sparx homework platform.

School Development Days

Unfortunately, due to ongoing teaching union action short of strike, time was taken up on School Development Days on conducting Parental Consultations. Time was given for departmental development and planning in returning to the teaching of full course content and in consideration of implementing the Advance Information provided by the awarding authorities.

(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.

Two candidates were entered for examinations during November 2022.

GCSE and GCE returned to full specification but with enhanced grading being available for pupils entering their terminal year in the 2023 series set at 25% completion rather than 40%.

Results for A2, AS and GCSE were issued in August, and services for Reviews of Marking and Access to scripts were offered this year by all awarding bodies and processed in line with pre-pandemics guidance and service levels.

(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 significant 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. All pupils participated in Anti-Bullying week in November when fun and educational activities were organised to promote awareness and emphasise the need to look after one another.

Pupil emotional health and well-being continues to remain a priority. The appointment of a Senior Leader for Pupil and Staff Support has provided more opportunity to develop the well-being programme. Well-being events were scheduled throughout the year and each year group participated in World Mental Health Day in October.

The School Council met monthly to address issues raised by the pupils. These included the relaunch of the achievement points system, consultation with senior staff on the uniform policy and issues specific to pupil well-being.

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 counselling continued to remain high so an additional counsellor was provided to meet the needs of the pupils.

Under the supervision of the Adult Assistants the Learning Support Resource Room continues to be used on a one-to-one basis by pupils as a conducive place to learn. Within the room there is a sensory area, resourced with equipment relevant to the needs of the pupils. Here pupils can have quiet time out when feeling overwhelmed or anxious.

The Child Protection Policy and Anti-bullying Policy were reviewed.

(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.

Implementation of the new code of practice relating to the SEND Act of 2016 continues. This was done with guidance from the SEND team at the EA. Despite this update there continues to be a significant number of pupils on the SEN register at stages 1, 2 and 3 in Sullivan Upper School. For those pupils removed from the SEN register the passport system in collaboration with Form Teachers to consider individual pupil views on their passport has proven to be successful and ensured continuity of provision for these pupils.

The SENCO and Assistant SENCO continue to work tirelessly to enable pupils with statements and those at other stages of the code of practice to have access to the Northern Ireland Curriculum. This is done through the creation of Personal Learning Plans (PLP) which are drawn up in collaboration with staff, parents, and appropriate outside agencies. To underpin the value of the PLP, expected outcomes and strategies are discussed with each pupil by either the SENCO or their Adult Assistant.

The annual review process of pupils with a Statement of Special Educational Needs involves all interested parties in decisions about the educational provision, curriculum choices, and transition planning for these pupils. This includes input from Education Authority transition service and NI careers service. Use of EA connect was piloted with some success.

The use of technology has increased both to help the Adult Assistant team and, when available, for pupils. This includes the use of Laptops, iPads, Apple pencils and the introduction of an electronic system to monitor pupil progress towards their individual expected outcomes.

The SENCO oversees the educational provision for pupils with special educational needs, liaises with relevant outside agencies and communicates with parents on behalf of the school. Outside agency support during the academic year 2022-23 included advice sought from the Educational Authority (EA) Autism, Advisory and Intervention Service, Educational Psychology and EA Sensory Support Service. There was ongoing liaison with Belfast Hospital School.

The SENCO and Assistant SENCO have continued to undertake regular training and have begun making changes as instructed by the Education Authority SEND team with regards to the implementation of the new code of practice. This training is disseminated to staff. Funding was received from the Educational Authority to support this. Also, the SENCO and Assistant SENCO took part in training regarding the implementation of the Joint Council for Qualifications (JCQ) access arrangements to support pupils with a specific learning difficulty (SpLD). This helped to inform the testing of a significant number of pupils throughout 2022-23. The number of pupils requiring access arrangements continues to grow. Other training included EdIS Annual Review Familiarisation to support the move to EA Connect, CFER training to support Newcomer pupils and PLP training. The adult assistant team continue to undertake training as appropriate and available.

(vii) Extracurricular

The U13 rugby team capped an impressive season by winning the BRA tournament as well as the MCB tournament defeating MCB in the semi-final and Campbell College in the final. The team achieved 25 wins and one loss during the season. The 1st XV defeated Royal School Armagh in the Schools' Cup before losing to Campbell College in the Quarter Final. The girls team have now started playing full contact competitively. Five pupils represented Ulster inter-provincial teams and one was selected for an Ireland representative team.

In girls' Hockey the 1st XI reached the quarter final of the Schools' Cup following a victory against Wallace High on run ins before losing to BRA. A Year 11 pupil has been capped by Ulster at U16 level in a three-match series in Wales. The U12 Hockey team came 3rd at the annual Grosvenor Grammar School tournament. They won three matches and drew one in their section and then narrowly lost their semi-final, before beating BRA to claim third place.

In boys' Hockey the 1st XI won the Burney Plate Competition with a fine 3-1 win against Cookstown in the final. Meanwhile a Year 11 pupil represented Ireland U16s in a tournament against Germany and Belgium and two boys were capped by Ulster at U16 and U18 level.

In cricket two pupils were selected for Ireland, one for Ulster schools and a further four for Northern Cricket Union representative teams. The U13 boys were runners up in their Schools Cup competition and the senior girls were also runners up in their cup competition.

There were impressive performances from our fencers throughout the Northern Ireland Foil Series with a host of medals won. The Sullivan Upper Fencing Club hosted a round of the 2022-2023 NI Junior Foil Series in March. Seventeen SUS fencers took part across U12, U14 and U16 age groups winning 8 medals in total: one gold, one silver and six bronze. In April four Sullivan fencers represented the school with distinction at the British Youth Championships in Sheffield.

