

Registered number: 08569207

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI  
ACADEMY TRUST

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2018

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST  
(A company limited by guarantee)

CONTENTS

	Page
Reference and administrative details	1
Trustees' report	2-12
Governance statement	13 - 15
Statement on regularity, propriety and compliance	16
Statement of Trustees' responsibilities	17
Independent auditor's report on the financial statements	18 - 20
Independent reporting accountant's assurance report on regularity	21 - 22
Statement of financial activities incorporating income and expenditure account	23
Balance sheet	24
Statement of cash flows	25
Notes to the financial statements	26-42

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**Members**

**M P** Hough Robinson  
Peterborough Diocese Church Schools Trust

**Trustees**

Peterborough Diocese Church Schools Trust  
R Hazelgrove (until June 2018)  
O Johnson, Accounting Officer (until Jan 2018)  
SJ Allen( appointed Chair Jan 2018)  
G N Nunn<sup>1</sup>  
AJ Osborne  
J Moffitt  
B Gundle (until Jan 2018)  
P Deane <sup>1</sup>  
C Wade, Chairman (until December 2017)  
A E Allen (appointed Accounting Officer Jan 2018)  
P Beswick (appointed Jan 2018)  
G Bruce (appointed Jan 2018)

<sup>1</sup> Member of the Finance Committee

**Company registered number**

08569207

**Company name**

South Northamptonshire Church of England Multi Academy Trust

**Principal and registered office**

Chacombe Primary Academy, 37 Thorpe Road, Chacombe, Banbury, Oxfordshire, OX17 2JA

**Senior management team**

A E Allen, Headteacher at Chacombe CEVA Primary and St Loys primary Academy( June 2018)  
R Stickley Senior manager at Chacombe CEVA Primary Academy  
N Coates Senior manager at Chacombe CEVA Primary Academy  
O Johnson, Headteacher at Culworth and Beddington Primary  
C Law, Deputy Headteacher at Culworth Primary  
J Boatman, Senior Manager at Boddington Primary  
K Stephens, Senior Manager at Boddington Primary  
R Hazelgrove, Headteacher at St Loys C of E Primary Academy (until June 2018)  
K White Assistant Headteacher at St Loys C of E Primary Academy

**Independent auditor**

Ellacott

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

The Trustees present their annual report together with the audited financial statements of the South Northamptonshire Church of England Multi Academy Trust ('the Trust') for the period ending 31 August 2018.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**CONSTITUTION**

The Trust, which was incorporated on 14 June 2013 and opened as a Multi Academy Trust on 1 September 2013, 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 Trust.

The Governors act as the Trustees for the charitable activities of the Trust and are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served throughout the period, except as noted, are included in the Reference and Administrative Details on page 1.

The charitable company is known as South Northamptonshire Church of England Multi Academy Trust.

The Trust operates Primary Academies in South Northamptonshire. Its academies have a combined pupil capacity of 469 and had a roll of 355 in the school census on 2 November 2017.

**MEMBERS' LIABILITY**

Each member of the charitable company undertakes to contribute to the assets of the 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' INDEMNITIES**

The Governors benefit from indemnity insurance purchased by the Academy to cover the liability of the Trustees arising from negligent acts, errors or commissions occurring whilst on Academy business. The limit of this indemnity is £10,000,000

**PRINCIPAL ACTIVITIES**

The principal activity of the Academy Trust is to advance for the public benefit by establishing, maintaining, carrying on managing and developing Primary Academies that offer a broad and balanced curriculum.

**METHOD OF RECRUITMENT AND APPOINTMENT OR ELECTION OF TRUSTEES**

On 1st September 2013, the Trustees appointed all those Governors that served the predecessor school to be Governors of the newly formed Academies. These Governors were appointed on a term of office that would end when their original term at the predecessor school would have ended, thus ensuring a staggered re-election or replacement process.

