

# OTOROHANGA SOUTH SCHOOL

## ANNUAL REPORT

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### School Directory

<b>Ministry Number:</b>	1877
<b>Principal:</b>	Scott Lincoln
<b>School Address:</b>	Rangipare Street
<b>School Postal Address:</b>	2 Rangipare Street, Otorohanga, 3900
<b>School Phone:</b>	07 873 8530
<b>School Email:</b>	accounts@otosouth.school.nz

#### Members of the Board of Trustees

<b>Name</b>	<b>Position</b>	<b>How Position Gained</b>	<b>Term Expires/ Expired</b>
David Brown	Chairperson	Elected	Jun 2022
Scott Lincoln	Principal	ex Officio	
Ben Connolly	Parent Rep	Elected	Jun 2022
Kirsty Fare	Parent Rep	Elected	Jun 2022
Kerry Harty	Parent Rep	Elected	Jun 2022
Lauren King	Parent Rep	Elected	Jun 2022
Christie Millin	Staff Rep	Elected	Jun 2022

**Accountant / Service Provider:** Education Services Ltd

# OTOROHANGA SOUTH SCHOOL

Annual Report - For the year ended 31 December 2020

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# Otorohanga South School

## Statement of Responsibility

For the year ended 31 December 2020

The Board of Trustees accepts responsibility for the preparation of the annual financial statements and the judgements used in these financial statements.

The management (including the principal and others as directed by the Board) accepts responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of the school's financial reporting.

It is the opinion of the Board and management that the annual financial statements for the financial year ended 31 December 2020 fairly reflects the financial position and operations of the school.

The School's 2020 financial statements are authorised for issue by the Board.

*David John Brown*

Full Name of Board Chairperson

*Scott Raymond Lincoln*

Full Name of Principal

*[Signature]*

Signature of Board Chairperson

*[Signature]*

Signature of Principal

*28/05/2021*

Date:

*28/05/2021*

Date:

# Otorohanga South School

## Statement of Comprehensive Revenue and Expense

For the year ended 31 December 2020

	Notes	2020 Actual \$	2020 Budget (Unaudited) \$	2019 Actual \$
<b>Revenue</b>				
Government Grants	2	3,030,861	2,523,099	2,626,202
Locally Raised Funds	3	81,181	56,580	87,455
Interest income		267	-	662
		<u>3,112,309</u>	<u>2,579,679</u>	<u>2,714,319</u>
<b>Expenses</b>				
Locally Raised Funds	3	152,300	72,700	134,321
Learning Resources	4	1,964,077	1,703,221	1,783,696
Administration	5	148,957	146,493	156,949
Finance		1,447	509	3,042
Property	6	695,535	592,103	622,617
Depreciation	7	90,618	70,880	90,321
Loss on Disposal of Property, Plant and Equipment		947	-	(13,013)
		<u>3,053,881</u>	<u>2,585,906</u>	<u>2,777,933</u>
<b>Net Surplus / (Deficit) for the year</b>		58,428	(6,227)	(63,614)
Other Comprehensive Revenue and Expenses		-	-	-
<b>Total Comprehensive Revenue and Expense for the Year</b>		<u><u>58,428</u></u>	<u><u>(6,227)</u></u>	<u><u>(63,614)</u></u>

The above Statement of Comprehensive Revenue and Expense should be read in conjunction with the accompanying notes which form part of these financial statements.



**Otorohanga South School**  
**Statement of Changes in Net Assets/Equity**

For the year ended 31 December 2020

	Notes	Actual 2020 \$	Budget (Unaudited) 2020 \$	Actual 2019 \$
<b>Balance at 1 January</b>		692,043	737,639	755,657
Total comprehensive revenue and expense for the year		58,428	(6,227)	(63,614)
Capital Contributions from the Ministry of Education Contribution - Furniture and Equipment Grant		10,144	-	-
<b>Equity at 31 December</b>	22	760,615	731,412	692,043
Retained Earnings		760,615	731,412	692,043
<b>Equity at 31 December</b>		760,615	731,412	692,043

The above Statement of Changes in Net Assets/Equity should be read in conjunction with the accompanying notes which form part of these financial statements.



# Otorohanga South School Statement of Financial Position

As at 31 December 2020

		2020	2020	2019
	Notes	Actual	Budget (Unaudited)	Actual
		\$	\$	\$
<b>Current Assets</b>				
Cash and Cash Equivalents	8	369,464	273,899	176,005
Accounts Receivable	9	139,889	146,097	109,203
GST Receivable		12,482	-	19,598
Prepayments		5,048	4,027	6,370
Inventories	10	3,068	1,374	2,072
Funds owed for Capital Works Projects	16	26,777	-	63,341
		<u>556,728</u>	<u>425,397</u>	<u>376,589</u>
<b>Current Liabilities</b>				
GST Payable		-	15,278	-
Accounts Payable	12	210,578	155,651	161,453
Revenue Received in Advance	13	2,010	776	936
Provision for Cyclical Maintenance	14	40,909	3,801	16,200
Finance Lease Liability - Current Portion	15	28,261	15,470	24,678
		<u>281,758</u>	<u>190,976</u>	<u>203,267</u>
<b>Working Capital Surplus/(Deficit)</b>		<b>274,970</b>	<b>234,421</b>	<b>173,322</b>
<b>Non-current Assets</b>				
Property, Plant and Equipment	11	561,395	515,709	600,829
		<u>561,395</u>	<u>515,709</u>	<u>600,829</u>
<b>Non-current Liabilities</b>				
Provision for Cyclical Maintenance	14	15,257	-	4,545
Finance Lease Liability	15	60,493	18,718	77,563
		<u>75,750</u>	<u>18,718</u>	<u>82,108</u>
<b>Net Assets</b>		<u><u>760,615</u></u>	<u><u>731,412</u></u>	<u><u>692,043</u></u>
<b>Equity</b>		<u><u>760,615</u></u>	<u><u>731,412</u></u>	<u><u>692,043</u></u>

The above Statement of Financial Position should be read in conjunction with the accompanying notes which form part of these financial statements.



