

Weatherhead High School

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

for the year ended

31 August 2014

Weatherhead High School

GOVERNORS' REPORT

Governors (Trustees)	Mrs J Owens- Chair of Governors (Chair) Mr A Beere - Assistant Vice Chair/Chair of Finance Committee Mrs B Weir Mr E Fenna (Resigned: 10 th July 2014) Mrs K Hayes Mrs A Barker Mrs C Jones Mrs K Hackett Mrs A Clare Mr M Green - Chair of Premises Mrs C Rogers Mrs R Jones – Well-being Co-ordinator Mr J Morris – Special Needs Co-ordinator Miss K Coates – Head of Biology (Appointed 3 rd October 2013) Mr N R Dymont – Headteacher Mrs E Fogg (Resigned: 11 th December 2013, Ill health) Mrs H O'Brien Mrs K Stuart Miss S Ashby Mr P McEvoy (Appointed: 2 nd April 2014) Mr B Clark (Appointed: 2 nd April 2014)
Company Secretary	Miss K McArdle – Business Manager
Senior Management Team	Mr N R Dymont – Headteacher Mrs P Battle – Deputy Head (Retired: 31 st December 2013) Miss R Powley – Deputy Head (Resigned: 31 st August 2014) Miss A Whelan – Deputy Head Mr E Wright – Deputy Head Mrs L Bainbridge – Assistant Head Mrs N Rogers – Assistant Head Miss N Sullivan – Assistant Head Mrs J Evans – Acting Assistant Head (Appointed: 1 st June 2014) Miss K McArdle – Business Manager
Principal and Registered Office	Weatherhead High School Breck Road Wallasey Wirral CH44 3HS
Company Registration Number	07847190 (England and Wales)
Independent Auditor	Baker Tilly UK Audit LLP Steam Mill Street Steam Mill Chester CH3 5AN
Bankers	Lloyds TSB Bank PLC Commercial First Floor 5 St Pauls Square Old Hall Street Liverpool L3 9SJ
Solicitors	Browne Jacobson LLP 44 Castle Gate Nottingham NG1 7BJ

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The governors present their annual report together with the financial statements and auditor's report of the Charitable Company for the year ended 31 August 2014.

Structure, Governance and Management

Constitution

Weatherhead High School is a company limited by guarantee and is an exempt charity. The Charitable Company's memorandum, articles of association and Funding Agreement are the primary governing documents of the Academy Trust. The Charitable Company was incorporated on 14th November 2011 and Weatherhead High School converted to an Academy on 1st January 2012 and acquired the operations, assets and liabilities of the School from the Wirral Local Authority.

The governors act as trustees for charitable activities of Weatherhead High School and are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Weatherhead High School.

Details of the Governors who served throughout the year except as noted 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.

Governors'/(Directors') Indemnities

As disclosed in note 9, professional indemnity insurance is paid on behalf of the Directors of the Academy.

Principal Activities

Weatherhead High School is an 11-18 girls' comprehensive school of 1,474 students including a mixed Sixth Form of 364 students. The school was inspected by OFSTED in 2012 and was rated as outstanding across all categories. High academic standards are achieved by students and the school works very hard to promote values of respect, courtesy, consideration and tolerance. A very caring and supportive environment ensures that each student is able to develop their self confidence and belief and realise their ambitions. Parents and students are very supportive and the community is very proud of the school. Weatherhead has for several years been a Specialist Media Arts College and as a high performing school was offered a second specialism in 2009. The school took on the specialism of leadership developing student leaders, staff leaders and governor leadership. The school has received national recognition for its success in promoting and developing leadership courses and has organised and hosted a conference attended by staff from all over the country. In September 2014 the school will become a Teaching School, working with alliance partners to improve opportunities and standards for young people and the wider community. The school holds a number of awards including Investors in People, Leadership Partnership School, Arts Mark Gold Award, Sport England Sport Mark, Cultural Diversity Quality Standard, Healthy Schools Wirral, Safeymark and an International Schools Award. The school continues to be a very successful high achieving school which has a hardworking committed staff who are determined to provide the best possible education for all students.

The objects of Weatherhead High School are set out in the Company's Articles of Association, namely "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" and "to promote for the benefit of individuals living in Wirral and the surrounding area who have need by reason of their age, infirmity or disability, financial hardship or social and economic circumstances or for the public at large the provision of facilities for recreation or other leisure time activities in the interests of social welfare and with the object of improving the condition of life of the said individuals".

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Method of Recruitment and Appointment or Election of Governors / Directors

The Academy's Board of Directors are in office for a term of 4 years unless an earlier letter of resignation is received in writing. This time limit does not apply to the Headteacher. New directors are recruited in accordance with the Articles of Association. The Board of Directors who were in office on 31 August 2014 and served during the period of these accounts, are listed on page 1.