The Trust shall have the following Trustees as set out in its Articles of Association and Funding Agreement:

- No fewer than 2 Members
- No fewer than 5 Trustees

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST  
(A company limited by guarantee)

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

The Board currently includes a Chair, Vice Chair and Head Teacher from each Academy

Trustees are appointed for a 4 year period, except that this time limit does not apply to the Headteacher. Subject to remaining eligible to be a particular type of Governor, any Governors can be re-appointed or re-elected.

When appointing new Trustees, the Board of Trustees will give consideration to the skills and experience mix of existing Trustees in order to ensure the Board of Trustees has the necessary skills to contribute fully to the Academy Trust's development.

### **POLICIES AND PROCEDURES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES**

The training and induction provided for new Trustees will depend upon their existing experience but would always include a tour of the relevant Academy or Academies and a chance to meet staff and pupils. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents they will need to undertake their role as Trustees. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by various other organisations as appropriate.

There is a Trustee/Governors training day organised each year which includes training sessions to keep the Trustees/Governors updated on relevant developments impacting on their roles and responsibilities.

### **ORGANISATIONAL STRUCTURE**

The Board of Trustees normally meets four times annually. The Board of Trustees establishes an overall framework for the governance of the Academy Trust and determines membership, terms of reference and procedures of Committees of the Board of Trustees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings. The Board of Trustees may from time to time establish working groups to perform specific tasks over a limited timescale.

There is one Committee of the Board of Trustees responsible for Finance and Audit. This committee has its own terms of reference discharging to it.

The following decisions are reserved to the full Board of Trustees:

- to consider any proposals for changes to the status or constitution of the Academy Trust and its committee structure;
- to appoint or remove the Chair and/ or Vice Chair; and
- to appoint and/ or consider the performance management of the Headteacher to appoint the Company Secretary.

The Trustees are responsible for setting general policy, adopting an annual development plan and budget, approving the annual statutory accounts, monitoring the Academy Trust by the use of budgets and other data, and making the major decisions about the direction of the Academy Trust.

The Trustees have devolved the individual strategic management to each full Governing Body and day-to-day management of each Academy to the Head teacher and the Senior Leadership Team ('SLT'). The SLT comprises the Head teacher, Deputy Head teachers, Assistant Head teachers and senior teachers. Each Full Governing Body reviews annual Academy Trust plans and budgets, monitors progress against target and OFSTED standards and oversees parent and community liaison. Representatives from each FGB also sit on the main Board of Trustees. The Accounting Officer has overall responsibility for the day to day financial management of the Academy Trust.

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**{A company limited by guarantee}**

**TRUSTEES' REPORT {continued}**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

**RISK MANAGEMENT**

The Trustees have implemented a system to assess risks that the Academy Trust faces, especially in the operational areas (such as in relation to teaching, health & safety and school trips) and in relation to the control of finances. They have introduced systems, including operational procedures and internal financial controls in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover.

The Academy Trust has an effective system of internal financial controls and this is explained in more detail in the Statement of Internal Control.

**ARRANGEMENTS FOR SETTING PAY AND REMUNERATION OF KEY MANAGEMENT PERSONNEL**

Setting the pay and remuneration of the Academy Trusts key management personnel is made with the support of an external advisor. Pay is benchmarked against the National Standards of Pay for Teachers and Support Staff at Academy Trust level.