**Otorohanga South School**  
**Statement of Cash Flows**  
For the year ended 31 December 2020

		2020	2020	2019
	Note	Actual	Budget	Actual
		\$	(Unaudited)	\$
		\$	\$	\$
<b>Cash flows from Operating Activities</b>				
Government Grants		758,317	613,280	610,921
Locally Raised Funds		82,255	37,300	87,615
Goods and Services Tax (net)		7,116	-	(34,876)
Payments to Employees		(275,690)	(258,800)	(294,785)
Payments to Suppliers		(362,648)	(526,851)	(349,599)
Cyclical Maintenance Payments in the year		-	(5,000)	(17,712)
Interest Paid		(1,451)	(509)	(3,042)
Interest Received		206	-	709
Net cash from/(to) Operating Activities		208,105	(140,580)	(769)
<b>Cash flows from Investing Activities</b>				
Purchase of Property Plant & Equipment (and Intangibles)		(39,336)	(38,000)	(27,447)
Net cash from/(to) Investing Activities		(39,336)	(38,000)	(27,447)
<b>Cash flows from Financing Activities</b>				
Furniture and Equipment Grant		10,144	10,144	-
Finance Lease Payments		(23,950)	-	(20,201)
Funds Held for Capital Works Projects		38,496	-	(217,913)
Net cash from/(to) Financing Activities		24,690	10,144	(238,114)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>193,459</b>	<b>(168,436)</b>	<b>(266,330)</b>
Cash and cash equivalents at the beginning of the year	8	176,005	442,335	442,335
<b>Cash and cash equivalents at the end of the year</b>	<b>8</b>	<b>369,464</b>	<b>273,899</b>	<b>176,005</b>

The Statement of Cash Flows records only those cash flows directly within the control of the School. This means centrally funded teachers' salaries and the use of land and buildings grant and expense have been excluded.

The above Statement of Cash Flows should be read in conjunction with the accompanying notes which form part of these financial statements.



# Otorohanga South School

## Notes to the Financial Statements

### For the year ended 31 December 2020

#### 1. Statement of Accounting Policies

##### a) Reporting Entity

Otorohanga South School (the School) is a Crown entity as specified in the Crown Entities Act 2004 and a school as described in the Education and Training Act 2020. The Board of Trustees (the Board) is of the view that the School is a public benefit entity for financial reporting purposes.

##### b) Basis of Preparation

###### **Reporting Period**

The financial reports have been prepared for the period 1 January 2020 to 31 December 2020 and in accordance with the requirements of the Public Finance Act 1989.

###### **Basis of Preparation**

The financial statements have been prepared on a going concern basis, and the accounting policies have been consistently applied throughout the period.

###### **Financial Reporting Standards Applied**

The Education and Training Act 2020 requires the School, as a Crown entity, to prepare financial statements in accordance with generally accepted accounting practice. The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand, applying Public Sector Public Benefit Entity (PBE) Standards Reduced Disclosure Regime as appropriate to public benefit entities that qualify for Tier 2 reporting. The school is considered a Public Benefit Entity as it meets the criteria specified as "having a primary objective to provide goods and/or services for community or social benefit and where any equity has been provided with a view to supporting that primary objective rather than for financial return to equity holders".

###### **PBE Accounting Standards Reduced Disclosure Regime**

The School qualifies for Tier 2 as the school is not publicly accountable and is not considered large as it falls below the expenditure threshold of \$30 million per year. All relevant reduced disclosure concessions have been taken.

###### **Measurement Base**

The financial statements are prepared on the historical cost basis unless otherwise noted in a specific accounting policy.

###### **Presentation Currency**

These financial statements are presented in New Zealand dollars, rounded to the nearest dollar.

###### **Specific Accounting Policies**

The accounting policies used in the preparation of these financial statements are set out below.





### **Critical Accounting Estimates And Assumptions**

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenue and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

#### *Cyclical maintenance*

A school recognises its obligation to maintain the Ministry's buildings in a good state of repair as a provision for cyclical maintenance. This provision relates mainly to the painting of the school buildings. The estimate is based on the school's long term maintenance plan which is prepared as part of its 10 Year Property Planning process. During the year, the Board assesses the reasonableness of its 10 Year Property Plan on which the provision is based. Cyclical maintenance is disclosed at note 14.

#### *Useful lives of property, plant and equipment*

The School reviews the estimated useful lives of property, plant and equipment at the end of each reporting date. The School believes that the estimated useful lives of the property, plant and equipment as disclosed in the Significant Accounting Policies are appropriate to the nature of the property, plant and equipment at reporting date. Property, plant and equipment is disclosed at note 11.

