

**The Grammar School of King Edward  
VI at Stratford-Upon-Avon**  
(A company limited by guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

for the year ended  
31 August 2014

# The Grammar School of King Edward VI at Stratford-Upon-Avon

## REFERENCE AND ADMINISTRATIVE DETAILS

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Members and Governors    B Carr\* (Headmaster and Accounting Officer)  
                                  KJ Hegarty\* (Chairman) (resigned 11 December 2013)  
                                  Dr DR Derbyshire\* (Deputy Chairman to 11 December 2013, Chairman  
                                  from 11 December 2013)  
                                  JP Barnett-Hunt\* (resigned 1 September 2013)  
                                  Cllr Rev N Beamer  
                                  APM Bird OBE  
                                  J Brock (Staff Governor)  
                                  NE Browning (Staff Governor)  
                                  S Charters (Staff Governor)  
                                  Dr P Cheshire\* (resigned 11 December 2013)  
                                  N Davis\*  
                                  H Dennes (Parent Governor)  
                                  TCD Mulraine  
                                  MT Rendell\*  
                                  CJ Smith\* (Deputy Chairman from 11 December 2013)  
                                  VG Matts (appointed 29 November 2013)  
                                  AF Fairbairn (Parent Governor, appointed 17 October 2013)  
                                  AR Bowers (Parent Governor, appointed 17 October 2013)  
                                  JA Jones (appointed 1 September 2014)

\* members of the Finance and General Purposes Group (see page 11)

Company Secretary        MD Hawley

### Senior Leadership Team:

Headmaster	B Carr
Deputy Headmaster	PE Mills (Pastoral)
Deputy Headmaster	TM Walton (Academic)
Assistant Headmaster	NE Browning
Bursar	MD Hawley

Clerk to the Governors    H Brazier

Responsible Officer        TM Barlow

Principal and Registered  
Office                        Church Street  
                                  Stratford-upon-Avon  
                                  Warwickshire  
                                  CV37 6HB

Company Registration  
Number                        07696173 (England and Wales)

Trading Name                King Edward VI School (K.E.S.)

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

# The Grammar School of King Edward VI at Stratford-Upon-Avon

## REFERENCE AND ADMINISTRATIVE DETAILS

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Bankers	National Westminster Bank plc 31 Rother Street Stratford-upon-Avon Warwickshire CV37 6ZS
	Lloyds Bank plc 22 Bridge Street Stratford-upon-Avon Warwickshire CV37 6AG
Solicitors	Harrison Clark Rickerbys LLP Solicitors Ellenborough House Wellington Street Cheltenham Gloucestershire GL50 1YD

# The Grammar School of King Edward VI at Stratford-Upon-Avon

## TRUSTEES' REPORT INCLUDING STRATEGIC REPORT

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The Governors have pleasure in presenting their report and the audited financial statements of the charity 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 Governors act as the Trustees for the charitable activities of the Grammar School of King Edward VI at Stratford-Upon-Avon and are also the Directors of the charitable company for the purposes of company law.

Details of 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 he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they cease to be a member.

#### Principal Activities

The principal activity of the Grammar School of King Edward VI at Stratford-Upon-Avon is to advance education for the public benefit by establishing and developing a school offering a broad and academically challenging curriculum.

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

All Members of the Academy Trust shall be Governors. The following composition complies with articles 45-81. The Full Governing Body consists of:

**3 Elected Parent Governors** who are nominated and elected by a ballot of all parents to serve an initial four year term which is renewable. They will however relinquish their role when their child leaves the School.

**3 Elected Staff Governors** (the intention being to include one non-teacher) who are nominated and elected by a ballot of all staff to serve a four year term which is renewable.

**9 Appointed Governors** who serve a four year term. Three of these Governors at the time of their initial appointment will be parents of existing students. A meeting of the Full Governing Body will select this class of Governors. Each appointee will be proposed and seconded by other Governors and appointed by a majority vote in favour. Academy policy is that they may serve up to a maximum of four terms from the date of their initial appointment (as either a Parent or Appointed Governor).

**The Headmaster** is an ex-officio Governor.

The total number of Governors is 16.

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

All Governors are given the opportunity to attend training sessions. A number of sessions were held for Governors covering the main elements of the position, including the legal framework and governor responsibilities. Each year all members of the Governing body are offered updates on relevant issues and changes in legislation etc. The topics covered are regularly reviewed to ensure that Governors are kept up to date as far as possible.