**FUNDRAISING**

[ Under the provisions of the Charities (Protection and Social Investment) Act 2016 this section must include information on fundraising practices. The areas to cover are included in section 13 of the Act and include:

- approach to fundraising
- work with, and oversight of, any commercial participators / professional fundraisers
- fundraising conforming to recognised standards
- monitoring of fundraising carried out on its behalf
- fundraising complaints
- protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

Trustees may also find it helpful to refer to the Charity Commission publication "Charity fundraising : a guide to trustee duties (CC20)". ]

**Trade union facility time - union officials**

Number of employees who were relevant union officials during the relevant period

-

Full-time equivalent employee number

-

*Percentage of time spent on facility time*

Percentage of time

Number of employees

0%

-

1%-50%

-

51%-99%

-

100%

-

*Percentage of pay bill spent on facility time*

Total cost of facility time

-

Total pay bill

-

Percentage of the total pay bill spent on facility time

-

*Paid trade union activities*

Time spent on paid trade union activities as a percentage of total paid facility time hours

-

**CONNECTED ORGANISATIONS, INCLUDING RELATED PARTY RELATIONSHIPS**

There are no related parties which either control or significantly influence the decisions and operations of the Academy Trust. There are no sponsors or formal Parent Teacher Associations associated with the Academy.

**OBJECTIVES AND ACTIVITIES****OBJECTS AND AIMS**

The principal objects of the Academy Trust, as set out in its Articles of Association, are 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

promote for the benefit of the inhabitants of the South Northamptonshire Area and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity, disablement, financial hardship or social and economic circumstances for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

The aims of the Academy Trust during the period ended 31 August 2018 are summarised below:

To extend the breadth of joint policies to ensure consistency across the MAT

To provide a curriculum that promotes enjoyment and love of learning

To evaluate the performance of the Academies and identify areas for improvement, specific to each Academy in relation to attainment and progress

To develop and maintain effective leadership and Governance, including support for new governors/trustees and Board members

To continue to ensure premises and facilities are well maintained and support learning

To continue to ensure our Christian ethos is evident in all areas of work within the schools

To maintain extended schools that provide services to children and families outside of the school day.

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST  
(A company limited by guarantee)

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

**OBJECTIVES, STRATEGIES AND ACTIVITIES**

The key priorities for the period are contained in the Academy Trusts Development Plan which is available from the Chair of the Trustees.

The main activities of the Academy Trust for the period ended 31 August 2018 were as follows:

Leadership and Management

- Decision to not join with the South Northants Village school academy trust and progress
- Directors appointed a new chair for the MAT and a new school improvement person.
- Directors appointed a GDPR officer and director to oversee GDPR implementation
- To newly develop a robust Board of Trustees with clear lines of accountability
- To adequately challenge the leadership of the Academies to ensure continuous school improvement. To ensure that all Academies benefit from the sharing a good practice.
- Actively begin exploring other church schools who would wish to join our academy trust
- Worked on a new name and branding for the trust

Student Achievement

Where weaknesses in subject results were found internal and external support is in place  
For all Academies within the MAT to achieve at least in line with National standards

Teaching and Learning

To continue to use existing criteria for the moderation of standards in maths, reading and writing  
Build capacity to provide rigorous internal MAT moderation of the above curriculum areas.

To use the expertise within the MAT staff to develop subject knowledge of all staff to ensure best quality teaching and learning

To ensure groups of learners are making progress that is at least in line with ARE:- SEND, PP, Dis, EAL,

Behaviour and Safety

To ensure that key policies and procedures are regularly reviewed and agreed.  
Plumsun to carry out Health and Safety review inspections of the schools.

To assign a Director responsible for safeguarding across the MAT.



**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**PUBLIC BENEFIT**

The Trustees confirm that they have complied with the requirement in the Charities Act 2011 to have due regard to the Charity Commission general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy Trusts aims and objectives and in planning its future activities.

The Academy Trust aims to advance for the public benefit education in South Northamptonshire and the surrounding area, offering a broad curriculum.

The Academy Trust also allows use of its facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

**ACHIEVEMENTS AND PERFORMANCE**

**Achievements and Performance**

The Academy is in its fifth period of operation since conversion on 1 September 2013.

The total number of pupils in the period ended 31 August 2016 was 363 but this has decreased to 355 at the October 2017 census date due to the falling demand for places at the Academies within the Trust.

The Trust 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.