### **Critical Judgements in applying accounting policies**

Management has exercised the following critical judgements in applying accounting policies:

#### *Classification of leases*

Determining whether a lease is a finance lease or an operating lease requires judgement as to whether the lease transfers substantially all the risks and rewards of ownership to the school. Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term, and determining an appropriate discount rate to calculate the present value of the minimum lease payments. Classification as a finance lease means the asset is recognised in the statement of financial position as property, plant, and equipment, whereas for an operating lease no such asset is recognised.

#### *Recognition of grants*

The School reviews the grants monies received at the end of each reporting period and whether any require a provision to carry forward amounts unspent. The School believes all grants received have been appropriately recognised as a liability if required. Government grants are disclosed at note 2.

## **c) Revenue Recognition**

### **Government Grants**

The school receives funding from the Ministry of Education. The following are the main types of funding that the School receives.

Operational grants are recorded as revenue when the School has the rights to the funding, which is in the year that the funding is received.

Teachers salaries grants are recorded as revenue when the School has the rights to the funding in the salary period they relate to. The grants are not received in cash by the School and are paid directly to teachers by the Ministry of Education.

Use of land and buildings grants are recorded as revenue in the period the School uses the land and buildings. These are not received in cash by the School as they equate to the deemed expense for using the land and buildings which are owned by the Crown.



**Other Grants**

Other grants are recorded as revenue when the School has the rights to the funding, unless there are unfulfilled conditions attached to the grant, in which case the amount relating to the unfulfilled conditions is recognised as a liability and released to revenue as the conditions are fulfilled.

**Donations, Gifts and Bequests**

Donations, gifts and bequests are recorded as revenue when their receipt is formally acknowledged by the School.

**Interest Revenue**

Interest Revenue earned on cash and cash equivalents and investments is recorded as revenue in the period it is earned.

**d) Use of Land and Buildings Expense**

The property from which the School operates is owned by the Crown and managed by the Ministry of Education on behalf of the Crown. The School's use of the land and buildings as occupant is based on a property occupancy document as gazetted by the Ministry. The expense is based on an assumed market rental yield on the value of land and buildings as used for rating purposes. This is a non-cash expense that is offset by a non-cash grant from the Ministry.

**e) Operating Lease Payments**

Payments made under operating leases are recognised in the Statement of Comprehensive Revenue and Expense on a straight line basis over the term of the lease.

**f) Finance Lease Payments**

Finance lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term on an effective interest basis.

**g) Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, bank balances, deposits held at call with banks, and other short term highly liquid investments with original maturities of 90 days or less, and bank overdrafts. The carrying amount of cash and cash equivalents represent fair value.

**h) Accounts Receivable**

Short-term receivables are recorded at the amount due, less an allowance for credit losses (uncollectable debts). The schools receivables are largely made up of funding from the Ministry of Education, therefore the level of uncollectable debts is not considered to be material. However, short-term receivables are written off when there is no reasonable expectation of recovery.

**i) Inventories**

Inventories are consumable items held for sale and comprise of stationery and school uniforms. They are stated at the lower of cost and net realisable value. Cost is determined on a first in, first out basis. Net realisable value is the estimated selling price in the ordinary course of activities less the estimated costs necessary to make the sale. Any write down from cost to net realisable value is recorded as an expense in the Statement of Comprehensive Revenue and Expense in the period of the write down.



## j) Investments

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

## k) Property, Plant and Equipment

Land and buildings owned by the Crown are excluded from these financial statements. The Board's use of the land and buildings as 'occupant' is based on a property occupancy document.

Improvements to buildings owned by the Crown are recorded at cost, less accumulated depreciation and impairment losses.

Property, plant and equipment are recorded at cost or, in the case of donated assets, fair value at the date of receipt, less accumulated depreciation and impairment losses. Cost or fair value as the case may be, includes those costs that relate directly to bringing the asset to the location where it will be used and making sure it is in the appropriate condition for its intended use.

Gains and losses on disposals (*i.e.* sold or given away) are determined by comparing the proceeds received with the carrying amounts (*i.e.* the book value). The gain or loss arising from the disposal of an item of property, plant and equipment is recognised in the Statement of Comprehensive Revenue and Expense.

### **Finance Leases**

A finance lease transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred. At the start of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased asset or the present value of the minimum lease payments. The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. If there is no reasonable certainty whether the school will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

### **Depreciation**

Property, plant and equipment except for library resources are depreciated over their estimated useful lives on a straight line basis. Library resources are depreciated on a diminishing value basis. Depreciation of all assets is reported in the Statement of Comprehensive Revenue and Expense.

The estimated useful lives of the assets are:

Buildings & Building Improvements	18-40 Years
Furniture and Equipment	5-15 Years
Information and Communication	5 Years
Motor Vehicles	5 Years
Library Resources	12.5% DV
Leased assets held under a Finance Lease	Term of Lease



## **I) Intangible Assets**

### *Software costs*

Computer software acquired by the School are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with subsequent maintenance or licensing of software are recognised as an expense in the Statement of Comprehensive Revenue and Expense when incurred.

Computer software that the school receives from the Ministry of Education is normally acquired through a non-exchange transaction and is not of a material amount. It's fair value can be assessed at time of acquisition if no other methods lead to a fair value determination. Computer software purchased directly from suppliers at market rates are considered exchange transactions and the fair value is the amount paid for the software.

The carrying value of software is amortised on a straight line basis over its useful life. The useful life of software is estimated as three years. The amortisation charge for each period and any impairment loss is recorded in the Statement of Comprehensive Revenue and Expense.