In Athletics, 13 Sullivan pupils qualified through impressive performances at the Districts Competition to compete in the Ulster Schools Athletics Championships. Four pupils competed in the Irish Schools Athletics Finals, with one taking gold in the junior boys long jump. One pupil represented Northern Ireland at the UK School Games in Loughborough in the 1500m. There were great performances at the Ulster Cross-Country Championships as the Mini Girls team placed first and a Year 8 girl placed first. A Sullivan pupil represented Northern Ireland at triathlon in the Commonwealth Youth Games in Trinidad and Tobago in the summer.

In Badminton several teams competed at the Ulster finals. The Minor Girls and Boys were runners-up in their competitions and the Junior Boys won their Division 2 League.

Our senior netballers finished runners up in the Northern Ireland B league final. They lost a thrilling final 24-22 to Banbridge after extra time. Two Sullivan pupils represented the Northern Ireland U17 development squad on a tour to the Isle of Man in April.

Our Key Stage 3 swimmers enjoyed success at the Ulster Schools Gala in April with two golds and two bronze medals collected. At the Swim Ulster Schools Cup a Year 12 pupil won the 200m Individual Medley and Freestyle events and the Boys Intermediate team won the McGovern Cup. A Year 9 pupil won a bronze medal in the 200m Freestyle at the McCullagh International Open Swimming Competition.

At the U16 Northern Ireland Schools' Volleyball competition, our Year 11 girls won Division 3 and the Year 12 boys the Plate competition.

In Golf a Year 8 boy qualified for the Junior World Golf Championships after winning the Irish Junior Open. Three girls represented Sullivan creditably at the All-Ireland Schools Junior Golf Finals at Milltown Golf Club in April.

In Music the highlight of the autumn term was the Carol Service held at St Philip and St James Church in Holywood. There were excellent performances from all four school choirs as well as high quality instrumental pieces. Sullivan musicians played their part in Christmas festivities in the local area with the band playing carols in Holywood, the Sullivan Singers entertaining guests at the Harbour Commissioner's Office and the Junior Choir singing at Bloomfield Shopping Centre. Our orchestra also provided an orchestral workshop for pupils of Strandtown Primary School.

In March we enjoyed a stunning Spring Concert. After a break of four years, we were delighted to return to a full Ulster Hall for what was a superb evening of high-quality music-making. Nearly 300 pupils from Years 8-14 took part and there was a very varied programme with performances from: all four Choirs, the Brass and Percussion groups the Orchestra, Jazz, Funk and Rock Groups and several soloists, as well as Irish Dancing and the Traditional Group. This was an excellent evening, very well supported by the wider Sullivan community. In total eleven Sullivan pupils were selected for Northern Ireland Youth Choirs and four performed with the Ulster Youth Orchestra in the summer.

The Junior Drama Society produced two excellent performances of "A Christmas Carol" in the school theatre before Christmas. The show was directed by sixth form Drama students and two full houses thoroughly enjoyed the professional and moving performances. In total eight Sullivan pupils successfully auditioned for the National Youth Theatre during the academic year. During the year auditions were held and preparations began for performances of 'Sister Act' in October 2023.

Sullivan has a flourishing cadet contingent, the biggest ACF contingent in Northern Ireland. The pupils enjoy an exciting range of activities, including adventurous training. Over Easter six cadets completed a solo skydive for a local charity, helping to raise over £5,000.

Our Concern Debate Team won their final debate of the League phase of the All-Ireland Debating Competition in which they opposed the motion: "HIV and Aids is the forgotten pandemic in the Global South". In February two pupils represented the school at the Edgar Graham Memorial Public Speaking Competition held in the Senate Chamber at Stormont. Both performed admirably with one of the students receiving a highly commended certificate.

There has been extensive charitable work undertaken by the pupils during the academic year with highlights including: four Year 13 pupils taking part in a fundraising abseil down the Europa Hotel to raise funds for Saphara; Year 14 organised an excellent week of charity events in March involving quizzes, busking and fun activities in support of: Angel Eyes NI, Huntington's Disease Association NI and Noggin Sport; and Year 8 taking part in the Mayor of Ards and North Down's 'Step in Spring Challenge' for three local charities.

Beyond the curriculum, there has been extensive academic enrichment. The Mathematics Department organised a Pi-Day celebration with pupils taking part enthusiastically. A House Challenge Quiz was held in the main hall at lunchtimes in a University Challenge format, with the

Principal as quizmaster. The competition was devised and organised by the pupils. After four years without a UKMT event the Northern Ireland Maths Team Challenge took place in March at St Malachy's College. Sullivan was represented by a team of two Year 9 and two Year 10 pupils and competed against 35 other schools across four challenging rounds. The Sullivan team performed superbly finishing in second place. The first round of the UK Chemistry Olympiad organised by the Royal Society of Chemistry was completed in January by eight of our Year 14 pupils. The Sullivan entrants achieved six silver and two bronze awards.

Post-COVID it has been good to see a return to a much more extensive programme of trips and visits. Highlights during the last year have included: the Music Department ran a successful three-day trip to London with highlights including visits to the Albert Hall, the London College of Contemporary Music and a performance of The Lion King; Year 13 English Literature students enjoyed a visit and lecture at Seamus Heaney's homeplace; the Senior Drama Society attended a performance of Romeo and Juliet at the Lyric Theatre; and there was a successful senior girls' hockey tour to Holland.

In order to recognise the achievements of our pupils beyond academic success we have instituted a new Deserving Pupils session, whereby staff can nominate pupils to come and meet the Principal. Parents receive a postcard home following this to let them know their child was nominated. Pupils can be nominated for academic success, but also effort, school extracurricular activities, school sport, school music, drama, outside interests or for demonstrating the school motto. It was very pleasing that there were well over 200 pupils nominated during the school year by over 45 different staff. Pupils across the age range are being put forward by staff. There has been positive feedback from parents about this.

