

Company Registration Number: 7700728

The Westwood Academy (Coventry)

(A Company Limited by Guarantee)

Annual Report and Financial Statements

Year ended 31 August 2016

The Westwood Academy (Coventry)
Registered Office
Mitchell Avenue, Coventry, CV4 8DY



The Westwood Academy (Coventry)

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Reference and Administrative Details

Governors (Trustees)	<p>Paul Harris – Chair of Trustees*</p> <p>Kate Hughes – Vice Chair of Trustees</p> <p>Steve Allcock* - resigned 16.6.2016</p> <p>Stuart Beamish*</p> <p>Jane Benton* (Principal and Accounting Officer)</p> <p>Benjamin Brereton</p> <p>Gill Brown</p> <p>James Hinde</p> <p>Clr Marcus Lapsa</p> <p>Emma Sharp*</p> <p>Peter Shearing</p> <p>Satwinder Toor*</p> <p>Kim Tucker – resigned 13.01.2016</p> <p>Martin Vickery</p> <p>* members of the Resources Committee</p>
Responsible Officer	Moore Stephens LLP
Company Secretary	Sheena Hodgson
Senior Leadership Team:	
Head Teacher	Jane Benton
Deputy Head Teacher	Michael Irvine
Assistant Head Teacher	Helen Dalglish
Assistant Head Teacher	Helen Lawrence
Strategic Director	Sheena Hodgson
School Business Manager	Colin Atkins
Company Name	The Westwood Academy (Coventry)
Registered Office	<p>Mitchell Avenue</p> <p>Coventry</p> <p>West Midlands, CV4 8DY</p>
Company Registration Number	7700728 (England and Wales)
Independent Auditor	<p>Moore Stephens LLP</p> <p>35 Calthorpe Road</p> <p>Edgbaston</p> <p>Birmingham. B15 1TS</p>
Bankers	<p>Lloyds Bank plc</p> <p>PO Box 1000</p> <p>Andover. BX1 1LT</p>
Solicitors	<p>Browne Jacobson</p> <p>Victoria Square House</p> <p>Victoria Square</p> <p>Birmingham</p> <p>B2 4BU</p>
Insurance Brokers: Insurance & Loss Control	<p>Solihull MBC, Insurance & Loss Control</p> <p>PO Box 9, Council House</p> <p>Solihull, B91 9Q</p>



The Westwood Academy (Coventry)

The Governors (Trustees) present their annual report together with the audited financial statements and auditors' report of the charitable company for the period ended 31 August 2016. The financial statements have been prepared in accordance with the Charities SORP 2005, the Companies Act 2006 and the requirements of the Charity's governing document. The trust operates an academy for pupils aged 11 to 19 serving a catchment in the South West of the city of Coventry. The academy currently has 570 pupils on roll and has a capacity intake of 806 pupils.

Structure, Governance and Management

The original charity, The Westwood School Trust, was incorporated on 6 October 2008, as a company limited by guarantee and an educational charity, becoming an academy trust incorporated on 11 July 2011. The trade and assets of the former trust were officially transferred on 1 August 2011, when the new company effectively carried on the educational activities of the former charity. The Academy commenced its first full academic year on 1 September 2011.

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The Charitable Company's memorandum and articles of association, dated 11 July 2011 are the primary governing documents of the academy trust.

The Governors act as the trustees for the charitable activities of The Westwood Academy Trust Limited and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as The Westwood Academy or The Westwood Academy (Coventry).

Details of the Governors who served throughout the period except as noted are included in the Reference and Administrative Details on page 3.

Members' Liability

The liability of the members of the Charitable Company is limited. Each member of the Charitable Company undertakes to contribute to the assets of the Charitable Company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

Governors' Indemnities

Subject to the provisions of the Companies Act 2006, every Governor or other officer or auditor of the Academy shall be indemnified out of the assets of the Academy against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy.

Method of Recruitment and Appointment or Election of Governors

The management of the Academy is the responsibility of the Governors who are elected and co-opted under the terms of the Academy deed. The Governors are directors of the charitable company for the purposes of the Companies Act 2006 and trustees for the purposes of the charity legislation.