# The Grammar School of King Edward VI at Stratford-Upon-Avon

## TRUSTEES' REPORT INCLUDING STRATEGIC REPORT

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### Organisation

The Full Governing Body (FGB) meets four times in each academic year. Twice in the Michaelmas term, once in the latter half of the Lent Term and once in the latter half of the Summer Term. The FGB has decided that it should be solely responsible for the following matters (which comply with articles 94-97):

- the School Strategic and Development Plans.
- the financial management of the School.
- approving the School budget and annual accounts.
- reviewing School budget monitoring reports from the Finance and General Purposes Group.
- the School income and expenditure, balance sheets and cash flows, having liaised with Trustees regarding the strategic financial position and priorities.
- the appointment and review of professional advisors (including auditors).
- personnel (with advice from the Leadership and Management Group)
- the procedure in pecuniary interest matters.
- accepting tenders above an agreed figure proposed by the Finance and General Purposes Group.
- election and removal of Chairman and/or Deputy Chairman.
- setting up of groups and decisions on what should be delegated (within these regulations) and to whom
- the annual review of the following mandatory policies:

*School Governance*  
*Mission Statement*  
*Whistleblowing*

The FGB has also decided that it should be solely responsible for additional matters which are identified in Governors' Group's Terms of Reference (see later). Whilst the FGB has not delegated responsibility for these matters, the different Governors' Groups are responsible for producing proposals relating to these matters for consideration by the FGB.

### Governors' Group Structure

The following Governors' Group Structure complies with articles 101-103:

#### Objectives of the Structure

- To establish a framework for effective delegation and decision-making.
- To provide regular reports to the FGB.
- To provide a clear audit trail for each decision of the FGB .
- To free the FGB for policy making.
- To provide opportunities for the debate of key issues.
- To provide for the full involvement of all Governors in the decision-making process.
- To strengthen the partnership between Governors and the School.
- To support the Headmaster and the staff.
- To ensure conformity with legislation and (where appropriate) with guidelines through detailed scrutiny of proposals.
- To promote efficient communication between Governors' Groups and with the FGB.

#### Governor Groups (Standing)

The Governors' Groups meet on one or more occasions in the lead up to each termly meeting of the FGB (Meeting 2 of the Michaelmas Term). Every Governor is a member of at least one of the following groups:

- **Leadership and Management Group** (Four Governors including the Headmaster)
- **Teaching, Learning and Achievement Group** (Four Governors plus the Deputy Headmaster - Academic)
- **Pastoral Group** (Four Governors plus the Deputy Headmaster - Pastoral)
- **Finance and General Purposes Group** (Four Governors plus the Bursar and the Headmaster)

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The FGB appoints members to each Governor Group. Each Group elects its own Chairman. The Chairman of Governors shall not be Chairman or Deputy Chairman of any Governor Group. Governor Groups act with the authority of the FGB but each Chairman must provide a detailed report of activities and any recommendations to each FGB meeting.

### **Ad Hoc Committees**

- **Disciplinary**  
This committee shall be chosen from members of the FGB, excluding the Headmaster and staff members.
- **Appeals**  
This committee will hear appeals relating to exclusions in accordance with legislation, guidelines and good practice. This Committee shall include governors appointed by the FGB in accordance with current regulations.
- **Health and Safety**  
This is a sub-committee which reports to the Finance and General Purposes Group (See Terms of Reference).

### **Governor Representatives**

Patch Representatives (Governors of schools in South Warwickshire) are appointed annually by the FGB from among its own membership.

### **Link Governors**

All Governors are allocated to a department in the School to act as a Link Governor. The aims of the Link Governor Programme are:

- To enable Governors to know and understand more about the day-to-day work of the School;
- To triangulate evidence between Governors, SLT and staff.
- To establish another opportunity for Governors and staff to meet and discuss issues concerning the School and its development.
- To enable staff to share and celebrate the success of their work.
- To be involved, where possible, in the appointment of new teaching staff within subject areas.

### **Governor Agreement**

All Governors sign an agreement to adhere to this policy, the Articles of Association and to uphold the Nolan Standards of Public Life. To comply with article 79 all governors complete an enhanced DBS check at the start of each term of office.

### **Responsible Officer**

The FGB has appointed a Responsible Officer ("RO") to provide an independent oversight of the Academy's financial affairs as set out in the Academies Financial Handbook ("Handbook"). The RO reports to the Finance and General Purposes Group. The Responsible Officer is not a Member of the Academy or a Governor but will attend FGB meetings.