## **m) Impairment of property, plant, and equipment and intangible assets**

The school does not hold any cash generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

### *Non cash generating assets*

Property, plant, and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

## **n) Accounts Payable**

Accounts Payable represents liabilities for goods and services provided to the School prior to the end of the financial year which are unpaid. Accounts Payable are recorded at the amount of cash required to settle those liabilities. The amounts are unsecured and are usually paid within 30 days of recognition.

## **o) Employee Entitlements**

### *Short-term employee entitlements*

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, and also annual leave earned, by non teaching staff, to but not yet taken at balance date.

### *Long-term employee entitlements*

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

## **p) Revenue Received in Advance**

Revenue received in advance relates to fees received from students and grants received where there are unfulfilled obligations for the School to provide services in the future. The fees are recorded as revenue as the obligations are fulfilled and the fees earned.

## **q) Funds Held in Trust**

Funds are held in trust where they have been received by the School for a specified purpose, or are being held on behalf of a third party and these transactions are not recorded in the Statement of Revenue and Expense.

The School holds sufficient funds to enable the funds to be used for their intended purpose at any time.

## **r) Shared Funds**

Shared Funds are held on behalf of a cluster of participating schools as agreed with the Ministry of Education. The cluster of schools operate activities outside of the School's control. These amounts are not recorded in the Statement of Revenue and Expense. The School holds sufficient funds to enable the funds to be used for their intended purpose.

## **s) Provision for Cyclical Maintenance**

The property from which the School operates is owned by the Crown, and is vested in the Ministry. The Ministry has gazetted a property occupancy document that sets out the Board's property maintenance responsibilities. The Board is responsible for maintaining the land, buildings and other facilities on the School site in a state of good order and repair.

Cyclical maintenance, which involves painting the interior and exterior of the School, makes up the most significant part of the Board's responsibilities outside day-to-day maintenance. The provision for cyclical maintenance represents the obligation the Board has to the Ministry and is based on the Board's ten year property plan (10YPP).

## **t) Financial Instruments**

The School's financial assets comprise cash and cash equivalents, accounts receivable, and investments. All of these financial assets are categorised as 'financial assets measured at amortised cost' for accounting purposes in accordance with financial reporting standards.

Investments that are shares are categorised as 'financial assets at fair value through other comprehensive revenue and expense' for accounting purposes in accordance with financial reporting standards.

The School's financial liabilities comprise accounts payable, and finance lease liability. All of these financial liabilities are categorised as 'financial liabilities measured at amortised cost' for accounting purposes in accordance with financial reporting standards.



**v) Goods and Services Tax (GST)**

The financial statements have been prepared on a GST exclusive basis, with the exception of accounts receivable and accounts payable which are stated as GST inclusive.

The net amount of GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statements of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

**w) Budget Figures**

The budget figures are extracted from the School budget that was approved by the Board.

**x) Services received in-kind**

From time to time the School receives services in-kind, including the time of volunteers. The School has elected not to recognise services received in kind in the Statement of Comprehensive Revenue and Expense.



## 2. Government Grants

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Operational Grants	647,549	560,000	492,644
Teachers' Salaries Grants	1,782,868	1,491,721	1,590,543
Use of Land and Buildings Grants	481,152	418,098	461,106
Resource Teachers Learning and Behaviour Grants	1,390	-	2,234
Other MoE Grants	117,902	53,280	79,675
	<u>3,030,861</u>	<u>2,523,099</u>	<u>2,626,202</u>

The school has opted in to the donations scheme for this year. Total amount received was \$46,200.

Other MOE Grants total includes additional COVID-19 funding totalling \$15,630 for the year ended 31 December 2020.

## 3. Locally Raised Funds

Local funds raised within the School's community are made up of:

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
<b>Revenue</b>			
Donations	21,975	1,000	9,927
Activities	26,856	37,080	52,389
Trading	400	500	764
Fundraising	31,950	18,000	24,375
	<u>81,181</u>	<u>56,580</u>	<u>87,455</u>
<b>Expenses</b>			
Activities	138,863	72,200	121,885
Trading	89	500	392
Fundraising (Costs of Raising Funds)	13,348	-	12,044
	<u>152,300</u>	<u>72,700</u>	<u>134,321</u>
<i>Surplus/(Deficit) for the year Locally raised funds</i>	<u>(71,119)</u>	<u>(16,120)</u>	<u>(46,866)</u>

## 4. Learning Resources

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Curricular	35,074	19,200	12,638
Library Resources	1,119	2,750	2,638
Employee Benefits - Salaries	1,882,775	1,591,721	1,717,282
Staff Development	9,865	16,500	15,346
Consumables	10,792	40,300	9,552
Special Needs Classroom	1,369	1,000	1,411
ICT	4,256	8,500	5,889
Arts	6,080	7,250	6,193
English	8,186	10,000	8,590
Maths	4,561	6,000	4,157
	<u>1,964,077</u>	<u>1,703,221</u>	<u>1,783,696</u>



## 5. Administration

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Audit Fee	5,193	5,193	5,166
Board of Trustees Fees	3,640	5,000	2,870
Board of Trustees Expenses	1,099	4,000	6,533
Communication	5,325	5,200	5,666
Consumables	5,628	16,500	19,454
Operating Lease	6,040	1,000	1,360
Other	21,892	22,800	25,347
Employee Benefits - Salaries	80,260	69,800	72,323
Insurance	3,933	1,000	3,583
Service Providers, Contractors and Consultancy	15,947	16,000	14,647
	<u>148,957</u>	<u>146,493</u>	<u>156,949</u>