Policies and Procedures Adopted for the Induction and Training of Governors

The School continues to procure Governor Support services provided by Wirral Borough Council, the local authority. Additional training is provided as required based on individual or collective need. External advice and support is commissioned where necessary.

Organisation Structure

The structure of the Academy consists of three senior levels: the Board of Directors (Governing Body), the Headteacher and the broader Senior Leadership Team which includes Deputy Headteachers, Assistant Headteachers and the School Business Manager. An aim of this management structure is to distribute responsibility and accountability and to encourage involvement in decision making at all levels so that the School nurtures the talents of its entire staff to support continual improvement and excellence.

The Board of Directors is responsible for setting the School's policies, adopting the School Development Plan and budget, monitoring performance against these plans and making major decisions about the direction of the School including its curriculum, the achievement and welfare of students and staffing.

The Headteacher and Senior Leadership Team control the School at an executive level, implementing the policies set by the Board of Directors and reporting back to them.

The Board of Directors has established five sub-committees. Each sub-committee has its own terms of reference detailing the responsibilities discharged to the sub-committee, to the Headteacher (The Accounting Officer) and to the Senior Management Team. The terms of reference and meeting frequency for each sub-committee is reviewed and approved by the Board of Directors annually.

The sub-committees of the Governing Body are the,

- Curriculum Committee
- Staffing Committee
- Finance/Premises Committee
- Audit & Risk Committee
- Health & Safety Committee

Groups of governors may be formally organised outside of the sub-committee structure to support the School as required, to consider:

- Headteacher, and SLT recruitment.
- Performance management of the Headteacher
- Pupil Discipline
- Staff Discipline
- Complaints
- Significant areas of change management, i.e. Teaching School status.

Risk Management

The Board of Directors has considered the major risks to which it is exposed, in particular those relating to governance, finance, insurance, attainment, attendance, behaviour, health and safety, organisation, operations, safeguarding, reputation, HR and IT.

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The Board of Directors have implemented a number of systems to assess and reduce risks that the School faces, especially in operational areas in relation to teaching, health and safety, (including school trips), behaviour management, and in relation to the control of finances. They have introduced policies and systems for the recruitment, selection and vetting of new staff, continual professional development of staff, child protection, supervision of students around the school site and internal financial controls to minimise financial risk.

Adequate insurance has been arranged where significant financial risk remains. The School has an effective system of internal financial control as explained in the Statement on Internal Control.

Connected Organisations, including Related Party Relationships

Weatherhead continues to work with many local Wirral Primary school pupils and has a programme of arts related activities that are delivered by the Media Arts Co-ordinator to Wirral schools. In addition the school works with many partners across the Wirral providing middle leader and senior leadership training courses. The school continues to contribute to a national conference organised by the Heath School in Runcorn.

Objectives and Activities

Objects and Aims of the School

The objects of Weatherhead High School are set out in the Company's Articles of Association the detail of which is included in the Principal Activities section.

The Board of Directors (Governors) continue to set the School's strategic aims through the School Development Plan. These aims are monitored closely by the Board of Directors by way of Headteacher and Senior Leadership Team Reports and through the work of the sub committees. Our vision is for **"Weatherhead to be one of the best schools in the country, renowned for its academic and teaching excellence, and capable of encouraging and installing a world beating ambition in all its students, no matter what their background"**.

Our aims are:

- To provide a relevant, stimulating learning experience that develops all Weatherhead students' enquiring minds, enriched by the Media Arts College status.
- To encourage and develop self-confidence, self-esteem and self-discipline. To employ strategies aiming to ensure that each student attains the highest possible standards to secure their future economic well-being.
- To equip all students with transferable skills required in a media-rich global environment.
- To provide all students with an opportunity to take responsibility and develop leadership skills through our Second Specialism.
- To utilise initiatives which enhance learning and teaching in order to develop the potential of students, families and the wider community.
- To provide a safe, caring and stable environment where each student is encouraged to make a positive contribution to the school and wider community.
- To enable Weatherhead students to develop an awareness and understanding of the needs of others within the school, together with the wider national and international community.

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At Weatherhead we place a great emphasis on our students' academic achievement in the classroom but also pride ourselves on the quality of our provision in the wider curriculum of Arts and in Sport, in the Duke of Edinburgh's Award Scheme, our work in the community and for charity. The school has held both the Sportsmark Bronze Award and the Artsmark Gold Award for several years, both measures of the quality and breadth of provision which we offer.

We actively seek to realise the potential of each individual. We firmly believe that our school has a sound educational philosophy and is heading forward positively for the benefit of all our students.