(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 business, parents, and past pupils, 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.
- Parental support and advice regarding choices at 16+.
- Guidance interviews for pupils and parents for choices at 16+.
- Outside speakers informing pupils about career paths.
- Promotion of career-related opportunities.
- Consultations with the Northern Ireland Careers Service for all pupils.

Sixth Form

- A taught Careers programme in Year 13.
- A week of work shadowing in Year 13.
- A three-day CEIAG enrichment programme for Year 13 pupils on UCAS Hub and Apply and a personal statement workshop.
- Organisation of Higher Education (HE) applications (UCAS).
- Consultations for pupils prior to their HE applications.
- Various outside speakers and opportunities to attend Open Days and conferences.
- Interview skills and practice for Year 14 pupils.
- 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 have been significant changes.

During the autumn term, following Mr Peel's retirement, Vice-Principals Mrs Catherine Moore and Mr Stephen Thompson took on the role of Joint Acting Principals during the first half-term of the academic year. The Governors are very grateful to them for the skilful and measured way in which they led the school during this period and place on record our thanks to them.

On 1 November, the school's new Principal, Mr Craig Mairs, took up his position following eight years as Principal of Oldham Hulme Grammar School in Greater Manchester. The Governors wish Mr Mairs every success in his new role.

Mr David Armstrong joined the staff at Sullivan Upper in 1991 from Methodist College Belfast, bringing with him a love of both history and rugby. In 1993 he was appointed as Head of Year for Sixth Form boys, and in 1998 he took on the role of Examinations Manager, a role that he managed very efficiently. In 2008 he was promoted to Head of History, Politics and Economics, a post that he held until his retirement. He led his department with great skill, empathy and success over many years and he can be immensely proud of this, with generations of Sullivan pupils having cause to be grateful for his dedication and commitment. Pupils have achieved excellent examination results through his teaching, but, above all, have developed a love for the subject and the ability to think critically and challenge. In 2012 he took on the role of Senior Manager for Data and then following that for Staff Cover. In this role, his care and concern for his colleagues and their welfare was evident to all.

The range of positions David held at the school is a testament to his flexibility and his ability to see the bigger picture for the benefit of the Sullivan community. David's commitment to Sullivan has extended far beyond the classroom and he has been actively involved in much of the wider life of the school, particularly sport, throughout his career. He has excelled as a rugby coach with his Medallion Shield triumph in 2002 his finest achievement in this area. It is fitting that at the end of his career he has been involved with the next stage of the development of rugby at the school, in assisting with the new girls' team. He has also helped broaden the horizons of our pupils through departmental visits, sports tours and school ski trips. The whole-school community will miss David's energy and wisdom, both inside and outside of the classroom, and he will be a very hard act to follow. Miss Rebecca Murray has been appointed to succeed Mr Armstrong as Head of History and Politics.

Mr David Matthews also retired in summer 2023. David began his service at Sullivan in 1990 after having taught previously at Wallace High School from 1988. He began at Sullivan as a Teacher of Economics with History and later became the Economics Coordinator.

David has had a significant impact upon many areas of school life. In the classroom he has been dedicated and skilled in delivering Economics, History and LLW and pupils have greatly appreciated his calm, methodical approach.

In pastoral work David has been a Year Head for Sixth Form Boys where he underlined his commitment to the development of our young people. His focus on development is really a feature of his time at Sullivan, particularly in his work as Head of Careers. He has helped to guide and launch the careers of a generation of Sullivan pupils and they should be very grateful for his guidance and support. This passion was extended beyond his role here as for a time he was seconded to CEA as Principal Officer for Education for Employability.

David's concern for others in school was not just focused on the pupils but his colleagues as well and this led him to take on the role of union representative for a while. He has also made a fine contribution to the extracurricular life of the school. He was a hockey coach and coached the 2nd XI for some time. He also assisted with the 1st XI and was involved with the Burney Cup win 1992-1993, and following this was coordinator for boys hockey in the school. He also helped lead the school's Christian Union.

Sullivan has been very lucky to have David as a member of staff for so long and he will be greatly missed.

Mrs Alison Cinnamond is the third colleague to have retired in summer 2023. Alison has had a long and happy association with the school as a former pupil and previous Head Girl.

Before Sullivan, Alison had a very successful career in Antrim Grammar, Grosvenor Grammar, Bloomfield Collegiate, where she served as Head of Department. Following a career break and raising her family she returned to teach as a substitute teacher and Sullivan were fortunate to secure her services. Following a longer period in the department covering for illness she was appointed as a part-time languages teacher in 2013 and also taught English.

Both her colleagues and the pupils would quickly appreciate her dedication, high standards and sense of fun and pupils and staff alike will miss that. The Governors wish Alison a long and happy retirement. We have been delighted to welcome Miss Luanna McMullan to replace Alison.

Mr James McConnell arrived at Sullivan in August 2019 on a temporary basis but served at Sullivan for four years in total. We are delighted that he has now secured a permanent post nearer to home and Sullivan's loss is Banbridge School's gain. His thorough and organised approach meant that he fitted into the Geography Department well at Sullivan. James has taught his classes with great skill, energy and attention to detail. He has particularly enjoyed the fieldwork aspects of his work in the Geography Department.

His contribution to girls' hockey has been significant and he also helped to lead the Christian Union. He has also stepped up to housemaster duties, leading McAlester during a maternity leave. Assemblies have been planned with care and pupils enjoyed the House Challenge Quiz he led. James has been replaced by Miss Paige McKeown.

Ms Ashleigh Boal was with us for a relatively short period of time at Sullivan, but in that time it became clear that she is a committed and skilled teacher. She fitted in very well to the Biology Department and has taught her classes with dedication. We are pleased that she has secured a permanent position at Assumption Grammar School. We have now been joined by Dr Jonathan Lappin to replace Ashleigh.