## 6. Property

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Caretaking and Cleaning Consumables	19,611	16,700	16,570
Cyclical Maintenance Expense	35,421	4,055	1,966
Grounds	2,891	11,750	4,869
Heat, Light and Water	22,066	24,500	25,713
Rates	4,998	2,500	1,631
Repairs and Maintenance	12,997	25,500	16,354
Use of Land and Buildings	481,152	418,098	461,106
Security	36	-	-
Employee Benefits - Salaries	116,363	89,000	94,408
	<u>695,535</u>	<u>592,103</u>	<u>622,617</u>

## 7. Depreciation

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Buildings	6,858	-	-
Building Improvements	12,671	-	-
Furniture and Equipment	15,638	21,646	27,582
Information and Communication Technology	21,749	22,936	29,227
Motor Vehicles	2,590	1,418	1,807
Leased Assets	27,773	23,708	30,211
Library Resources	3,339	1,172	1,494
	<u>90,618</u>	<u>70,880</u>	<u>90,321</u>





## 8. Cash and Cash Equivalents

	2020 Actual \$	2020 Budget (Unaudited) \$	2019 Actual \$
Bank Current Account	196,618	(118,695)	3,253
Bank Call Account	172,846	392,594	172,752
Cash and cash equivalents for Statement of Cash Flows	<u>369,464</u>	<u>273,899</u>	<u>176,005</u>

The carrying value of short-term deposits with original maturity dates of 90 days or less approximates their fair value.

## 9. Accounts Receivable

	2020 Actual \$	2020 Budget (Unaudited) \$	2019 Actual \$
Banking Staffing Underuse	-	45,418	-
Interest Receivable	61	47	-
Teacher Salaries Grant Receivable	139,828	100,632	109,203
	<u>139,889</u>	<u>146,097</u>	<u>109,203</u>
Receivables from Exchange Transactions	61	47	-
Receivables from Non-Exchange Transactions	139,828	146,050	109,203
	<u>139,889</u>	<u>146,097</u>	<u>109,203</u>

## 10. Inventories

	2020 Actual \$	2020 Budget (Unaudited) \$	2019 Actual \$
School Clothing	3,068	1,374	2,072
	<u>3,068</u>	<u>1,374</u>	<u>2,072</u>

## 11. Property, Plant and Equipment

	Opening Balance (NBV) \$	Additions \$	Disposals \$	Impairment \$	Depreciation \$	Total (NBV) \$
<b>2020</b>						
Buildings	154,355	-	-	-	(6,858)	147,498
Building Improvements	154,405	-	-	-	(12,671)	141,734
Furniture and Equipment	118,469	14,334	-	-	(15,638)	67,468
Information and Communication Technology	355,416	20,986	(947)	-	(21,749)	87,831
Motor Vehicles	9,858	-	-	-	(2,590)	5,745
Leased Assets	106,547	13,241	(147)	-	(27,773)	91,868
Library Resources	10,539	3,715	-	-	(3,339)	19,251
<b>Balance at 31 December 2020</b>	<u>909,589</u>	<u>52,276</u>	<u>(1,094)</u>	<u>-</u>	<u>(90,618)</u>	<u>561,395</u>

The net carrying value of equipment held under a finance lease is \$91,868 (2019: \$106,547)



	<b>Cost or Valuation</b>	<b>Accumulated Depreciation</b>	<b>Net Book Value</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2020</b>			
Buildings	274,300	(126,802)	<b>147,498</b>
Building Improvements	282,817	(141,083)	<b>141,734</b>
Furniture and Equipment	326,643	(259,175)	<b>67,468</b>
Information and Communication Technology	228,856	(141,025)	<b>87,831</b>
Motor Vehicles	17,585	(11,840)	<b>5,745</b>
Leased Assets	133,129	(41,261)	<b>91,868</b>
Library Resources	34,747	(15,496)	<b>19,251</b>
<b>Balance at 31 December 2020</b>	<b>1,298,077</b>	<b>(736,682)</b>	<b>561,395</b>

	Opening Balance (NBV)	Additions	Disposals	Impairment	Depreciation	Total (NBV)
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2019</b>						
Furniture and Equipment	139,855	6,195	-	-	(27,582)	<b>118,469</b>
Information and Communication Technology	368,134	16,509	-	-	(29,227)	<b>355,416</b>
Motor Vehicles	11,666	-	-	-	(1,807)	<b>9,858</b>
Leased Assets	32,135	112,871	(8,248)	-	(30,211)	<b>106,547</b>
Library Resources	6,990	5,043	-	-	(1,494)	<b>10,539</b>
<b>Balance at 31 December 2019</b>	<b>558,780</b>	<b>140,618</b>	<b>(8,248)</b>	<b>-</b>	<b>(90,321)</b>	<b>600,829</b>

The net carrying value of equipment held under a finance lease is \$106,547 (2018: \$32,135)

	<b>Cost or Valuation</b>	<b>Accumulated Depreciation</b>	<b>Net Book Value</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2019</b>			
Furniture and Equipment	515,702	(397,233)	<b>118,469</b>
Information and Communication Technology	635,596	(280,180)	<b>355,416</b>
Motor Vehicles	23,396	(13,538)	<b>9,858</b>
Leased Assets	119,888	(13,341)	<b>106,547</b>
Library Resources	13,222	(2,683)	<b>10,539</b>
<b>Balance at 31 December 2019</b>	<b>1,307,804</b>	<b>(706,975)</b>	<b>600,829</b>

