

Company Registration Number: 07654273 (England and Wales)

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2017

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details	1 - 2
Governors' Report	3 - 9
Governance Statement	10 - 14
Statement on Regularity, Propriety and Compliance	15
Statement of Governors' Responsibilities	16
Independent Auditors' Report on the Financial Statements	17 - 19
Independent Reporting Accountant's Assurance Report on Regularity	20 - 21
Statement of Financial Activities Incorporating Income and Expenditure Account	22
Balance Sheet	23
Statement of Cash Flows	24
Notes to the Financial Statements	25 - 43

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 AUGUST 2017

Members

Governors

Roger Moore, (resigned as Chair 13/12/2017)^{1,2,3,4}
Samantha Grierson, Vice Chair (resigned 1 September 2016)^{1,2}
Carol Arkley^{1,2}
Bryan Sayers^{1,3,4}
Deborah Martin-Williams^{1,2}
Peter Wall (resigned 1 June 2016)¹
Gina O'Connor, Head Teacher^{1,2,3,4}
Kevin Maton^{1,4}
Amanda Taylor^{1,2,3}
Maxine Kelsall^{1,2,4}
Allison Evering^{1,2,4}
Tracie Hardie (resigned 2 February 2017)^{1,4}
Elaine Yates, Chair (appointed Chair 13/12/2017)^{1,3,4}
Chris Rose^{1,2}
Yusef Raja^{1,2}
Donna Bogusz (resigned 30 September 2016)
Christopher Denson^{1,2,3}
Pat Flavell^{1,4}
Natalie Woodward^{1,2,4}
David Jones (appointed 7 November 2016)¹
Mark Dodd (appointed 12 December 2016)^{1,2,4}
Tracy Sarjeant (appointed 12 December 2016)^{1,2,4}

- ¹ Governing Body
- ² Finance, Resources and Audit committee
- ³ Personnel committee
- ⁴ Quality standards committee

Company registered number

07654273

Company name

West Coventry Academy

Principal and registered office

Tile Hill Wood School and Language College
Nutbrook Avenue, Tile Hill
Coventry
CV4 9PW

Company secretary

Malcolm Gardner

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS GOVERNORS AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2017**

Advisers (continued)

Senior management team

Gina O'Connor, Headteacher
Chris Paton, Deputy Head
Malcolm Gardner, Assistant Head
Ana Neofitou, Assistant Head
Sam Tasker, Assistant Head
Karen Weston, Assistant Head
Bertram Richter, Assistant Head

Independent auditors

Moore Stephens LLP
35 Calthorpe Road
Edgbaston
Birmingham
West Midlands
B15 1TS

Bankers

Lloyds Bank plc
2nd Floor
30 High Street
Coventry
West Midlands
CV1 5RA

Solicitors

Browne Jacobson
Victoria Square House
Victoria Square
Birmingham
West Midlands
B2 4BU

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2017

The Governors present their annual report together with the financial statements and auditor's report of the charitable company for the 1 September 2016 to 31 August 2017. The Annual Report serves the purposes of both a Governors' Report, and a Directors' report under company law.

Structure, governance and management

a. CONSTITUTION

The Academy Trust is a charitable company limited by guarantee and an exempt charity. On 22 July 2017 the academy changed their name from Tile Hill Wood School and Language College to West Coventry Academy.

The charitable company's Memorandum , Funding agreement and Articles of Association are the primary governing documents of the academy trust.

The Governors of West Coventry Academy are also the directors of the charitable company for the purpose of company law.

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

The principal activity of the Academy Trust is to advance education for the public benefit by establishing, maintaining and developing a school offering a broad curriculum.

b. MEMBERS' LIABILITY

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

The Academy has purchased insurance to protect all trustees, Governors and Members of the Academy from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £5,000,000 for Governors' liability on any one occurrence.

d. METHOD OF RECRUITMENT AND APPOINTMENT OR ELECTION OF GOVERNORS

The Academy has adopted the City Council's recruitment and appointment process for the election of Governors.