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST  
(A company limited by guarantee)

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

The particular achievements and performance of the Trust during the period ended 31 August 2018 were as follows:

<b>2018 results</b>		<b>Chacombe</b>	<b>Culworth</b>	<b>Boddington</b>	<b>St Laves</b>
Ofsted Date/Grade		July 2015 Grade 2	June 2016 Grade 2	July 2016 Grade 2	May 2007 Grade 1
EYFS GLD		86%	69%	87%	87%
Phonics Year 1		92%	70%	100%	91%
KS1	Achieved Expected Standard Reading	83%	75%	57%	79%
	Exceeded Expected Standard Reading	25%	16%	14%	43%
	Achieved Expected Standard Writing	83%	66%	42%	64%
	Exceeded Expected Standard Writing	33%	25%	28%	29%
	Achieved Expected Standard Maths	92%	75%	57%	79%
	Exceeded Expected Standard Maths	33%	25%	28%	43%
KS2	Achieved Expected Standard Reading	72%	82%	100%	73%
	Exceeded Expected Standard Reading	14%	8%	25%	19%
	Achieved Expected Standard Writing	72%	82%	100%	94%
	Achieved Greater Depth in Writing	0%	8%	25%	38%
	Achieved Expected Standard GPS	86%	91%	100%	73%
	Exceeded Expected Standard GPS	14%	17%	0%	19%
	Achieved Expected Standard Maths	86%	96%	100%	73%
	Exceeded Expected Standard Maths	28%	26%	25%	31%
	Combined RWM	72%	78%	100%	50%
Cohort Progress Measure from KS1 to KS2	Reading	-0.7 (-5.7-4.3)	-2.1 (-4.8-0.6)	0.5 (-5.6-6.6)	-3.1 (-5.2-1.0)
	Writing	-0.2 (-5.0-4.6)	-2.1 (-4.7-0.5)	-0.8 (-6.7-5.1)	2.3 (-0.7-5.3)
	Maths	0.5 (-4.0-5.0)	0.9 (-1.5-3.3)	0.0 (-5.5-5.5)	-1.4 (-4.2-1.4)

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT {continued}**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

**GOING CONCERN**

After making appropriate enquiries, the Board of Trustees, including all Committees, has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies note of the financial statements.

**STRATEGIC REPORT**

The Academies within the Trust have continued to work on the priorities set out in their own and in the MAT Strategic Plan, approved by the Board of Trustees.

The Academy Trust faces a number of principal risks as set out in the 'Principal Risks and Uncertainties' section.

The Academy Trust uses various financial Instruments including cash and items such as trade debtors and trade creditors that arise directly from its operations.

The existence of these financial instruments exposes the school to a number of financial risks which are described in more detail below.

The main risks arising from the financial statements are cash flow, interest rate risk and credit risk. The Academy Trust seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably. The Academy Trust seeks to manage its cash reserves to ensure liabilities are settled as they fall due.

**KEY PERFORMANCE INDICATORS Amy has this information**

Although the Academy's Funding Agreement is not subject to a specific carry forward limit on the amount of GAG funding, the main financial performance indicator is the level of reserves held at the balance sheet date and, in particular, the amount of GAG funding carried forward at the balance sheet date. At 31 August 2018, the balance of the GAG Restricted Fund was in deficit by £294,335, which is after a transfer of £nil to the Restricted Fixed Asset Fund to fund capital expenditure during the period.

As the majority of the Academy's funding is based on pupil numbers, pupil numbers is also a key performance indicator. As noted above, pupil numbers at the most recent census were 355 which is a decrease of 8 students from the previous census.

As a result, the ratio of GAG funding per pupil was £4,528 for the period.

Staffing costs are another key performance indicator for the Academy Trust and the percentage of total staff costs to GAG funding for the period was 95.0%, while the percentage of staff costs to total costs was 70.2%.

