

Company Registration Number: 07700728 (England and Wales)

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**THE WESTWOOD ACADEMY (COVENTRY)**

(A Company Limited by Guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2018**

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**THE WESTWOOD ACADEMY (COVENTRY)**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 AUGUST 2018**

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**Governors**

Paul Harris\*, Chair of Trustees  
Kate Hughes (resigned 28 September 2017)  
Stuart Beamish\*  
Jane Benton\*, Principal and Accounting Officer  
Benjamin Brereton  
Saffron Campbell-Barker, Staff Governor (resigned 22 March 2018)  
Jasmine Finlayson (appointed 5 December 2017)  
James Hinde  
Rebecca Jones (appointed 23 March 2017, resigned 16 November 2017)  
Cllr Marcus Lapsa  
Emma Sharp, Vice Chair  
Thomas Such (appointed 22 March 2018)  
Satwinder Toor\*  
Martin Vickery\*

\* members of the Resource Committee

**Company registered  
number**

07700728

**Company name**

The Westwood Academy (Coventry)

**Principal and registered  
office**

Mitchell Avenue  
Coventry  
West Midlands  
CV4 8DY

**Company secretary**

Sheena Hodgson

**Senior leadership  
team**

Jane Benton, Head Teacher  
Michael Irvine, Deputy Head Teacher  
Helen Dalglish, Assistant Head Teacher  
Helen Lawrence, Assistant Head Teacher  
Christopher Walsh, Assistant Head Teacher  
Alexandra Hargreaves, Assistant Head Teacher  
Sheena Hodgson, Strategic Director  
Colin Atkins, School Business Manager

**Independent auditors**

Moore Stephens LLP  
35 Calthorpe Road  
Edgbaston  
Birmingham  
B15 1TS

**Bankers**

Lloyds Bank Plc  
PO Box 1000  
Andover  
BX1 1LT

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**THE WESTWOOD ACADEMY (COVENTRY)**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS GOVERNORS AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2018**

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**Advisers (continued)**

**Solicitors**

Browne Jacobson  
Victoria Square House  
Victoria Square  
Birmingham  
B2 4BU

**Insurance Brokers**

Solihull MBC, Insurance & Loss Control  
PO Box 9  
Council House  
Solihull  
B91 3QB

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**THE WESTWOOD ACADEMY (COVENTRY)**  
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**GOVERNORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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The Governors (Trustees) present their annual report together with the financial statements and auditor's report of the Charitable Company for the year 1 September 2017 to 31 August 2018. The Annual Report serves the purposes of both a Governors' Report, and a Directors' report under company law.

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 572 pupils on roll and has a capacity intake of 806 pupils.

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.

**Structure, governance and management**

**a. CONSTITUTION**

The academy is a Charitable 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 document of the academy trust.

The Governors of The Westwood Academy (Coventry) are also the directors of the Charitable Company for the purpose of company law.

The Charitable Company is known as The Westwood Academy (Coventry).

Details of the Governors who served during the year are included in the Reference and administrative details on page 1.

**b. 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.

**c. 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.

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**THE WESTWOOD ACADEMY (COVENTRY)**  
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**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**d. 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.

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 Governors, the rules governing any election are as laid out in the term of office documentation and as directed by statute. The Governors who were in office at 31 August 2017 and who served during the year are listed on page 1.

**e. POLICIES AND PROCEDURES ADOPTED FOR THE INDUCTION AND TRAINING OF GOVERNORS**

The training and induction provided for new and existing Governors will depend on their existing experience. Where necessary induction will include training on educational, legal and financial matters. All new Governors 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 Governors. As there is expected to be only a small number of new Governors 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 in depth Safeguarding training.

The Chair of Governors 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.

**f. 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 Governors and the Strategic (core) Leadership Team and the Extended Leadership Team.

The Governors 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 2017/18 academic and financial year the full Governing Body formally met 4 times; 28 September 2017, 5 December 2017, 22 March 2018, 9 July 2018. An additional extraordinary full governors meeting was also held on 17 October 2017.

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**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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The Governors 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 appointed to the post of Head Teacher, effective 1 September 2015, although she has been a member of the school's leadership team since April 2009, as both Assistant Head Teacher and then, from August 2011, as Deputy Head Teacher.

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 Governors.

Details of members of the Leadership Team are set out on page 1. The Strategic Leadership Team includes the Head Teacher, two Deputy Head Teachers, three Assistant Head Teachers, the Strategic Director and the School Business Manager. The role of lead for teaching and learning remained the core responsibility of the Deputy Head Teacher. The role of Lead Practitioner with some responsibility for Teaching and Learning was co-opted onto the core leadership team to assist with the implement the schools policies on teaching and learning, professional development and aspects of academic rigour, e.g. marking.

September 2017 saw the partial continuation 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), etc.

#### **g. PAY POLICY FOR 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 Governors 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 to fund 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.

Governors 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 Governors at both the start to the academic year and the accomplishment of that year's targets.

For all staff, including key personnel, Governors 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.

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**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**h. TRADE UNION FACILITY TIME**

**Relevant union officials**

Number of employees who were relevant union officials during the year	2
Full-time equivalent employee number	-

**Percentage of time spent on facility time**

Percentage of time	Number of employees
0%	-
1%-50%	2
51%-99%	-
100%	-

**Percentage of pay bill spent on facility time**

	£'000	
Total cost of facility time	3	
Total pay bill	3,197	
Percentage of total pay bill spent on facility time	0.09	%

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	-	%
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**i. CONNECTED ORGANISATIONS, INCLUDING RELATED PARTY RELATIONSHIPS**

Although not currently officially connected to any other organisation The Westwood Academy works with other academies as indicated in the original academy application, those organisations more specifically remain the merged and renamed West Coventry Academy (WCA). The academy also works in partnership with other secondary academies across the city as we are part of the city-wide teaching and learning network. The Head Teacher also sits on the Local Authority Schools Forum which is the body tasked with making financial decisions on behalf of all city schools, reporting directly to Cabinet and the ESFA/DfE.

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 1 September 2014 and the two academies share dining and sports facilities. Westwood currently manages and operates both facilities and invoices the other school for any related or shared expenditure.

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**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**Objectives and Activities**

**a. 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.

**b. OBJECTIVES, STRATEGIES AND ACTIVITIES**

The Academy's primary objective is set out in its Articles of Association and already referred to on page 3. 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 pupils 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 Strategic Plan and School Vision Statement (2017 – 2021) contains the renewed vision and fresh direction for the school under the leadership of the Head Teacher.

**c. 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 and generating income through partnership arrangements with other schools and through successful capital investments, e.g. catering consultancy and senior leadership consultancy to other schools and organisations within the local area.

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 including local universities and through the Coventry Collaborative teaching and learning project. Strategic links have been formed with the adjacent National College of Mathematics and Science (NMSC), which will enhance the delivery of STEM subjects and further raise the profile of the school in the community. Currently pupils from NMSC use the dining facilities at Westwood and Westwood delivers core PE to their pupils, as well as helping to strengthen links this arrangement also brings in additional revenue income. Westwood also receives two paid bursaries per year which will allow our brightest pupils to achieve at the highest levels.