The Academy's Articles of Association states that the following rules be used in the numbers of Governors appointed:

- The number of Governors shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.
- Subject to Articles 48-49 and 64, the Academy Trust shall have the following Governors:
 - a) Up to 8 Governors, appointed under Article 50
 - b) Any Staff Governors, if appointed under Article 50A
 - c) Up to 1 LA Governor if appointed under Article 51

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

- d) A minimum of 2 Parent Governors appointed under Articles 53-58
 - e) The Headteacher
 - f) Any Additional Governors, if appointed under Article 62, 62A or 68A and
 - g) Any Further Governors, if appointed under Article 63 or Article 68A.
- The Academy Trust may also have any Co-opted Governor appointed under Article 59.
 - The first Governors shall be those persons named in the statement delivered pursuant to sections 9 and 12 of the Companies Act 2006.
 - Future Governors shall be appointed or elected, as the case may be, under these Articles. Where it is not possible for such a Governor to be appointed or elected due to the fact that an Academy has not yet been established or the Headteacher has not been appointed, then the relevant Article or part thereof shall not apply.

Appointment of Governors

- The Members may appoint up to 8 Governors.
- The Members may appoint Staff Governors through such process as they may determine, provided that the total number of Governors (including the Headteacher) who are employees of the Academy Trust does not exceed one third of the total number of Governors.
- The LA may appoint the LA Governor.
- The Headteacher shall be treated for all purposes as being an ex officio Governor.

Except for the Headteacher, Governors are subject to retirement after 4 years of service but are eligible for re-appointment or re-election

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

The Academy has adopted the City Council's Induction Training Scheme for Governors plus in-house support. Training and induction for new Governors will depend upon their existing experience. Governors are given the opportunity to attend training sessions at any given time during the year. Induction will include legal, educational and financial matters.

All Governors attended a training session in May 2012 on the roles and responsibilities of being an Academy Governor. Each year Governors are offered updates on relevant issues and changes in legislation.

The Governing Body is responsible for the strategic direction of the Academy. The Governing Body reviews progress towards educational objectives and results. They are informed of any expenditure in excess of £10,000, set the budget for the following year and set the organisational staffing structure.

There are three Sub Committees in place to which specific responsibilities are delegated by the Full Governing Body.

Finance, Resources and Audit

This committee meets at least termly to consider the financial position of the Academy. It has delegated powers to approve revenue and capital expenditure, recommend the approval of the Academy's budget and approval of disposal assets. The Committee also reviews issues relating to Health & Safety, Premises and Policy.

Quality and Standards

This committee meets at least termly to consider the educational progress of the Academy towards its objectives, the content of its curriculum, student activities and achievement.

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

Personnel Committee

This committee meets at least termly to consider staffing establishment and structure based upon the Headteacher's recommendations, to ensure that the necessary resources are available to ensure that the Academy complies with safeguarding requirements on DBS checks. It also considers actions following personnel advice and implements procedures for the management of change. It reviews the Academy's compliance with statutory obligations regarding pay and conditions.

f. ORGANISATIONAL STRUCTURE

The Headteacher is the designated Accounting Officer of the Academy and has overall responsibility for the day to day financial management of the Academy. The Headteacher has delegated to specific budget holders low levels of expenditure. These budget holders are responsible for managing their own subject areas within the constraints of their allocated budgets. A system of financial controls is in place to manage this process.

The Headteacher manages the Academy on a daily basis, supported by an Academy Leadership Team. The Academy Leadership Team meets thrice weekly; once to consider diary implications for the coming week, again to discuss strategic issues and thirdly to discuss business and operational matters.

g. PAY POLICY FOR KEY MANAGEMENT PERSONNEL

The Academy follows the national guidelines for the pay scales of the leadership group using the size of the school as a criterion. Any annual increments are awarded following the schools performance pay policy and are ratified by a pay awarding sub-committee of the Governors Personnel committee. The Headteachers' performance is managed by two appointed governors and facilitated by an external consultant support.

h. CONNECTED ORGANISATIONS, INCLUDING RELATED PARTY RELATIONSHIPS

The Academy is not sponsored through any organisation and receives its funding from Central Government.

