

**Droitwich Spa High School and Sixth  
Form Centre  
(A Company Limited by Guarantee)**



**DROITWICH SPA  
HIGH SCHOOL**

**Annual Report and  
Financial Statements**

**Year ended 31 August 2014**

**Company Registration Number:  
07666185 (England and Wales)**

# Droitwich Spa High School and Sixth Form Centre

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## **Droitwich Spa High School and Sixth Form Centre**

### **Reference and Administrative Details**

#### **Trustees**

\* members of the Resources and Audit Committee

R Rhodes\* (Chair)  
A Fisher\*  
D Harris-Smith\* (Staff Trustee)  
R Harris\* (Vice Chair)  
T Kirkham  
D Morris\*  
I Paston\*  
Mr A Quiney (Staff Trustee)  
Rev C Radburn  
H Rollason  
R Seabourne\* (Ceased 31 July 2014)  
N J Waters\* (Headteacher and Accounting Officer)  
C Gallant\*  
J Nicholson  
K Rai (Appointed 1 September 2014)  
A Hartley (Appointed 1 September 2014)

#### **Members**

N Waters (ex officio as headteacher)  
R Rhodes (ex officio as chair of governors)  
H Rollason  
D Morris

#### **Company Secretary**

T Hogan

#### **Senior Management Team:**

Headteacher  
Deputy Headteacher  
Deputy Headteacher (Finance, Data and Resources)  
Head of Upper School

N J Waters  
K E Moore  
J M Brook  
R Elmes

#### **Principal and Registered Office**

Briar Mill  
Droitwich Spa  
WR9 0AA

#### **Company Registration Number**

07666185 (England and Wales)

#### **Independent Auditor:**

Baker Tilly UK Audit LLP  
St Philips Point  
Temple Row  
Birmingham  
B2 5AF

#### **Bankers:**

Lloyds TSB  
4 The Cross  
Worcester  
WR1 3PY

#### **Solicitors:**

Stone King  
13 Queen Street  
Bath  
BA1 2HJ

## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2014.

#### **Structure, Governance and Management**

##### Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's memorandum and articles of association are the primary governing documents of the Academy Trust.

The Trustees act as the Trustees for the charitable activities of Droitwich Spa High School and Sixth Form Centre and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Droitwich Spa High School and Sixth Form Centre.

Details of the Trustees who served during the year and subsequently are included in the Reference and Administrative Details on page 1.

##### 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.

##### Trustees' Indemnities

Subject to the provisions of the Companies Act 2006, every Trustee or other officer of the Academy is provided with indemnity insurance to cover their liability which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust: Provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard of whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Trustees.

##### Principal Activities

The Academy's object, as set out in its Articles of Association, is to advance for the public benefit education in the United Kingdom, 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.

##### Method of Recruitment and Appointment or Election of Trustees

The management of the Academy is the responsibility of the Trustees who are elected and co-opted under the terms of the Academy deed. The Trustees 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 Trustee is four years, save that this time limit does not apply to the Principal. Subject to remaining eligible to be a particular type of Trustee any Trustee may be reappointed or re-elected. The Trustees who were in office at 31 August 2014 and who served during the year are listed on page 1.

##### Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new 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 of a tour of the Academy, have the chance to meet with staff and students and are provided with copies of key documents, such as policies, procedures, accounts, budgets, plans and other documents they need 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. All new Trustees are given the opportunity to attend the training for New Trustees run by Worcestershire County Council.

## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report (continued)**

#### Organisational Structure

The new Academy was setup with a management structure to support the Education Brief. The Academy's organisational structure consists of two levels: the Trustees and the Senior 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.

The Trustees have three sub committees, the School Improvement Committee, the Resources and Audit Committee and the Pay Panel. These have approved terms of reference. In the course of the 2013/14 financial year the following meetings were held:

Full Governing Body:	6 meetings
Resources and Audit Committee:	5 meetings
School Improvement Committee:	6 meetings
Pay Panel:	1 meeting

The Trustees have approved a scheme of financial delegation which clearly sets out the level of financial authority delegated to the Headteacher and the Deputy Headteacher – Finance, Data and Resources.