We have also been delighted to welcome Ms Katrina Lomas and Mr Conor O'Neill on a temporary basis in English & Drama and Business Studies respectively. Mr Francie Toner covered Mrs Mitchell's maternity leave.

New staff were welcomed to the school in the following non-teaching posts during the 2022/23 academic year: Secondary Department: Mr Sahid Bendu (Classroom Assistant), Mr Dean McCaffrey (Technician: Physics and Technology & Design), Ms Lucie McCullough (Catering Assistant), Mrs Jenni McKee (Catering assistant), Mr Chris Murray (Classroom Assistant), Mrs Karen Read (Catering Assistant) and Mrs Razia West (Receptionist/Admin Assistant).

In 2022/23 on the non-teaching side we said farewell to the following staff: Secondary Department: Mr Adam Bell (Technician: Art), Ms Jennifer Bell (Catering Assistant), Mr Dave Cave (Classroom Assistant), Mr Jim Griffin (Classroom Assistant), Mr Paul Lecky (Technician: Physics and Technology & Design), Mrs Laureen Patterson (Cook), Ms Roberta Rea (Catering Assistant); Preparatory Department: Mrs Hazel Malseed (Classroom Assistant) and Mrs Bronwen Gilmore (Classroom Assistant).

In June the whole Sullivan community was greatly saddened by the death of Mrs Kirsty Merriman. Kirsty joined the Mathematics Department in 2006 to cover a maternity leave and was subsequently appointed as a permanent, part-time member of the teaching staff. This was her first, and only appointment in Northern Ireland, though she had previously taught in London and Malaysia.

Kirsty's dedicated, professional and no-nonsense approach to teaching ensured she quickly established herself as a popular member of the teaching staff. It was clear to staff, pupils and the wider Sullivan community, that all she ever wanted was that each and every pupil who came through

her door would reach their full potential. Mathematics was the subject that she loved and taught with a passion and commitment, but she was a teacher first and foremost and gave the same level of enthusiasm into everything she was asked to deliver.

When Kirsty arrived in 2006, she was no stranger to the school having been a pupil herself and when she began teaching at Sullivan she brought her breadth of experience including at an international school to her role here. Many of her fresh ideas have become integrated into our methods and teaching today.

Though Kirsty will largely be remembered as a teacher of Mathematics, her contribution to the life of the school was far larger. During her time, she taught LLW, helped the Careers Department with subject choice interviews and became a member of the timetabling team. Kirsty's ability to acquire new knowledge and skills quickly, assimilate and process vast quantities of information, coupled with the diplomacy and discretion needed for this role made her an ideal partner for Mrs Maynes.

As a result of the pandemic the government introduced the Engage Programme to help address underachievement in Literacy and Numeracy; Kirsty was instrumental in setting up the Numeracy Programme. She established a teaching programme and timetable for the pupils and staff involved and played an integral role in building the confidence and improving the outcomes for the pupils in the programme.

Kirsty recognised the need to ensure Sullivan was a happy and caring place not only for pupils but also staff. Pre-2020, she rarely missed the opportunity for a social event and was always the life and soul of the party. It was during 2020 that Kirsty was first diagnosed with breast cancer, this heightened her desire to see the school return to "normal". With this goal in mind, she joined the staff Well-Being Committee where she helped organise events and initiatives. In May 2022, she was asked to help organise a Couch to 5k programme for staff and so during the summer months of 2022 a group of teachers could be seen running the streets around Holywood.

Kirsty kept herself fit participating in numerous sports from Pilates to running, cycling and swimming. Through these activities she raised funds for local charities, examples include running the Bangor 10k for SANDS Bertie's Gang in memory of her nephew or after her cancer diagnosis completing a daily swim in Belfast Lough/Irish Sea for Cancer Focus NI. Over the last five years, she could be regularly seen at the pitch side supporting one of her three children, Sophie, Ben and Finn, competing for Sullivan or their local sports club. Even as her health deteriorated, she insisted on watching them participate.

Kirsty has left a gigantic hole in school but particularly within the Mathematics Department. Her contribution to the Department was enormous. She was never scared of change, new initiatives, procedures or teaching methods provided she felt that they were for the best interests of all concerned. Her positivity was infectious. She had a listening ear and spoke words of wisdom always with thought and care. She will be missed dearly as a teacher, colleague and friend.

(x) School Security and Safety

The Health and Safety Committee is chaired by a member of the Board of Governors 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 AED training for the qualified first aiders and the Board gratefully acknowledges the valuable commitment of this team. The school implemented new software, Medical Tracker, during 2022/23 to improve efficiency and communication with parents in connection with health management.

The school is committed to providing a secure and safe environment for our pupils – a door access system is fully operational across both the preparatory and secondary school sites; this has been a welcome improvement to security within the school site with controlled access to all school buildings. The school implemented a VPASS visitor management system across both preparatory and secondary sites; visitors, contractors and school staff are required to sign in electronically upon arrival and to sign out when leaving; they are also required to wear their official ID badge when on the school site.

The Board of Governors undertook expenditure of £334k during 2022/23, funded by the school, on works including measures to further improve site security and pupil safeguarding with the installation of fencing around the perimeter of the rear school site.

(xi) Buildings and Facilities

The school continued to invest in its facilities despite the increasing pressure on revenue with capital expenditure of £549k in 2022/23 and associated grants of £78k from the Department of Education. The focus of capital expenditure was on pupil safety and the school undertook related works of £334k throughout the school site as a privately funded project as outlined above and also including resurfacing works to provide suitable play areas and overflow car parking for significant school events such as Open Day. Following the experiences of remote learning, the school continued to invest in ICT resources with expenditure in 2022 of £51k. Capital fees of £38k in total were set aside in the preparatory department to provide funding for future capital development.