The Academy does not have Governors on its Board of Directors who provide sponsorship.

Objectives and Activities

a. OBJECTIVES, STRATEGIES AND ACTIVITIES

The school converted to Academy status on 11 July 2011. Staff successfully transferred to work at the Academy on this date and the impact upon staff of working for an Academy has been minimal.

There were a number of developments and improvements within the first year of the Academy opening. The introduction of a new uniform for students, the development of a cashless system for catering and school trips and a new VLE system, are continuing to have a good impact on school life.

The objectives in the year were as per the following results table:

	5+ A* - C at GCSE		5+ - A* - C with English and Maths at GCSE	
	Target	Result	Target	Result
2011	78%	79%	63%	63%
2012	83%	85%	63%	60%
2013	85%	77%	60%	54%

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

2014	78%	68%	61%	59%
2015	New measures in place		62%	53%
2016	Progress8 -0.02	Attainment 8 49.3	62%	57%
2017	-0.25	41.5	Not measured	

The school also achieved a judgment of GOOD from Ofsted in November 2014.

The main objectives of the Academy during the period ended 31 August 2017 are summarised below:

- To deliver high quality education and care to all pupils within the Academy
- To raise standards and achievement
- To improve the effectiveness of the Academy by keeping the curriculum and organisational structure under continual review
- To provide value for money for the funds expended
- To comply with all appropriate statutory and curriculum requirements
- To maintain close links with industry and commerce and
- To conduct the Academy's business in accordance with the highest standards of integrity, probity and openness

b. PUBLIC BENEFIT

The primary purpose of West Coventry Academy Trust is the advancement of education within the local area. To this end, the Academy has continued to develop links with local Primary Schools, which will lead to smooth transition from Primary to Secondary education for the majority of students and in turn this will contribute to the community ethos upheld by the Academy.

The Academy will be giving a high priority to providing public benefit to a cross section of the community regardless of family background. Perhaps the greatest benefit that the Academy can offer is the provision of an education that maximises each student's potential to develop principled, informed, open minded and confident citizens who respect the beliefs of others and who are determined to make a positive contribution to society.

In accordance with legislation the Academy is an exempt Charity. The Governors confirm that they have complied with the duty under the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

We have delivered sessions to Year 5 and 6 students from primary schools. The sessions have related to areas of the national primary science curriculum and have been bespoke to the needs of individuals schools. We have provided minibus transport to enable the students to attend and use any equipment, which has been very beneficial to the children. Primary students have also attended science and language lessons delivered by our older students and staff, Gifted and Talented activities, and Maths Challenge Days. We have supported the local primary schools in their curriculum delivery. The Science and Technology departments have delivered lessons.

We also support other local community events, taking students into the community. For example, students from Year 12 have been involved in the Police Youth Forum and Year 11 students participate in the National Challenge scheme which includes a week working in the community.

Strategic report

Achievements and performance

a. KEY PERFORMANCE INDICATORS

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

Staff costs as a percentage of total income 2016/17

	Actual / (Target)
Teaching staff	
Academy Support staff	
Total Staffing	

Most of the Academy's income is obtained from the DfE in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2017 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Academy's Governing Body has reviewed its level of expenditure, expected income, including reduction of income due to falling student numbers plus expenditure priorities.

b. GOING CONCERN

Although forecasts show that over the next 5 years the Academy will generate positive returns, there remains a potential short term financial concern. This has been partially resolved by working closely with the ESFA who have guaranteed support until April 2018 and then will be in discussions as to the support needed for the remainder of the academic year 2017/18 and the following year 2018/19. The board of trustees had anticipated this short term financial issue as a consequence of the recent transition to West Coventry Academy and so had factored this into the financial planning. The board of trustees believe that the ESFA will provide support and therefore consider it appropriate to prepare the financial statements on the going concern basis. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

c. REVIEW OF ACTIVITIES

The Academy was successful in securing funding through the 2016/17 Academies Maintenance Fund to carry out roof repairs. Bids will also be submitted to the 2017/18 Academies Maintenance Fund to carry out further refurbishment.