The Senior Leadership Team (SLT) control the Academy at an executive level, implement the policies laid down by the Trustees and report back to them. The SLT is led by the Headteacher. Members of the SLT are responsible for developing and implementing Academy plans which seek to deliver the best possible education for its students within the agreed budget and scheme of delegation approved by Trustees. Members of the SLT are set out on page 1.

#### Risk Management

The Trustees' 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 Trustees have implemented a number of systems to assess risks that the school faces, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying and school trips) and in relation to the control of finance. They have introduced systems, including operational procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls (see separate Finance Policy) in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover.

## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report (continued)**

#### Connected Organisations, including Related Party Relationships

Droitwich Spa High School has no formal links to any other academy and does not belong to a hard or soft federation. This does not, however, mean that the academy works in isolation.

Droitwich Spa High School belongs to the Aspire Consortium. This is a group of schools in Worcestershire which work together to develop alternative curriculum provision in Worcester City, Martley and Droitwich. The same schools also comprise the local Fair Access Panel which seeks to provide alternatives to permanent exclusion for those whose record suggests that this is looming. The headteacher also has the benefit of a good network of other local Head teachers.

The Aspire Academy, which opened in September 2014, will extend and enhance the alternative educational provision for young people in South Worcestershire. Droitwich Spa High School, which has been centrally involved in the preparation of this scheme, expects to benefit from having an effective and attractive alternative to offer to those of its students for whom mainstream provision has proved unsuitable.

The trustees have continued to work with the school improvement partner who was appointed in 2011-2012.

#### **Objectives and Activities**

##### Objects and Aims

The Academy objective is set out in its Articles of Association. In summary it is to establish, maintain, manage and develop a school offering a broad curriculum. In accordance with the Articles of Association, the Academy has adopted a Funding Agreement approved by the Secretary of State for Education.

##### Objectives, Strategies and Activities

The School's overarching aim in this period remained to provide a first class education for the young people of Droitwich Spa and the surrounding area. The school has striven to offer an environment that is caring yet challenging. In addition to achieving the best academic results, the school has also tried to ensure that its students become self-confident, rounded individuals, life-long learners who will find fulfilment in a complex and demanding world. In doing this we have held to the traditional values of respect, honesty, hard work, determination and good manners, but have also tried to encourage boldness, creativity and team work.

Beyond this, the school aims to offer an education for the whole individual, providing excellent opportunities for personal development as well as academic success. In this the school seeks to provide for the cultural, physical, spiritual as well as the academic education of students. The wide range of extra-curricular activities, educational trips and partnership projects extended to – and taken up by – our students contributes to a school which is happy and in which individuals thrive.

## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report (continued)**

#### Public Benefit

The Academy has considered the Charity Commission's guidance on Public Benefit. The key public benefit delivered by the Academy is the provision of a high quality of education to its students.

#### **Strategic Report**

##### Achievements and Performance

The final phase of preparation for public examinations is inevitably a time of some tension as well as anticipation. The year 2014 added an element of anxiety as a result of a change in the format and the demands of the GCSE examination English Language. The school was generally pleased with the way in which its candidates responded to the late withdrawal of a particular part of the assessment and one on which many of them relied, with 62% of the year group gaining at least a C grade. In the other critical GCSE subject, Mathematics, 65% of the cohort achieved a C grade and 20% achieved an A or an A\*. The school drew much satisfaction from the much stronger results in Science. The percentage of students gaining 2A\*-C in Science rose from 44% in 2013 to 71% in 2014.

When overall results were analysed the school was particularly pleased with the results of its highest achievers, with 10% of the cohort gaining at least 8 GCSEs at A or A\*. This was to be warmly commended in itself; it also promised to give pace and depth to the school's Sixth Form over the coming two years.

In 2014 there was, as the trustees had anticipated, a drop in the headline figures at A2. The overall points score per student fell from 850 in 2013 to 740. Value added analysis, however, shows that these results represented good progress for this particular group of students. Among them were a number of outstanding individual performances and the consequent entry of several former students to the country's most competitive universities. The results of the students who sat the AS examinations were strong with some very promising grades across a range of subjects.