Objectives, Strategies and Activities

There is a set of key targets for the 2013/14 academic year. The principal targets are summarised below:

5A*-C including English and Maths – 75%
3A*A – 38%
5A*-C – 92%
3 levels of progress in English – 82%
3 levels of progress in Maths – 80%
Average total points score 500
CAP point score 360
English Baccalaureate – 40%

For A Level the targets are:

To further improve the overall performance using the external benchmarking from Alps. Improve from current grade 4 (very good) to 3 (excellent).

The other objectives and targets are summarised within the School Development Plan and include raising standards by:

- On-going development of Teaching & Learning driven by Classroom Leaders, Creative Leaders, KS5 Group and through Curriculum development planning and INSET
- Continue to maximise the impact of Teaching Assistants through effective liaison between teachers and TAs
- Plan and deploy strategies to deliver changing curriculum
- Investigate and bid for Teaching School Status
- Continue to develop G&T provision
- Enhance Extended School and Extra-Curricular provision
- Develop and maximise marketing strategies
- Further embed Literacy and Numeracy strategies
- Review all aspects of Student Services
- Maintain high level of Sixth Form success and recruitment
- Plan for and embed major changes in SEN support
- Deliver post-OFSTED action plan
- Develop careers and Alternative Curriculum Provision
- Complete proposed site developments

Public Benefit

In setting objectives and planning the Academy's activities, the Board of Directors have paid due regard to the published guidance from the Charity Commission regarding the principle of public benefit.

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Achievements and Performance

Weatherhead High School, as an Academy, was legally formed on the 14th November 2011. This Annual Report covers the Academy's third period of operation.

There were 1,474 students on roll, (including 364 in the sixth form).

The Academy is committed to continual improvement which is achieved in a number of ways including: improvement planning, review meetings, continual professional development, lesson observations, performance management, self-evaluation, data analysis and action planning.

At the time of the last inspection, it was recognised that students make outstanding progress, whatever their starting point and that all leaders and managers are uncompromising in their quest to give students a first class opportunity to learn. It is recognised and published that high ability students who enter Weatherhead at KS4 Levels 5 and above, perform at least as well at GCSE in Weatherhead than they do in the Grammar schools. The school sets very challenging targets for all its students and sets accelerated targets for those students that enter the school with lower than average scores at KS2.

Students enter the school with standards broadly in line with others nationally. By the end of Year 11 students make outstanding progress to reach above average standards. Progress in English and Maths from KS3 to KS4 is exceptional. The achievement of students is significantly above national figures. Standards in Sixth Form are above average. Sixth Form students receive the same outstanding level of support as they do in the main school and this has significant impact on their achievement.

There is a very strong relationship between staff and students based on mutual respect. All staff ensure that students are valued and are given every opportunity to achieve outstandingly well. Students know and appreciate this and they have total trust in the adults around them.

Students' behaviour around the school site and in lessons is exemplary.

Outstanding leadership from everyone is at the very heart of the school's success. There is a culture of excellence which is shared by all members of the wider school community and everyone works together to provide the best possible experience for students at Weatherhead. Students enjoy their school experience, they are open, friendly and very caring and display the best qualities of young people today and are a pleasure to teach. Weatherhead is a truly cohesive school where everyone shares the same values.

The Governing Body is highly effective, proud of the school and ambitious for its students. It is exceptionally well led and this is instrumental in helping students to achieve exceptionally well.

Tables 1 and 2 below provide a summary of the Academy's performance in the summer 2014 examination season:

Table 1. Summary of GCSE examination results (2014)

	Overall
5A*-C	90%
5A*-C Inc. English and Maths	78%
3A*-A	27%
1A*-G	100%
Average points score	479
English Bacc	34%

The principal target of 5A*-C including English and Maths of 75% was met. The ambitious 3A*-A target was not met, primarily due to grade boundary changes and changes to the methodology for school league tables. The 5A*-C overall results remained the same as last year at 90%.

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The English Baccalaureate success of 34% although below the original target was significantly higher than in previous years and places us as the top comprehensive in our Local Authority.

In summary, for GCSE almost all targets were met. The results in English and Mathematics at GCSE were outstanding and best ever for the school.

The percentage of Weatherhead students who achieve 5 A*-C including English and Maths has been in excess of 70% for five consecutive years. Performance at A*-C is similarly strong. In 2014 90% of students achieved this measure and it has been in excess of 90% for the last three years. Performance in both English and Maths is exceptional, with 85% of students achieving a Grade C or better. Our attainment data compares excellently to schools within the area. Weatherhead is the top comprehensive by 8% in an area of grammar school selection. Weatherhead is also top comprehensive in all other major measures, eg Total Points, EBacc etc.