The Academy has accumulated reserves of £9,001,000 as at 31 August 2017. This comprises of:

£12,032,000 Fixed assets
(£3,122,000) Deficit on Local Government Pension Scheme
£91,000 Other restricted funds

The Academy has reviewed its staffing and expenditure in light of the continuing reduced numbers and continued pressures on the funding it receives. Voluntary redundancy opportunities were made available to staff in 2016/17. The Academy needs to carefully manage its income and expenditure, in order to meet its target without compromising the quality of education offered in future years. With this in mind the Academy has been working with the ESFA and DfE in securing the future education of the students.

Financial review

a. RESERVES POLICY

All expenditure is categorised according to the source of funding, including tracking unrestricted reserves. The policy of the Academy is to carry forward a prudent level of resources designed to meet the long term cyclical needs of renewal.

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

b. INVESTMENTS POLICY

The Academy manages its cash by reviewing short and medium term requirements for funds. Surplus funds are invested into bank accounts to give the best returns for the period of time the funds are to be invested. These investments are restricted to one institution (Lloyds Bank) to reduce risk.

c. PRINCIPAL RISKS AND UNCERTAINTIES

The Governors have assessed the major risks to which the Academy is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the Academy, and its finances. The Governors have implemented a number of systems to assess risks that the school faces, especially in the operational area and in relation to the control of finance. They have introduced systems, including operational procedures in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate cover. The Academy has an effective system of internal controls and this is explained in more detail in the Governance Statement.

The major risks to which the Academy is exposed are as follows:

- Loss of/reduction in funding/failure to successfully recruit and retain pupils
- Changes to Government Policy in Education Funding
- Loss of building or facilities preventing the delivery of education
- Loss of members of staff (either sudden or gradually over time)
- Loss of reputation
- Lack of safeguarding of students
- Funding of pension deficits under the LGPS
- Employment Tribunal payments
- Breach of legislation, such as Health and Safety issues.

The Academy Leadership Team have considered these risks. Policies and procedures have been put in place to minimise the risks, including budget management and forecasting procedures, the procurement of adequate insurance cover, investing in staff training and continuing professional development and continued local marketing and advertising highlighting the achievement of our students. We also include a budgeted reserve for staff cover costs and maintain a large number of policies and procedures which protect our staff, students and the Academy, also reducing the risk of safeguarding failures. The pension scheme is reviewed by qualified actuaries on behalf of the Academy. There is currently a deficit on this scheme as disclosed in note 25. The Trustees of the LGPS pension scheme arrange for appropriate contribution rates to be paid by the members and the employer, to ensure that the pension scheme is properly funded over time. The Academy engages the support of professional legal advice to help reduce the risk of employment tribunal liability.

Plans for future periods

a. FUTURE DEVELOPMENTS

The Academy gained a good judgement from OFSTED in November 2014 and will continue to work towards moving from Good to Outstanding. The target for Summer 2017 is to gain a positive Progress 8 measure and to improve the percentage of A* and B grades at AS level as well as maintaining A level results in line with national average. Work continues to focus on further improving the quality of teaching and learning.

FUNDS HELD AS CUSTODIAN

No funds are held as custodian.

WEST COVENTRY ACADEMY
(A Company Limited by Guarantee)

GOVERNORS' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2017

DISCLOSURE OF INFORMATION TO AUDITORS

Insofar as the Governors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Governors have taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Moore Stephens LLP are deemed to be re-appointed under Section 487 (2) of the Companies Act 2006.

The Governors' Report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 18 December 2017 and signed on its behalf by:



Elaine Yates
Chair of Trustees