### **Accounting Officer**

The Headmaster is the designated Accounting Officer of the Academy and has overall responsibility for the day to day financial management of the Charitable Company. The Headmaster has delegated responsibility for low values of expenditure to specific budget holders who are each responsible for managing their own departments within the constraints of their allocated budgets. A system of financial controls is in place to manage this process.

The Headmaster manages the Academy on a daily basis supported by a Senior Leadership Team. The Senior Leadership Team meets weekly to discuss emerging matters and to help to develop strategies for future development to be put to the Headmaster and the Governing Body as required for approval. Each member of the Senior Leadership Team has specific responsibilities to assist the Headmaster to manage

# The Grammar School of King Edward VI at Stratford-Upon-Avon

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certain aspects of the Academy. Please refer to the Reference and Administrative details on page 1 for more information.

### **Risk management**

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

- Loss of (or reduction in) funding
- Loss of building or facilities preventing the delivery of education
- Loss of members of staff (either suddenly or gradually over time)
- Loss of reputation
- Lack of safeguarding of students
- Funding of pension deficits under the Local Government Pension Scheme (LGPS).

The Senior Leadership Team has considered these risks. Policies and procedures have been put into place to minimise these 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 27. 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 is increasingly concerned by the LGPS deficit and the apparent growth in this. The imposition of capital payments by the Actuary for 2014/15 is an unwelcome development the justification for which appears to be, at least in part, as a result of changing and increasingly conservative assumptions by the Actuary. The in-year servicing of a very long term, inherited debt impacts on the Academy's ability to continue to offer the same high quality education and it is felt that the DfE should consider offering extra funding to offset pension deficit demands.

### **Connected Organisations, including Related Party Relationships**

The Trustees of The Grammar School of King Edward VI School (established separately under Charity Number 528769) are a related party as they and the School share some common Trustees; refer to note 28 for further details.

## **OBJECTIVES AND ACTIVITIES**

### **Objectives, Strategies and Activities**

This was the third full year of operation the Grammar School of King Edward VI at Stratford-Upon-Avon. Through the implementation of the key objectives in the School Development Plan 2013-14 the School has:

- Identified and monitored sub-groups specific to K.E.S. including the progress of the first cohort of girls through the Sixth Form.
- Extended the Oxbridge/early entry programme into the Middle School through the work of the new Academic Enrichment Co-ordinator.
- Introduced and implemented the King Edward VI Award to recognise and encourage academic and extra-curricular participation and success.
- Extended the extra-curricular programme by developing subject specific extra-curricular/House activities and by developing specific provision for female Sixth Form students.
- Introduced touch typing into the curriculum for Years 7, 9 and 12 through on-line learning.
- Implemented fully the new Literacy Policy.
- Introduce the Extended Project Qualification (Level 2) into the Key Stage 4 History curriculum.

# The Grammar School of King Edward VI at Stratford-Upon-Avon

## TRUSTEES' REPORT INCLUDING STRATEGIC REPORT

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- Prepared for forthcoming statutory curriculum changes in all Key Stages and, in particular, to ensure that the three-year GCSE programme is a rigorous preparation for A level courses.
- Established a strategic ICT hardware replacement schedule which includes the exploration of lower cost alternatives.
- Reorganised the meetings of the Academic Leadership Team (ALT) to ensure more effective contributions to and greater transparency of Middle and Senior Leadership decisions.
- Improved specific aspects of teaching and learning by focusing on them during the Quality Assurance Focus Weeks.
- Conducted a Kirkland Rowell student survey to inform future School development priorities.
- Reviewed the Pay Policy in light of statutory and recommended changes for implementation in 2014/15.
- Supported The Trustees of The Grammar School of King Edward VI School (established separately under Charity Number 528769) in their Heritage Lottery Fund bid to restore, conserve and open the Guildhall to the public.
- Planned and implemented changes in light of the significantly reduced income. This has included generating additional income through, the implementation of the "Pound-a-Day" School Fund.
- Ensured that parental engagement remains strong despite the increasing geographical spread of students attending the School.
- Strengthened our links with the local community through the Sixth Form enrichment programme, our links with Shakespeare Hospice (our local chosen charity) and through our support for the 450<sup>th</sup> anniversary celebrations of Shakespeare's birthday.
- Supported the work of the Old Boys in increasing their membership of younger former students in the Association.
- Managed the procedural or policy issues which have arisen as a result of the first female cohort moving through the Sixth Form.
- Improved specific aspects of pastoral work by focusing on them during the Quality Assurance Focus Weeks.
- Implement improvements to the Sixth Form Induction programme.
- Improved the management of poor punctuality and attendance, particularly in the Sixth Form.
- Conducted an e-Safety audit and implemented the recommended changes.
- Continued to address safety concerns at the Chapel Lane exit through changes to School procedures and liaison with external agencies.