Principle Activities

The Academy's object, as set out in its articles of association, is specifically restricted to the advancement of education for the public benefit, in particular, but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school, offering a broad and balanced curriculum.



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Governors' Report (continued)

The term of office for any Governor shall be four years, save that this time limit shall not apply to the Principal. Subject to remaining eligible to be a particular type of Governor any Governor may be reappointed or re-elected. Where required the Governing Body will hold Governor Elections e.g. for parent Trustees, the rules governing any election are as laid out in the term of office documentation and as directed by statute. The Trustees who were in office at 31 August 2016 and who served during the year are listed on page 3.

Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new and existing Trustees will depend on their existing experience. Where necessary induction will include training on educational, legal and financial matters. All new Trustees will be given the opportunity for a detailed tour of the Academy, have the chance to meet with staff and pupils and are provided with copies of key documents, such as policies, procedures, accounts, budgets, plans and other such documents as required for them to undertake their role as Trustees. As there is expected to be only a small number of new Trustees a year, induction will be carried out informally and will be tailored specifically to the individual. Training provided by the Coventry Governor Support Unit can also be accessed as required by any governor, as can the online GEL training facility; additionally the school also holds a subscription to 'The Key' – an online resource available to all staff and Governors. The Academy Trust will also procure professional training services as and when required, for example Governors have received training on the legal aspects of governance, planning and decision making in an educational context, planning for Ofsted and additional and in depth Safeguarding training.

The Chair of Trustees will oversee the training of all Trustees and will provide a training schedule and agree Link Trustees for individual academy faculties or specific areas of administration as required.

Organisational Structure

The new Academy was set up with a management structure to support the Education Brief. The Academy's organisational structure consists of three levels: the Trustees, the Strategic (core) Leadership Team and the Extended Leadership Team.

The Trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring its financial and operational performance and making strategic decisions about the direction of the Academy, approving major items of expenditure and making senior staff appointments, such as Head Teacher (Principal, Deputy Head Teacher and other such senior posts).

For the period from August 2011 to date the Governing Body have operated a committee structure reporting into the main Governing Body, those committees include:

Finance and Resources: Committee; to include Audit and Risk Committee, Estate and Buildings, Personnel sub Committee, Personnel Disciplinary;

Performance and Standards: Committee; to include aspects of capability, performance and pupil needs.

During the course of the 2015/16 academic year the full Governing Body formally met 4 times: 1 October 2015, 3 December 2015, 10 March 2016, and 16 June 2016. An additional extraordinary full governors meeting was held on 17 February 2016.

The Trustees have approved a scheme of financial delegation which clearly sets out the level of financial authority delegated to the Principal and members of the Leadership Team. The Leadership Team control the Academy at an executive level, implement the policies laid down by the Trustees and report back to them. The Leadership Team is led by the Principal and Accounting Officer Jane Benton, who was newly appointed to the post of Head Teacher, effective 1 September 2015, although she has been a member of the school Leadership Team since April 2009, as both Assistant Head Teacher and then, from August 2011 as Deputy Head Teacher. The outgoing Head Teacher, Roger Whittall has been retained on a consultancy basis to undertake educational projects as requested by the new Head Teacher and to run Westwood's highly successful Partnership Plus network, a flagship teaching and learning collaboration programme. This temporary contract ceased on 31 August 2016.



The Westwood Academy (Coventry)

Governors' Report (continued)

Members of the Leadership Team are responsible for developing and implementing Academy plans which seek to deliver the best possible education for its pupils within the agreed budget and scheme of delegation approved by Trustees. Details of members of the Leadership Team are set out on page 3.

The Strategic Leadership Team includes the Head Teacher, the Deputy Head Teacher, three Assistant Head Teachers, the Strategic Director and the School Business Manager. The role of lead for teaching and learning was taken up by the filling of the vacant post of Deputy Head Teacher, effective September 2015. The role of Lead Practitioner with some responsibility for Teaching and Learning was co-opted onto the core leadership team to assist with the implementation of the schools policies on teaching and learning, professional development and aspects of academic rigour, e.g. marking.