##### Key Performance Indicators

The Academy uses the Key Performance Indicators as per Ofsted:

- The Achievement of Students
- The Quality of Teaching
- The Standard of Behaviour and Safety
- The Quality of Leadership and Management

## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report (continued)**

#### **Financial Review**

##### Financial and Risk Management Objectives and Policies

Most of the Academy's income is obtained from the Education Funding Agency (EFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the EFA during the year ended 31 August 2014 and the associated expenditure are shown as restricted funds in the statement of financial activities.

The Academy also receives grants for fixed assets from the EFA. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2005), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31 August 2014, total expenditure of £7,702,000 was partly covered by recurrent grant funding from the EFA together with other incoming resources. The excess of income over expenditure for the year (excluding restricted fixed asset funds) was £16,000. Resources were used to; provide education to the students of the Academy and to; support the delivery of the Ofsted Action Plan.

At 31 August 2014 the net book value of fixed assets was £7,184,000. Additions of £81,000 were made during the year partly funded from recurrent grant funding from the EFA together with capital grants. Assets were used exclusively for providing education and the associated support services to the students of the Academy.

The principal financial management policies adopted in the year were Finance, Charging, Pay, Local Government Pension Scheme Discretions, Casual Lettings, Anti Fraud and Corruption (inc Gifts and Hospitality) and Performance Management.

The key financial performance priorities were to ensure that a balanced budget was delivered and that all the financial responsibilities operating as an academy converter school were continued to be embedded. Both of these priorities have been achieved.

#### **Plans for Future Periods**

##### **Overall Aim**

Following the successful inspection in November 2012 the academy is now aiming to be recognised as an Outstanding School, one where teaching and assessment are of a consistently high standard leading to excellent rates of progress for all of its students.

We expect rates of progress to increase so that:

- a) The headline figure for 5A\*-C in 2014 is in line with FFT D target
- b) Attainment in English and Maths remain above the national average
- b) Outcomes for all groups of students in the school are at least in line with FFT D targets at the end of Key Stage 4, with a particular focus upon students who attract the Pupil Premium
- d) In English and Maths the percentage of pupils making good between Key Stage 2 and Key Stage 4 remains above the national floor target and increasing numbers of students are making outstanding progress
- e) In the Sixth Form the percentage of students reaching and exceeding indicative grades at AS and A2 increases so that progress in all subjects remains significantly above expectation



## **Droitwich Spa High School and Sixth Form Centre**

### **Trustees' Report (continued)**

#### **Plans for Future Periods (continued)**

In order to achieve these aims the academy has identified these priorities:

##### **Priority 1: Achievement**

Increase the rates of progress of all students and raise achievement in all subjects by:

- a) Having a particular focus on English, Maths, Science, ICT and Design and Technology
- b) Focusing on those students with indicative grades between C and F
- c) Meeting the academic needs of all students and in particular those who attract the Pupil Premium

##### **Priority 2: Teaching and Assessment**

Improve the quality of teaching so that all lessons are consistently 'Good' and 50% are consistently 'Outstanding' by:

- a) Having a particular focus on the quality of marking, assessment and feedback
- b) Ensuring that homework is set, marked and followed up effectively
- c) Ensuring effective differentiation in all lessons
- d) Continuing to raise the quality of literacy across all subjects (Ofsted target 2012)

##### **Priority 3: Leadership and Management**

Increase the school's capacity for sustained improvement by:

- a) Ensuring that appropriate curriculum changes take place to reflect changes in the National Curriculum and new accountability measures
- b) Extending the current good and outstanding practice in middle leadership to all areas of the school
- c) Ensuring that the provision of Careers Information, Advice and Guidance is more systematic so that students receive all the information they need to make appropriate decisions about their futures, especially at Key Stage 4. (Ofsted target 2012)

##### **Priority 4: Behaviour and Safety**

Improve this area of the school's work by:

- a) Expanding the capacity of the pastoral team to help maintain the highest standards in all lessons
- b) Responding to national initiatives relating to Safeguarding children

##### **Priority 5: SMSC**

Develop students' Spiritual, Moral, Social and Cultural knowledge and experience by:

- a) Auditing and assessing where it is developing students' spiritual, moral, social and cultural knowledge, in all subjects, so that there is a coherent overview of the work being done in this area (Ofsted target 2012)
- b) Responding to the audit to ensure appropriate opportunities are available for all students