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 is delighted that it has received confirmation that the school's application has been selected in the third tranche of schools to move forward in planning.

4 FINANCIAL STATEMENT

Financial Report for the Year ended 31 March 2023

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 2023 was £226,174 (2022: surplus £170,978).

The position may be summarised as follows (further details are available at Appendices 16 and 17):

	2023	2022
	£	£
Secondary Department	(196,408)	170,511
Preparatory Department	131	8
Silver Robin Restaurant	(29,897)	459
	<u>(226,174)</u>	<u>170,978</u>

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 £201k (2022: £197k) and Gift Aid of £45k (2022: £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 maintain and enhance the quality and breadth of educational provision in the school and to support classroom resources. 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:

1. the school provides a high quality education to all of its pupils.
2. 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 2022 120 (84%) (2021 144 (96%)) of our leavers immediately progressed to Higher or Further Education with 19 pupils (13%) (2021 0 (0%)) electing to undertake a gap year.

Advanced Level Examinations (A Level)

In the 2022 examination year 142 (2021 148) pupils were entered for the A Level examinations. 92% of pupils achieved a minimum of 3 Cs (91% in 2021). 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)

157 (2021 156) pupils were entered for the GCSE examinations in 2022. Of those entered, 100% (2021 98%) achieved A* to C in 7 or more subjects including English and Mathematics.

Coronavirus (COVID) Pandemic

The Coronavirus pandemic had a significant impact on the lives of our pupils, staff and the wider community over the past two years. Normal activities resumed in the 2022/23 academic year with a return to a full extracurricular programme of activities and an end of social distancing and other COVID specific measures. It is recognised that the impact of this pandemic has had a particular detrimental impact on our young people – recent studies have detailed the wide-ranging ways in which young people continue to suffer. The hardships include poorer mental and physical health, as well as extensive learning loss that experts say will undoubtedly affect their futures. The Board of Governors welcomed the associated initiatives funded by the Department of Education to support our pupils eg through the Healthy Happy Minds, Engage, Qualifications Support and Wellbeing programmes. These have provided valuable support and the Board is concerned that such programmes have now ended due to funding pressures. The Board continues to commit its support to address the needs of those pupils who require additional support eg with access to additional school counselling services.

Extracurricular Activities

The school's full range of extracurricular activities has operated without restrictions since September 2022. It is the school's practice 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 with the aim for every pupil to derive enjoyment and satisfaction from achieving their best, at whatever level. The school is very grateful to the school staff team who continue to provide such opportunities for the pupils, especially during a period of industrial action.

School Trips

School trips and educational visits are seen as an integral part of the education offered by the school. This year's trips included theatre visits; hockey tours; rugby training camp; Duke of Edinburgh expeditions; music and drama trips to London.

Music and Drama

2022/23 was a very busy year for the Music and Drama Departments, with pupils performing at prize day, the Carol Service, Open Day, Autumn Charity Concert, the Junior Drama Production of "The Lion King", 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. The school continues to be actively involved in the training of teachers, providing student-teacher placements and mentoring support. The annual charity fund-raising activities also continued this year within the school and the school raised 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 2022 our total LMS funding decreased by £50k or 1% compared with the previous year noting that the previous year included funding due to teaching payscale increases. Additional grant funding decreased in total by £159k or 17% in 2022 – this included DE funding of £66k (PY £118k) to support expenditure as a result of the pandemic (eg staff substitution costs, Healthy Happy Minds, Qualifications Support, Wellbeing and Engage funding) and a further £16k (PY £28k) to support the implementation of the new Special Educational Needs Framework. Additional funding of £97k (PY £178k) was also received from DE to cover the costs of the payscale arrears for staff in 2022. Overall, grant funding and other income decreased by £224k or 3%.

Total teaching costs increased by £34k or 1% and include a provision for teaching payscale arrears from September 2021 which are the subject of ongoing industrial action. Non-teaching staff costs (secondary and preparatory) increased by £28k or 3% compared to the prior year. New pay scales effective from 1 April 2022 were implemented during the year for non-teaching staff following completion of the pay remit approval process with increases of 3% to 10% dependent on payscale position. Staffing costs in total therefore have increased by £62k (1%) during the year in the

secondary and preparatory departments. Curriculum and property costs both increased by £28k or 9% and £92k or 17% respectively. The school has been affected by the significant increases in utility costs in recent months; gas costs have increased by £26k (36%) and electricity costs increased by £26k (53%); the school welcomed the receipt of funding of £40k from the Department of Education to mitigate the cost increases and also availed of the Government's Energy Bill Relief Scheme.

Total expenditure in the secondary and preparatory revenue accounts for the year increased by £143k or 2%.

The Silver Robin canteen returned to full normal operations in September 2022. It has been significantly challenged by the significant increases in costs with food cost inflation currently reported at around 17%. There has been no increase however in grant funding for school canteens or for the provision of free school meals. An overall increase in income of £18k or 6% was offset by an increase in expenditure of £49k or 15%. The Silver Robin has reported a deficit of £30k and has once again been unable to set aside funds of £nil (PY £nil) for reinvestment in the Silver Robin facilities. The Board notes with concern the challenges for the Silver Robin as food and fuel costs remain high in the absence of additional funding from the Department of Education.

Funding (Secondary Department)

The secondary department reports a deficit this year of £196k (2022: Surplus £170k). 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.

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 is delighted that it has received confirmation that the school's application has been selected in the third tranche of schools to move forward in planning. 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 in the face of inescapable cost pressures (eg nationally agreed payscales, national insurance and pension costs) and particularly at this time when inflation is currently at 10% and when wholesale energy prices have led to significant utility cost increases. Revenue funding is a separate source of 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. Governors also are concerned that the recent moratorium on capital works by the Department of Education in 2023/24 could result in a delay to the planned project in the School Enhancement Programme.