September 2015 also saw the introduction of an 'Extended Leadership team' which combines newly created temporary leadership roles which provide both an enhancement to the career progression of staff and a wider pool of expertise with which to undertake some additional aspirational functions, e.g. Marketing and communication, High Attaining Pupils (our Swift Academy), community engagement etc. Posts of subject and pastoral leads are invited to attend the core Leadership Team as required on a weekly or ad hoc basis.

Arrangements for setting pay and remuneration of key management personnel

The arrangements for pay and remuneration for key management personnel are agreed by Governors as detailed in the Academy's annually updated pay policy. The Head Teacher is responsible for recommending to trustees performance pay for all members of staff including the schools Leadership Team. Her recommendations are developed as a result of rigorous adherence to the Performance Management Review (PMR) process, the annually agreed guidelines approved within the Pay Policy, achievement and exceeding of forensically set targets. Additionally the outcomes for pupils across all key stages combined with an awareness of available resources funds any pay award. For teaching staff the PMR process is completed annually by the close of the first half of the autumn term and Head Teacher recommendations are then passed to Governors for approval in the annual personnel sub-committee meeting, usually held during November. For support staff this process is completed annually by February for approval by April.

Trustees undertake their own annual PMR appraisal for the Head Teacher and are supported by an independent school improvement advisor who advises, guides and assists with the setting of aspirational targets and goals. The independent advisor also provides a written report to trustees at both the start to the academic year and the accomplishment of that year's targets.

For all staff, including key personnel Trustees adhere to national pay recommendations for both teaching and support staff and all are remunerated where appropriate on an individual basis and not by designation or departments.

Related Parties and other Connected Charities and Organisations

Although not officially connected to any other organisation The Westwood Academy works with other academies as indicated in the original academy application, those organisations being specifically The Woodlands and Tile Hill Wood Academies in Coventry.

The academy is not sponsored in any way but has a trustee from The University of Warwick and other national companies, for example Jaguar Land Rover. The Academy maintains a shared lease arrangement with the Xcel Leisure Centre, now owned by the Coventry Sports Foundation and built on land gifted by the school, for shared use of external sports pitches and some sports accommodation. This arrangement was put in place when the academy was a former local authority school and continues in perpetuity.

The WMG Academy, located to the north of Westwood's own buildings on land leased by Westwood, has been open since September 2014 and the two academies share dining and sports facilities. Westwood manages and operates both facilities and invoices the other school for any related or shared expenditure.



The Westwood Academy (Coventry)

Governors' Report (continued)

Objectives and Activities

The Academy's primary objective is set out in its Articles of Association and already referred to on page 4. In summary it is to establish, maintain, manage and develop an inclusive independent school offering a broad and balanced curriculum with strong emphasis on, but not limited to, English, Mathematics and Science. It seeks to deliver this objective through The Westwood Academy, which was formed out of the former Westwood Academy Trust School and prior to that The Westwood School (from 2005 – 2008) and Alderman Callow Community School (from 1974 – 2005).

In accordance with the Articles of Association the Academy has adopted a Funding Agreement approved by the Secretary of State for Education. The Funding Agreement specifies, amongst other things, the basis for admitting students to the Academy, the appropriate catchment area from which students are drawn, and that the curriculum should comply with the substance of the National Curriculum with an emphasis on English, Mathematics and Science, Humanities and Modern Foreign Languages which comprise the English Baccalaureate (EBacc).

The Academy's re-written Strategic Plan (2015 – 2020) contains the vision and fresh direction for the school under the leadership of the new Head Teacher.