## 12. Accounts Payable

	<b>2020 Actual</b>	<b>2020 Budget (Unaudited)</b>	<b>2019 Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Operating Creditors	24,737	28,211	26,233
Accruals	3,462	3,140	3,362
Capital Accruals for PPE items	-	-	300
Employee Entitlements - Salaries	139,828	100,632	109,203
Employee Entitlements - Leave Accrual	42,551	23,668	22,355
	<b>210,578</b>	<b>155,651</b>	<b>161,453</b>
Payables for Exchange Transactions	210,578	155,651	161,453
Payables for Non-exchange Transactions - Taxes Payable (PAYE and Rates)	-	-	-
Payables for Non-exchange Transactions - Other	-	-	-
	<b>210,578</b>	<b>155,651</b>	<b>161,453</b>

The carrying value of payables approximates their fair value.



### 13. Revenue Received in Advance

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Income in Advance	2,010	776	936
	<u>2,010</u>	<u>776</u>	<u>936</u>

### 14. Provision for Cyclical Maintenance

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Provision at the Start of the Year	20,745	(254)	36,491
Increase to the Provision During the Year	7,672	4,055	1,966
Adjustment to the Provision	27,749	-	-
Use of the Provision During the Year	-	-	(17,712)
Provision at the End of the Year	<u>56,166</u>	<u>3,801</u>	<u>20,745</u>
Cyclical Maintenance - Current	40,909	3,801	16,200
Cyclical Maintenance - Term	15,257	-	4,545
	<u>56,166</u>	<u>3,801</u>	<u>20,745</u>

### 15. Finance Lease Liability

The School has entered into a number of finance lease agreements for computers and other ICT equipment. Minimum lease payments payable:

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
No Later than One Year	29,348	15,470	25,969
Later than One Year and no Later than Five Years	60,999	18,718	78,195
	<u>90,347</u>	<u>34,188</u>	<u>104,164</u>



## 16. Funds Owed (Held) for Capital Works Projects

During the year the School received and applied funding from the Ministry of Education for the following capital works projects:

	2020	Opening Balances	Receipts from MoE	Payments	BOT Contribution/ (Write-off to R&M)	Closing Balances
		\$	\$	\$		\$
LSC B Block Upgrade	<i>completed</i>	-	40,297	(40,297)	-	-
5YA	<i>in progress</i>	-	-	(5,640)	-	5,640
10YPP	<i>in progress</i>	-	-	(600)	-	600
B Block Toilet Upgrade	<i>completed</i>	42,804	42,424	380	-	-
B Block Re-Roof	<i>in progress</i>	10,554	-	-	-	10,554
Room 12 Flood	<i>in progress</i>	9,983	-	-	-	9,983
<b>Totals</b>		<b>63,341</b>	<b>82,721</b>	<b>(46,157)</b>	<b>-</b>	<b>26,777</b>

### Represented by:

Funds Held on Behalf of the Ministry of Education

Funds Due from the Ministry of Education

-

26,777

26,777

	2019	Opening Balances	Receipts from MoE	Payments	BOT Contribution/ (Write-off to R&M)	Closing Balances
		\$	\$	\$		\$
B Block Toilet Upgrade	<i>in progress</i>	(143,820)	-	(186,624)	-	42,804
B Block Re-Roof	<i>in progress</i>	(10,752)	(13,412)	(7,894)	-	10,554
Room 12 Flood	<i>in progress</i>	-	2,000	(11,983)	-	9,983
<b>Totals</b>		<b>(154,572)</b>	<b>(11,412)</b>	<b>(206,501)</b>	<b>-</b>	<b>63,341</b>

## 17. Related Party Transactions

The School is a controlled entity of the Crown, and the Crown provides the major source of revenue to the school. The school enters into transactions with other entities also controlled by the Crown, such as government departments, state-owned enterprises and other Crown entities. Transactions with these entities are not disclosed as they occur on terms and conditions no more or less favourable than those that it is reasonable to expect the school would have adopted if dealing with that entity at arm's length.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and condition no more or less favourable than those that it is reasonable to expect the school would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.



## 18. Remuneration

### Key management personnel compensation

Key management personnel of the School include all trustees of the Board, Principal, Deputy Principals and Heads of Departments.

	<b>2020 Actual \$</b>	<b>2019 Actual \$</b>
<i>Board Members</i>		
Remuneration	3,640	2,870
Full-time equivalent members	0.39	0.11
<i>Leadership Team</i>		
Remuneration	702,744	684,139
Full-time equivalent members	7.00	7.04
Total key management personnel remuneration	706,384	687,009
Total full-time equivalent personnel	7.39	7.15

The full time equivalent for Board members has been determined based on attendance at Board meetings, Committee meetings and for other obligations of the Board, such as stand downs and suspensions, plus the estimated time for Board members to prepare for meetings.

### Principal

The total value of remuneration paid or payable to the Principal was in the following bands:

	<b>2020 Actual \$000</b>	<b>2019 Actual \$000</b>
Salaries and Other Short-term Employee Benefits:		
Principal A		
Salary and Other Payments	150 - 160	70 - 80
Benefits and Other Emoluments	4 - 5	1 - 2
Termination Benefits	-	-
Principal B		
Salary and Other Payments	-	70 - 80
Benefits and Other Emoluments	-	2 - 3
Termination Benefits	-	-

### Other Employees

The number of other employees with remuneration greater than \$100,000 was in the following bands:

<b>Remuneration \$000</b>	<b>2020 FTE Number</b>	<b>2019 FTE Number</b>
100 - 110	2.00	-
	2.00	0.00

The disclosure for 'Other Employees' does not include remuneration of the Principal.