### **PUBLIC BENEFIT STATEMENT**

The primary purpose of the Grammar School of King Edward VI at Stratford-Upon-Avon is the advancement of education within the local area. The School's Mission Statement is:

King Edward VI School is committed to being the school of choice for the most able students in our locality by developing and maintaining an educational community in which we:

- provide the context to allow all individuals to achieve success in all aspects of school life;
- create a safe and secure environment in which self-confidence, respect for oneself and for others is valued;
- encourage each individual to fulfil their academic potential by placing particular emphasis on challenge, teamwork, independence, creativity and enjoyment;
- appreciate the value of extra-curricular activities and encourage – equally – wide participation and excellence;
- use open lines of communication and engagement across all interested parties to ensure we are a self-evaluative school, which constantly looks to improve.

We seek to prepare our students for rewarding lives, aware of their obligation to serve the local, national and international communities in a fast changing world, and to inculcate in them a sense of pride in the unique character of Shakespeare's School.



# The Grammar School of King Edward VI at Stratford-Upon-Avon

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In accordance with legislation the Academy is an exempt Charity. The Governors confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

### **STRATEGIC REPORT**

#### **RISK MANAGEMENT**

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

- Loss of (or reduction in) funding
- Loss of building or facilities preventing the delivery of education
- Loss of members of staff (either suddenly or gradually over time)
- Loss of reputation
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- Funding of pension deficits under the Local Government Pension Scheme (LGPS).

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#### **ACHIEVEMENTS AND PERFORMANCE**

##### **A Level**

- Attained 80.5% of A-Level grades at A\* to B, including a record 57.8% at A\* or A.
- A record thirty one students obtained three A grades or better.

##### **GCSE**

- Attained 76.7% of GCSE grades at A\* or A.
- A record 42 students (more than half of Year 11) achieved at least 10 A\* or A grades.

##### **Rugby**

- Seven students played for Warwickshire.
- Two students played for Oxfordshire.
- The 1<sup>st</sup> XV reached the last 32 of the NatWest Cup.

##### **Fencing**

- Five students were selected for the British Under 17 Sabre Squad.
- Two students were selected to fence for the England Under 18 team. A further student was selected for the Wales Under 18 team for the second year running.
- Four students formed the West Midlands U18 Boys Sabre team, helping the region to finish third overall in the Winton Cup.
- A student became Welsh Under 14 Sabre Champion.

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- A student collected Silver in the British Youth Championships' Under 18 category with another claiming Bronze in the Under 13 category.
- A student won the Under 14 Boys' Sabre event at the Kentener Krokodil Cup International tournament held in Belgium.
- Twenty five K.E.S. students took part in the West Midlands Youth Sabre Championships, four emerged as Regional Champions.

### Rowing

- At the Worcester SBH K.E.S. won both J18 and IM2 4+.
- A student finished as the top individual competitor with another finishing third in the Year 10 Coventry, Solihull and Warwickshire School Games.

### Hockey

- A student was chosen for the England Junior Development Academy.
- A student represented Warwickshire.
- A student attended Warwickshire Junior Development Training.

### Cricket

- The Under 15 team won the Warwickshire County Cricket Cup.

### Badminton

- A student came second in the Warwickshire County Badminton Championships.

### Music

- A student played in the 2013 BBC Proms season as a double bassist in the National Youth Orchestra.

### Drama

- Edward's Boys was the first guest company to perform at the Sam Wanamaker Playhouse at Shakespeare's Globe with its production of *Galatea*.
- The cast and crew of *Noughts and Crosses* were the first School group to perform at the Edinburgh Fringe Festival.
- Two students were chosen to take part in an RSC Ensemble which performed an extract from *Henry VI* in the Speakers' Apartment in the House of Parliament.

### Public Speaking

- LAMDA Gold Medal (Grade Eight) was achieved by fifteen students.
- LAMDA Bronze Medal (Grade Six) was achieved by seven students.

### Duke of Edinburgh

- DoE Gold Award was achieved by five students.
- DoE Silver Award was achieved by twenty-eight students.
- DoE Bronze Award was achieved by sixty-nine students.

### Chess

- Two students qualified for the National Final of the Delancey Chess Challenge.

### Clubs and Societies

- A student was highly recommended in a Royal Economics Society essay competition and was recognised as one of the top 50 state school students in the country at the UBS Pure Potential Awards in London.
- A student was awarded the prestigious Arkwright Scholarship Award.