Objects and Aims

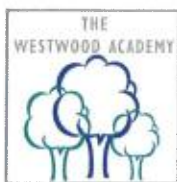
The academy seeks to be at the heart of its community, promoting community cohesion and the sharing of facilities with other schools and the wider community. We believe that our pupils are entitled to the very best that we can offer them. We believe in hard work and encouraging achievement of all kinds. Our approach is founded on partnership between parents, school and pupils. Achievement is at the heart of our philosophy, fully supported through nurturing creativity and providing a caring, structured setting in which all can achieve. We teach pupils to be resilient and respectful which in turn leads to high standards in personal achievement. Our pupils have great PRIDE in their school as evidenced by their behaviour and aspirational learning. We have a meaningful and lasting relationship with our growing family of primary schools and these very strong bonds play a crucial part in helping us smooth the path into secondary education and beyond for all of our young people.

Executive Summary

The Westwood Academy continues to provide an excellent educational offer to the families of the South West of Coventry and beyond. High quality teaching and learning and wide-ranging support services have been built on a legacy of extensive experience, deep knowledge and strong relationships between stakeholders that keep children at the core of what we do and which leave no pupil group behind. Achievements to date include provision for special educational needs, becoming a centre of excellence for gifted teaching and support, leading learning across Coventry, Solihull and Warwickshire through the Partnership Plus professional development programme and generating income through partnership arrangements with other schools and through successful capital investments.

Going forward the school is well-placed to improve outcomes for all thanks to its strong ethos for inclusion and achievement, teaching and learning leadership groups and links with a number of key organisations – Warwick University, the West Coventry Consortium, the WMG Academy for Young Engineers and MENSA. In the future it is intended that strategic links will be formed with the new Warwick International College (WIC), to be located adjacent Westwood's campus, which will enhance the delivery of STEM subjects and further raise the profile of the school in the community.

The school operates in a fragile and rapidly changing environment. The challenges faced from budget cuts, increased competition, Multi Academy Trusts, free Schools, falling demographics and more challenging standards and measures continue to put at risk the high quality of the service and further growth. However, Governance and leadership is forward-thinking, market focussed and relentlessly seeks out opportunities to support and embellish the core aims of the school. Governors wish to retain the school's independence, recognising the journey that the school has come on to reach its current highly regarded status in the community.



The Westwood Academy (Coventry)

Governors' Report (continued)

Vision

To be an outstanding school that nurtures in its stakeholders the highest aspirations for self, others and the school; has a well-respected and high status locally and beyond; has an extensive professional profile amongst the education community; is a hub of expertise with high levels of collaborative capital with other parties and is outward facing to new growth opportunities; in addition for pupils to overcome the limits of social inequality and become independent, resilient and aspirational individuals with enough social equity to be able to make an exceptional contribution to society.

Mission

Westwood will relentlessly and continuously seek to increase opportunities for all children to succeed now and in the future. It will do this by offering an excellent and personalised pathway through secondary school for each child. This will be achieved by meeting needs through academic, social and emotional growth that will overcome barriers to success.

Core Values

- Pupils are at the heart of all decision making;
- Strategy is always inclusive;
- Social inequality will be challenged at all times; and
- Leadership is grown and opportunity welcomed at all levels of the organisation.

Public Benefit

The Governors have given full consideration to the guidelines as provided by The Charity Commission on public benefit, in particular the aspect of providing and advancing education for our local and wider community. Pupils who fulfil the admissions criteria are accepted onto the academy roll and are provided with a free, broad and balanced education. Fees are charged to allow some activities to take place, for example educational visits.

However Governors have established a charging and remittance policy which sets out the criteria by which the academy will pay for certain activities over and above the curriculum. Governors have also established an annual fund to pay for some aspects of hardship, applied to all children on roll in September 2014 and additional funds to support pupil achievement and excellence. Trustees will review decisions on an annual basis.

Strategic Report

Achievements and Performance

2015 - 2016 was a year of great change both internally and in the context in which the school operates. These included the retirement of Roger Whittall, after 20 plus years as Head Teacher, the opening of a new free school within very close proximity and the tumultuous closure of partner consortia school, the Woodlands Academy. This has required significant effort and planning to ensure strategic continuity and to ensure that the school is in a strong enough position to prepare for an Ofsted inspection, expected in late 2016, early 2017 albeit under the new, one day, 'short' inspection. In September 2015 we became the new National School Hub for MENSA in relation to high attaining and gifted children, a series of innovative workshops took place over the academic year for both educational professionals and parents of gifted children. These proved to be extremely successful and most of these innovative Saturday sessions were quickly oversubscribed. The programme for the 2016 / 2017 academic year has therefore been enhanced and increased with a further addition of an educationalists conference in June 2017.