Despite these funding pressures, Sullivan Upper School will continue to deliver a varied programme of both curricular and extracurricular activities for all its pupils. The Board 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 Connect

The Board of Governors of Sullivan Upper School launched a major fundraising campaign in 2016 to connect together all of the members of the Sullivan family. The purpose of the "Sustaining Sullivan's Future" Campaign was to 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. The Board recognises that major capital investment is 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.

This campaign has evolved over the past number of years and the Governors are pleased to report on the development of "Sullivan Connect". The aims and objectives of Sullivan Connect are to

connect, network and support i.e. to connect the Sullivan Community, provide social and networking opportunities and to support the school through various initiatives, including fundraising. As at 31 March 2023, Sullivan Connect recorded income of £8k against expenditure of £14k.

SUPA and SUPPA

The Board of Governors is grateful for the ongoing support of the parents' associations in both 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. The Board of Governors are delighted that SUPA have allocated funds specifically to support the important area of pupil well-being.

5 CONCLUSION

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. They recognise the challenges posed by an ongoing period of industrial action but remain committed to meeting the challenges ahead in delivering the highest educational experience of our pupils, both inside and outside of the classroom. We are determined that our pupils be confident, resilient and enthusiastic learners.

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 2022/2023 school year, at the time of the school census the total number of pupils enrolled in the school was 1264. Of these, 181 were in the Preparatory Department and 1083 in the Secondary Department with 158 in Year 12, 161 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 14 were in the Secondary Department and 4 in the Preparatory Department.

APPENDIX 2: Attendance Rates

The annual attendance rate for 2022/2023, calculated in the manner set down by the Department of Education, was 94.1% (2021/22: 93.0%) in the Secondary Department and 94.61% % (2021/22: 94.3%) in the Preparatory Department.

APPENDIX 3: (a) Admissions and Enrolment Numbers

The school admissions number for 2022/2023 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 2022/23 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 £280 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	Food & Nutrition	Music
Biology	French	Physical Education
Business Studies	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	

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

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

APPENDIX 5: Information about Extracurricular Activities

The main activities available for pupils were:

Army Cadet Force	Cricket	Library Team
Athletics	Debating/Public Speaking	Maths Club
Badminton	Drama	Musical Groups**
Book Club	Economics Society	Netball
Chemistry Club	Duke of Edinburgh's Award Scheme	Politics Society
Christian Union	Fencing	Rugby (Boys and Girls)
Christians in Sport	Golf (Boys and Girls)	Saphara
Cookery Club	Hockey (Boys and Girls)	Skiing
Community Service	Inter-school quizzes eg	Tennis
Creative Writing	Worldwise Quiz	Warhammer Club
Cross Country		Young Enterprise

** includes Sullivan Singers, Senior Girls Singers, Junior Singers, Junior Choir, Orchestra, Band, Jazz Group, Percussion Ensemble, Brass Group, Traditional Group, Rock Group, Funk Band, String Ensembles, Woodwind Ensembles.

APPENDIX 6: School Leavers

As the following table shows 165 pupils left the school by the end of the 2022//2023 school year. The vast majority of these were students who completed their A Levels and went on to study at degree courses at Higher Education institutions.

LEAVERS	Year 12		Year 13		Year 14	
	Number	Percentage Year Group	Number	Percentage Year Group	Number	Percentage Year Group
Transferring to another school	3	1.9	3	1.9	0	0
Apprenticeship Training Courses	0	0	0	0	2	1.4
Entering Further Education	6	3.8	3	1.9	8	5.5
Entering Higher Education	0	0	0	0	123	84.8
In Full-Time Employment	0	0	0	0	2	1.4
Other (Gap Year)	0	0	0	0	10	6.9
Seeking Employment	0	0	0	0	0	0
Other	3	1.9	2	1.2	0	0
Totals	12	7.6	8	5	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						

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						

Please note: There is no data for 2022/2023 due to industrial action.

APPENDIX 8: Examination Results: GCSE/Year 12

Number in Year 12	158
% entered for 7+ GCSE's	99.4%
% entered for 5+ GCSE's	99.4%
% achieving 7+ GCSE's Grades A* - C	99.4%
% achieving 5+ GCSE's Grades A* - C	99.4%
% 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	88.9
% achieving 2+ A level Grades A* - E	100

APPENDIX 9: Examination Results: (ii) AS Level

Number in Year 13	161
% achieving 3+ AS Grades A-C	80.2
% achieving 2+ AS Grades A-E	100

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

APPENDIX 10: Examination Results: Trend Data

Performance Indicator	2018/2019		2019/2020		2020/2021		2021/2022		2022/2023	
	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	96.5	99.0	96.1	100	N/A	100	N/A	99.4	N/A
% Achieving 7+ GCSEs at Grades A* - C	96.8	92.1	94.1	90.5	98	N/A	100	N/A	99.4	N/A
% Achieving 3+ A levels at Grades A* - C	81.3	76.3	79.2	79.2	91	NA	92.25	NA	88.9	N/A
% Achieving 2+ A levels at Grades A* - E	100	99.5	99.3	99.6	100	N/A	100	N/A	100	N/A

Please note no data is available for the periods 2020/2021 to 2022/2023 as the Minister of Education has agreed that the Summary of Annual Examination Results (SAER) process should be suspended, there was no SAER statistical bulletin released for the 2020/2021 to 2022/2023 academic years.