## 19. Compensation and Other Benefits Upon Leaving

The total value of compensation or other benefits paid or payable to persons who ceased to be trustees, committee member, or employees during the financial year in relation to that cessation and number of persons to whom all or part of that total was payable was as follows:

	<b>2020 Actual</b>	<b>2019 Actual</b>
Total	-	-
Number of People	-	-



## 20. Contingencies

There are no contingent liabilities (except as noted below) and no contingent assets as at 31 December 2020 (Contingent liabilities and assets at 31 December 2019: nil).

### Holidays Act Compliance – schools payroll

The Ministry of Education performs payroll processing and payments on behalf of school boards of trustees, through payroll service provider Education Payroll Limited.

The Ministry's review of the schools sector payroll to ensure compliance with the Holidays Act 2003 is ongoing. The current phase of this review is to design potential solutions for any compliance breaches discovered in the initial phase of the Programme. Final calculations and potential impact on any specific individual will not be known until further detailed analysis and solutions have been completed.

To the extent that any obligation cannot reasonably be quantified at 31 December 2020, a contingent liability for the school may exist.

## 21. Commitments

### (a) Capital Commitments

There are no capital commitments as at 31 December 2020 (Capital commitments at 31 December 2019: nil).

### (b) Operating Commitments

There are no operating commitments as at 31 December 2020 (Operating commitments at 31 December 2019: nil).

## 22. Managing Capital

The School's capital is its equity and comprises capital contributions from the Ministry of Education for property, plant and equipment and accumulated surpluses and deficits. The School does not actively manage capital but attempts to ensure that income exceeds spending in most years. Although deficits can arise as planned in particular years, they are offset by planned surpluses in previous years or ensuing years.



### 23. Financial Instruments

The carrying amount of financial assets and liabilities in each of the financial instrument categories are as follows:

#### Financial assets measured at amortised cost

	2020	2020	2019
	Actual	Budget	Actual
	\$	(Unaudited)	\$
Cash and Cash Equivalents	369,464	273,899	176,005
Receivables	139,889	146,097	109,203
Total Financial assets measured at amortised cost	<u>509,353</u>	<u>419,996</u>	<u>285,208</u>

#### Financial liabilities measured at amortised cost

Payables	210,578	155,651	161,453
Borrowings - Loans	-	-	-
Finance Leases	88,754	34,188	102,241
Total Financial Liabilities Measured at Amortised Cost	<u>299,332</u>	<u>189,839</u>	<u>263,694</u>

### 24. Events After Balance Date

There were no significant events after the balance date that impact these financial statements.

### 25. Comparatives

There have been a number of prior period comparatives which have been reclassified to make disclosure consistent with the current year.



**INDEPENDENT AUDITOR'S REPORT****TO THE READERS OF OTOROHANGA SOUTH SCHOOL'S FINANCIAL  
STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020**

The Auditor-General is the auditor of Otorohanga South School (the School). The Auditor-General has appointed me, Kurt Sherlock, using the staff and resources of Crowe New Zealand Audit Partnership, to carry out the audit of the financial statements of the School on his behalf.

**Opinion**

We have audited the financial statements of the School on pages 2 to 21, that comprise the Statement of Financial Position as at 31 December 2020, the Statement of Comprehensive Revenue and Expense, Statement of Changes in Net Assets/Equity and Statement of cash flows for the year ended on that date, and the notes to the financial statements that include accounting policies and other explanatory information.

In our opinion the financial statements of the School:

- present fairly, in all material respects:
  - its financial position as at 31 December 2020; and
  - its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Sector – Public Benefit Entity Standards Reduced Disclosure Regime.

Our audit was completed on 1 June 2021. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements, we comment on other information, and we explain our independence.

**Basis of opinion**

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.*

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*Services are provided by Crowe New Zealand Audit Partnership an affiliate of Findex (Aust) Pty Ltd.*

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## **Responsibilities of the Board for the financial statements**

The Board is responsible on behalf of the School for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Trustees is responsible for such internal control as it determines is necessary to enable it to prepare financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible on behalf of the School for assessing the School's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to close or merge the School, or there is no realistic alternative but to do so.

The Board's responsibilities, in terms of the requirements of the Education and Training Act 2020, arise from section 87 of the Education Act 1989.

## **Responsibilities of the auditor for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements.

For the budget information reported in the financial statements, our procedures were limited to checking that the information agreed to the School's approved budget.

We did not evaluate the security and controls over the electronic publication of the financial statements.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the School's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the School to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We assess the risk of material misstatement arising from the Novopay payroll system, which may still contain errors. As a result, we carried out procedures to minimise the risk of material errors arising from the system that, in our judgement, would likely influence readers' overall understanding of the financial statements.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

### **Other information**

The Board is responsible for the other information. The other information comprises the Analysis of Variance Report and Kiwisport Report, but does not include the financial statements, and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Independence**

We are independent of the School in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the School.