Examination results have remained constant with headline figures at 48.2% A* - C (incl English & Maths) similar in percentage to the results of 2015 at 48%, however the class of 2016 were a much weaker year group in terms of prior attainment and point score on entry. The new Progress 8 (P8) measure positions us provisionally at zero, in context this means that pupils performed above their expectations and are generally aligned with national expectations, a P8 score of -0.5 is expected to be the national benchmark for low achievement. A key strength has been our ability to pre-empt plan and respond in a timely manner to national curriculum change and avoid annual swings in performance.



The Westwood Academy (Coventry)

Governors' Report (continued)

Significant encouragement can be taken from the improved performance of our high attaining cohort and the year on year improvement in outcomes we are seeing at Post 16.

Subjects that received considerable peer support have seen a rise in achievement levels, e.g. Art, Business Studies, Engineering and most notably Spanish. A much smaller number of subjects underperformed, specifically Geography and RE/Philosophy, these subjects will require additional targeted strategies and senior intervention.

We were fortunate to receive a one off grant from the Local Authorities Supplementary Fund, this will enable us to compliment the inspirational work currently being undertaken amongst disadvantaged pupils in particular.

The Warwick Manufacturing Group (WVG) Academy for Young Engineers opened on the Westwood campus in September 2014. Pupils and staff from both schools share sports and dining facilities as well as other opportunities for partnership working. In this their second full year of operation collaboration has increased, in particular the fielding of joint sports teams.

Going Concern

After making appropriate enquiries, the governing body has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the predictable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies. Governors are however very mindful that 'cash flat' budgets, effectively an income cut, will need to be monitored very closely. Added to this budgetary reduction are the substantial employer contributions for both National Insurance and Teachers Pensions (2015 – 2016), a third year of unfunded cost of living pay awards and incremental drift have contributed further to an increasingly difficult working environment. The continuing reduction to the Education Services Grant from £252,000 p.a. in 2011 to £41,000 in 2016 and expected to reduce substantially for the next two years to zero in 2018. Moving forward to April 2017 we anticipate that the triennial review of the Local Government Pension Scheme ('LGPS') pension liabilities will include a further increase in the annual deficit payment (currently £51,200 p.a.), added to the negative effect of an actuarial discount from circa 4% to just over 2% could see the annual deficit payment rise to £90,000 p.a.

A high profile marketing campaign has resulted in a very welcome increase to pupil numbers, rising from 542 to 570 within year with more pupils expected to transfer during the autumn term 2016 and beyond. This rise in pupil numbers is despite the locating of a new free school which has opened in a neighbouring area to Westwood.

Financial Review

Key Financial Performance Indicators

These financial statements reflect the third period of operational activity for the Academy. During the year the Academy received a total income of £4,183k. Of this sum £3,618k was received directly from the Department for Education (DfE) via the Education Funding Agency (EFA) (September 2015 – August 2016) in respect of its General Annual Grant (GAG) used for day to day running costs, plus other revenue and capital grants. The remainder of the income was comprised of school generated income, e.g. school uniform sales, school catering income, bank interest and hire of facilities and donations.

Costs for the period totalled £4,583k.

The Academy carried forward reserves of £11,852k on 31 August 2016. This includes a £2,306k liability that relates to the Academy share of the Local Government Pension Scheme (LGPS) deficit. Although a sizable sum this deficit is being addressed on an ongoing basis by increased pension contributions and annual repayment of the deficit on a monthly basis. This liability has also increased over the last reporting year by 74% or £980,000.

The Governors on the Resource Management Committee approved and reviewed a number of policies and documents relating to financial, personnel and administrative matters throughout the reporting year of operation.