APPENDIX 11: GCSE Results by Subject and Grade: Summer 2023

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE									
		A*	A	B	C*	C	D	E	F	G	U
Art & Design	28	28.6	32.1	17.9	17.9	0.0	3.5	0.0	0.0	0.0	0.0
Biology	138	40.5	42.7	12.3	4.0	0.0	0.5	0.0	0.0	0.0	0.0
Business Studies	50	38.0	40.0	18.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0
Chemistry	97	49.5	35.0	8.25	7.25	0.0	0.0	0.0	0.0	0.0	0.0
LLW	11	9.1	45.5	36.3	9.1	0.0	0.0	0.0	0.0	0.0	0.0
Drama	16	37.5	50.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
English Language	159	39.6	44.0	12.6	3.8	0.0	0.0	0.0	0.0	0.0	0.0
English Literature	156	34.8	40.6	21.9	2.7	0.0	0.0	0.0	0.0	0.0	0.0
Food and Nutrition	31	29.0	48.4	19.4	3.2	0.0	0.0	0.0	0.0	0.0	0.0
French	102	29.4	34.3	22.6	10.7	2.0	1.0	0.0	0.0	0.0	0.0
Geography	89	58.5	33.7	5.6	1.1	0.0	1.1	0.0	0.0	0.0	0.0
German	12	33.3	50.1	8.3	8.3	0.0	0.0	0.0	0.0	0.0	0.0
History	88	42.0	43.2	11.4	0.0	2.3	1.1	0.0	0.0	0.0	0.0
Mathematics	102	35.5	50.7	13.2	0.0	0.6	0.0	0.0	0.0	0.0	0.0
Further Mathematics	76	50	40.8	6.6	1.3	0.0	1.3	0.0	0.0	0.0	0.0
Moving Image Arts	21	38.1	38.1	19.0	4.8	0.0	0.0	0.0	0.0	0.0	0.0
Music	17	58.8	23.6	17.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Physics	94	47.9	36.1	11.7	3.2	1.1	0.0	0.0	0.0	0.0	0.0
Religious Studies (SC)	154	48.1	34.4	11.7	2.6	1.9	1.3	0.0	0.0	0.0	0.0
Religious Studies (FC)	1	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Spanish	55	27.3	30.9	21.8	16.4	3.6	0.0	0.0	0.0	0.0	0.0
Technology & Design	15	6.8	73.3	13.3	0.0	6.6	0.0	0.0	0.0	0.0	0.0

Subject	Number Entered	English Examination Boards Grading System									
		9	8	7	6	5	4	3	2	1	U
Computer Studies	25	16.0	32.0	24.0	20.0	4.0	4.0	0.0	0.0	0.0	0.0
Sport Studies	44	70.5	22.7	4.5	2.3	0.0	0.0	0.0	0.0	0.0	0.0

APPENDIX 12: AS Level Results by Subject and Grade: Summer 2023

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE					
		A	B	C	D	E	U
Art & Design	10	30.0	50.0	20.0	0.0	0.0	0.0
Biology	74	35.1	24.3	17.6	10.8	8.1	4.1
Business Studies	65	46.2	27.7	24.6	1.5	0.0	0.0
Chemistry	40	57.5	15.0	15.0	10.0	2.5	0.0
Computing	6	0.0	0.0	33.33	0.0	33.33	33.33
Economics	2	0.0	50.0	50.0	0.0	0.0	0.0
English Literature	35	47.3	39.5	13.2	0.0	0.0	0.0
French	9	33.33	44.44	22.22	0.0	0.0	0.0
Geography	37	56.8	21.6	18.9	2.7	0.0	0.0
History	48	47.9	35.4	10.4	6.3	0.0	0.0
Mathematics	57	59.6	28.0	7.0	1.8	1.8	1.8
Fr Mathematics	11	90.9	9.1	0.0	0.0	0.0	0.0
Moving Image Arts	18	55.6	33.3	11.1	0.0	0.0	0.0
Music	7	100	0.0	0.0	0.0	0.0	0.0
Nutrition & Food Science	23	56.5	26.1	13.0	4.4	0.0	0.0
Physical Education	19	94.7	5.3	0.0	0.0	0.0	0.0
Physics	34	32.4	26.5	23.5	11.8	2.9	2.9
Politics	31	6.5	45.2	19.3	9.7	19.3	0.0
Religious Studies	6	16.7	66.6	0.0	0.0	16.7	0.0
Spanish	14	21.4	21.4	28.6	21.4	0.0	7.2
Technology & Design	6	33.3	33.3	16.7	0.0	16.7	0.0

APPENDIX 13: A2 Level Results by Subject and Grade: Summer 2023

Subject	Number Entered	PERCENTAGE ACHIEVING EACH GRADE						
		A*	A	B	C	D	E	U
Art & Design	8	25.0	0.0	25.0	50.0	0.0	0.0	0.0
Biology	87	22.9	36.8	18.4	12.6	6.9	1.2	1.2
Business Studies	37	16.3	35.1	32.4	13.5	0.0	0.0	2.7
Chemistry	59	27.1	40.7	16.9	11.9	0.0	3.4	0.0
Computing	10	10.0	10.0	40.0	30.0	0.0	10.0	0.0
Drama	3	33.4	0.0	33.3	0.0	33.3	0.0	0.0
Economics	11	0.0	54.5	36.4	9.1	0.0	0.0	0.0
English Literature	6	33.3	16.7	0.0	33.3	16.7	0.0	0.0
French	4	0.0	25.0	50.0	25.0	0.0	0.0	0.0
Geography	34	32.3	41.2	20.6	5.9	0.0	0.0	0.0
History	17	29.1	17.7	29.4	11.9	11.9	0.0	0.0
Mathematics	42	39.3	45.1	11.8	1.9	1.9	0.0	0.0
Further Mathematics	11	72.7	9.1	9.1	9.1	0.0	0.0	0.0
Moving Image Arts	10	20.0	40.0	30.0	10.0	0.0	0.0	0.0
Music	7	28.6	71.4	0.0	0.0	0.0	0.0	0.0
Nutrition & Food Science	17	0.0	35.3	29.4	23.5	11.8	0.0	0.0
Physical Education	20	30.0	25.0	25.0	20.0	0.0	0.0	0.0
Physics	19	31.8	22.7	18.2	13.6	9.1	0.0	4.6
Politics	5	21.0	26.3	31.6	15.8	5.3	0.0	0.0
Religious Studies	5	20.0	60.0	0.0	0.0	20.0	0.0	0.0
Spanish	4	25.0	25.0	25.0	25.0	0.0	0.0	0.0
Technology & Design	3	66.7	33.3	0.0	0.0	0.0	0.0	0.0