Kurt Sherlock  
Crowe New Zealand Audit Partnership  
On behalf of the Auditor-General  
Hamilton, New Zealand

## Otorohanga South School

### Kiwisport

Kiwisport is a Government funding initiative to support students' participation in organised sport. In 2020, the school received total Kiwisport funding of \$4,795 (excluding GST). The funding was spent on sporting endeavours.

# Analysis of Variance Reporting



<b>School Name:</b>	Otorohanga South School	<b>School Number:</b>	1877
<b>Strategic Aim:</b>	<ul style="list-style-type: none"> <li>All students are successfully able to access the New Zealand Curriculum as life long learners evidenced by achievement at their curriculum level.</li> <li>Improve Maori student engagement and success through the Maori Student Achievement Plan and achievement targets.</li> </ul>		
<b>Annual Aim:</b>	Annual Aim 1: Improving Student Achievement Annual Aim 3: Improving Maori Student Achievement		
<b>Target:</b>	<ol style="list-style-type: none"> <li>To have 61 students reading at New Zealand Curriculum expectation by 2020 end of year.               <ul style="list-style-type: none"> <li>29 Maori students – 14 female, 15 male</li> <li>21 NZE - 1 female, 10 male</li> <li>11 Other – 6 female, 5 male</li> </ul> </li> </ol>		
<b>Baseline Data:</b>	At the end of 2019 our overall reading achievement had continued to decline. 191/307 (62%) of our students were at/above end of year expectation, while 63/126 (50%) of Maori students were at/above. Our main areas of concern were across our cohorts. Noticeable declines were: <ul style="list-style-type: none"> <li>10% decline in Year 7 from Year 6</li> <li>11% decline in Year 6 from Year 5</li> <li>20% decline in Year 8 Maori students from Year 7</li> <li>'At risk' cohorts – Yr 2 – 57%, Yr 5 - 58%, Yr 6 – 47%, Yr 7 – 60%</li> </ul>		

<b>Actions</b> <i>What did we do?</i>	<b>Outcomes</b> <i>What happened?</i>	<b>Reasons for the variance</b> <i>Why did it happen?</i>	<b>Evaluation</b> <i>Where to next? Planning for next year?</i>
<ul style="list-style-type: none"> <li>Teams ran collaborative TAI focusing on reading target students to support each other, looking for trends and opportunities</li> <li>Trialled mixed-ability grouping so that all students are exposed to curriculum alongside others more capable.</li> <li>Provided extra learning support to students in need.               <ul style="list-style-type: none"> <li>Rainbow Reading</li> <li>STEPS</li> <li>Talk to Learn</li> <li>1:1</li> <li>Small groups</li> </ul> </li> <li>Teachers collaborating with each other, sharing current practices and modifying where possible.</li> <li>Review of curriculum documents and review of teacher expectations – ensure consistency.</li> <li>Made referrals to RTLIT when required.</li> <li>Tried to acquire PLD</li> <li>Check moderation and assessment practices and began constructing local curriculum documents.</li> </ul>	<p><b>Target Result:</b></p> <p><i>Overall we had 20/54 (37%) of target students meet the end of year expectation</i></p> <p>(Seven students who were in the identified initially as target students left during 2020.)</p> <p><i>We had 9/27 (33%) of Maori students meet the end of year expectation</i></p> <ul style="list-style-type: none"> <li>5/14 Boys succeeded</li> <li>4/13 Girls succeeded</li> </ul> <p><i>We had 8/20 (40%) of NZE students meet the end of year expectation</i></p> <ul style="list-style-type: none"> <li>6/10 Boys succeeded</li> <li>2/10 Girls succeeded</li> </ul> <p><i>We had 3/7 (43%) of 'Other' students meet the end of year expectation</i></p> <ul style="list-style-type: none"> <li>1/2 Boys succeeded</li> <li>2/5 Girls succeeded</li> </ul>	<p>In class support provided to students, targeted teacher aide time for students with the most need.</p> <p><i>Covid-19 disrupted structured learning in a variety of ways:</i></p> <ul style="list-style-type: none"> <li>Poor attendance</li> <li>Anxiety at school and home</li> <li>Parents off-site</li> <li>Restriction on books going home- returning to school</li> <li>Physical distancing during early level 2 as staff were cautious working with students</li> </ul> <p>Lack of learning engagement with senior students.</p> <p>SEA results show a general lack in readiness for school.</p>	<p>Areas of work for 2021 include:</p> <ul style="list-style-type: none"> <li>Altering our pedagogy to include structured Literacy practices. Accessing PLD through Talktree.</li> <li>Using <i>The Code</i> as a scope and sequence for explicit teaching of letter sounds/ blends etc.</li> <li>Use of decodable books - especially if very limited progress is made for reading during the first year at school</li> <li>Reviewing reading pedagogy, the way we teach, when we teach, how often we teach and the impact it is having. Complete reading survey for staff.               <ul style="list-style-type: none"> <li>Regular instructional reading time etc...</li> </ul> </li> <li>Our consistency in our judgements (moderation), so that our teachers are explicitly aware of what: above, at and below are.</li> <li>Evaluate teacher aide time and programmes</li> <li>Embed PB4L schoolwide programme, to define school expectation, values and engagement.</li> <li>Improve low parental involvement and engagement</li> <li>Discuss the SEA report and analysis at SLT and syndicate meeting at the SOY to consider the implications of the report with reference to their own teaching practice.</li> <li>Oral language has been identified as the single biggest factor contributing to literacy success or failure (the data supports this). So careful consideration needs to be taken around the programmes that our students are on next year and the progression of these programmes.</li> </ul>