The proportion of students making 3 and 4 levels of progress at Weatherhead in 2014 is also outstanding. 80% of students in English and 86% of students in Maths make 3 or more levels of progress. The proportion of students making 4 or more levels of progress is exceptional at 35% in English and 39% in Maths. These figures easily exceed National and Local Authority figures.

A concerted effort to ensure the attainment of FSM Ever 6 students has seen the gap in attainment fall to its lowest point in the last 4 years at just 19%. The proportion of students from low income families achieving 5 A*-C (including English and Maths) has risen from 57% in 2012 to 66% in 2014 whilst non FSM/Ever 6 has risen from 82% to 85% representing a rate of improvement 3 times faster for FSM students indicating that great progress is being made towards our goal of accelerating the performance of disadvantaged students.

Table 2. Summary of AS and A2 Examination results, (2014).

<u>A2</u>	2014
A*-E	100%
A*-B	40%
A*-C	73%

<u>AS</u>	2014
A-E	92.6%
A-B	37%
A-C	63%

At Advanced Level the pass rate of 100% was excellent. The overall ALPS grade remained at a 4 which is classed as very good and we were not able to achieve our target of a 3. However, at AS, our ALPS score is a 3 which is classed as excellent and we are confident of transferring this success to A2 in 2014/15. Although ALPS is particularly challenging for schools, 119 students secured places at University and almost all students succeeded in getting their first place choice.

From the latest Sixth Form Performance and Assessment Report it shows that Sixth form is adding value, that there has been an increasing level of performance over the past three years and that children who are looked after or on free school meals are doing very well at the school. In relation to destinations and

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retention, the school has better retention figures than national and also a greater number of students leaving Key Stage 5 and continuing with education.

Teaching and Learning improvements were driven by the Senior Leadership Team and other curriculum leaders. The excellent examination results at KS4 and AS Level were as a direct result of improvements in the quality of Teaching and Learning at the school. The school's leadership team re-organised the deployment and working operation of Teaching Assistants and this has resulted in a more efficient and effective use of assistants to support student learning.

A detailed planning schedule has been developed to strategically manage the curriculum changes required over the next four years. New and more efficient GCSEs and the introduction of linear advanced level courses require training of teachers and additional resources and training programmes have been organised. A successful application was made for Teaching School Status and the new responsibility is in operation from September 2014.

The Gifted and Talented provision has been successful and a greater number of cross phase KS2/KS3 projects organised at Weatherhead. There has been an expansion in the number of students taking the Extended Project qualification at KS5. The Extended Schools and Extra Curricular provision increased during the year and the school is now a centre for the Duke of Edinburgh courses offering Bronze, Silver and Gold programmes for nearly 100 young people. Marketing strategies were successful and 242 Year 7 students were recruited in September 2014 and 402 students in to our Sixth Form.

The Literacy and Numeracy strategies have resulted in a greater level of student success in core skills. Progress in literacy and numeracy is monitored for each year group and there is evidence that the initiative is proving to be successful. The Student Services Team is a successful team providing excellent support for our students, some changes were made but a full review did not take place and will form part of the 2014/15 development plan. The major changes in SEN have been planned for and appropriate training has been secured for the SENCO. The school staff and Governors are clear on their responsibilities under the new scheme.

All post OFSTED action points have been followed through and the introduction of the extra teaching period for Science at KS5 has resulted in some excellent examination successes for our students.

The site developments were completed and have enhanced the facilities at Weatherhead. The conversion of the garage to a fitness suite and teaching space has proved very successful and the new teaching space for Drama is also an enhancement to our facilities.

Going Concern

As a PFI school, under accounting regulation the building cannot be listed as an asset until the end of the Scheme. Consequently, the accounts show a deficit at period end primarily due to inclusion of the current pension liability which is attributable to our school. However, in real terms there are significant funds to meet all our operational costs going forward. Therefore, after consideration of the school's financial position, its financial plans, (including anticipated student numbers), the demand for places and the broader environment, the Board of Directors have an expectation that the School has and will continue to have adequate resources to continue in operational existence for the foreseeable future. For this reason the School continues to adopt the Going Concern basis in preparing its financial statements. Further details regarding the adoption of the Going Concern basis can be found in the statement of accounting policies.

Key Financial Performance Indicators and Financial Review

The Academy received income into its Unrestricted Fund, Restricted General Funds and Fixed Asset Fund during 2013/14:

Restricted General Fund

The majority of the Academy's income was received through Education Funding Agency (EFA) recurrent revenue grants into the Restricted General Fund, the use of which is restricted to the academy's charitable activities, its educational operations. These revenue grants, and the associated revenue expenditure made