APPENDIX 14: Other Examination Results

	Examination	Number Entered	Pass Rate
All Years	Associated Board of Royal Schools of Music	71	100%
All Years	Rock School Exams	10	100%
All Years	London College of Music	73	100%
All Years	Trinity College of Music	7	100%

APPENDIX 15: Key Dates for 2022/23

KEY DATES FOR 2022/2023

Autumn Term	Thursday 25 August 2022-Tuesday 20 December 2022 (inclusive)
Pupil Induction Days [9.00 am-12.30 pm]	Thursday 25 August 2022 [Year 14 only] Friday 26 August 2022 [Year 8 only]
Bank Holiday	Monday 29 August 2022 (school closed)
Pupil Induction Days [9.00 am-12.30 pm]	Tuesday 30 August 2022 [Year 13 only] Wednesday 31 August 2022 [Years 8-12]
All Pupils in School	Thursday 1 September 2022
School Development Day 1	Monday 26 September 2022 (<i>pupils do not attend</i>)
Half Term	Monday 31 October 2022-Friday 4 November 2022 (inclusive)
School Development Day 2	Friday 2 December 2022 (<i>pupils do not attend</i>)
Autumn Term ends	Tuesday 20 December 2022 at 12.00 noon
Christmas Holiday	Wednesday 21 December 2022-Tuesday 3 January 2023 (inclusive)
Spring Term	Wednesday 4 January 2023-Friday 31 March 2023 (inclusive)
School Development Day 3	Wednesday 4 January 2023 (<i>pupils do not attend</i>)
All Pupils in School	Thursday 5 January 2023
Half Term	Monday 13 February 2023-Friday 17 February 2023 (inclusive)
School Development Day 4	Friday 17 March 2023 (<i>pupils do not attend</i>)
Spring Term Ends	Friday 31 March 2023
Easter Holiday	Monday 3 April 2023-Friday 14 April 2023 (inclusive)
Summer Term	Monday 17 April 2023-Friday 30 June 2023 inclusive)
Summer Term Begins	Monday 17 April 2023
May Day Holiday	Monday 1 May 2023
School Development Day 5	Monday 29 May 2023 (<i>pupils do not attend</i>)
Summer Terms Ends	Friday 30 June 2023 at 12.00 noon

APPENDIX 16: Financial Statements: Revenue Account for the Year ended 31 March 2023

Financial Statements

Revenue Account for the Year ended 31 March 2023

	2022/23	%	2021/22	%
	£	Income	£	Income
INCOME				
Fees	736,878	10.47	704,383	9.70
LMS Delegated Budget	5,459,076	77.57	5,508,780	75.86
Additional Grant Funding	758,662	10.78	917,491	12.64
Other Income	82,800	1.18	130,642	1.80
TOTAL INCOME	<u>7,037,416</u>	<u>100.00</u>	<u>7,261,296</u>	<u>100.00</u>
EXPENDITURE				
Teaching Salary Costs	4,870,532	69.21	4,836,164	66.60
Non-Teaching Salary Costs	1,122,331	15.95	1,094,229	15.07
Total Salary Costs	<u>5,992,863</u>	<u>85.16</u>	<u>5,930,393</u>	<u>81.67</u>
Other Costs				
Curriculum	344,561	4.90	316,529	4.36
Property	636,169	9.04	544,016	7.49
Administration	260,100	3.69	299,839	4.13
TOTAL EXPENDITURE	<u>7,233,693</u>	<u>102.79</u>	<u>7,090,777</u>	<u>97.65</u>
(Deficit)/Surplus for the year	(196,277)	<u>(2.79)</u>	170,519	<u>2.35</u>
(Deficit)/Surplus for Silver Robin Restaurant	(29,897)		459	
Net (decrease)/increase in revenue reserves	<u>(226,174)</u>		<u>170,978</u>	

APPENDIX 17: Financial Statements: Balance Sheet as at 31 March 2023**Financial Statements****Balance Sheet as at 31 March 2023**

	As at 31 March 2023	As at 31 March 2022
Fixed Assets	12,930,702	12,454,808
Current Assets		
Stock	18,581	18,936
Debtors	133,260	143,913
Bank Current Account	475,549	817,207
Bank Treasury Deposit	693,508	688,650
Specified Bank Account	-	(3)
Cash on Hand	300	300
	<u>1,321,198</u>	<u>1,669,003</u>
Current Liabilities		
Creditors	(504,850)	(622,283)
	<u>(504,850)</u>	<u>(622,283)</u>
Net Current Assets	816,348	1,046,720
Total Assets Less Current Liabilities	13,747,050	13,501,528
Long Term Liabilities		
Finance Loans	(4,653)	(7,313)
Provisions for Liabilities	(116,078)	(55,705)
Net Assets	<u>13,626,319</u>	<u>13,438,510</u>
Represented By		
Unrestricted Reserves	13,476,248	13,240,021
Designated Funds	1,898	7,343
Restricted Reserves	38,158	72,665
Endowed Funds	110,015	118,481
Total Reserves	<u>13,626,319</u>	<u>13,438,510</u>