**FINANCIAL REVIEW**

**Financial Review**

The majority of the Academy Trusts income is received from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the period ended 31 August 2017 and the associated expenditure of these grants are shown as Restricted Funds in the Statement of Financial Activities.

The Academy also receives grants for fixed assets from the DfE and other organisations and funders and these are shown as Restricted Fixed Asset Funds in the Statement of Financial Activities. The balance of the Restricted Fixed Asset fund is reduced by the depreciation charges on the assets acquired using these funds.

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
(A company limited by guarantee)

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

During the period ended 31 August 2017, the total expenditure of £2,173,698 was covered by the recurrent grant funding from the DfE, together with other incoming resources (excluding the net assets transferred on conversion from the Local Authority). The excess of expenditure over Incoming resources for the period was £221,572.

The net book value of fixed assets at 31 August 2017 were £55,666. The fixed assets held by the Academy are used exclusively for providing education and associated support services to the pupils of the Academy.

The balance of total funds held at 31 August 2017 were in deficit by £101,259 which comprised of the following:

Restricted Funds excluding pension liability	£56.44E
Restricted Pension Liability Fund	(£400,000)
Restricted Fixed Asset Fund	£88.91
Unrestricted Funds	£186.62

The key financial policies reviewed and adopted during the period included the Financial Procedures Policies and Manual, which lays out the framework for the Academy Trusts financial management, including financial responsibilities of the Governing Body, Headteacher, managers, budget holders and other staff, as well as the delegated authorities for spending. The other financial policies reviewed and adopted during the period included Charges and Lettings, Asset Management and Insurance.

#### **FINANCIAL AND RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Academy Trust has agreed a Risk Management Strategy, a Risk Register and a Risk Management Plan. These have been discussed by the Trustees and include the financial risks to the Academy Trust. The Risk Register and Risk Management Plan are constantly reviewed in light of any new information and formally reviewed annually.

The Trustees have assessed the major risks to which the Academy Trust is exposed, in particular those relating to its finances, teaching, facilities and other operational areas. The Trustees have implemented a number of systems to assess and minimise those risks, including internal controls. Where significant financial risk still remains, the Trustees have ensured the Academy Trust has adequate insurance cover.

There are risks to revenue funding from a falling roll as pupil numbers can vary in small schools year on year. However, the current freeze on the Governments overall education budget, changes in funding arrangements for special educational needs and the increasing employment and premises costs mean that budgets will be increasingly tight in coming years.

The Trustees examine the financial health of the Academy Trust formally every term, reviewing performance against budgets and overall expenditure by means of regular update reports at all full Governors and Finance and Resources Committee meetings.

At the balance sheet date, the Academy Trust had no significant liabilities arising from trade creditors or debtors where there would be a significant effect on the Academy's liquidity.

The Trustees recognised that the Local Government Pension Scheme deficit represents a significant potential liability to the Academy. However, as the Trustees consider the Academy Trust is able to meet its known annual contribution commitments for the foreseeable future, the risk from this liability is minimised.

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

The principal risks and uncertainties facing the Academy Trust are as follows:

##### Financial

The Academy has considerable reliance on continued Government funding through the ESFA. In the period, approximately 90% of the Academy's incoming resources (excluding amounts transferred on conversion from

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY  
TRUST

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

the Local Authority) was ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

Failures in governance and/ or management

The risk in this **area arises** from the potential failure to effectively manage the Academy Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure appropriate measures are in place to mitigate these risks.

Reputational

The continuing success of the Academy Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk, the Trustees ensure that pupil success and achievement are closely monitored and reviewed.

Safeguarding and child protection

The Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.

Staffing

The success of the Academy Trust is reliant upon the quality of its staff, so the Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds

The Academy Trust has engaged its external auditors to perform a program of work aimed at checking and reviewing the financial systems and records as required by the Academies Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and to develop their skills in this area.

The Academy has continued to strengthen its risk management process throughout the period by improving the process and ensuring staff awareness. A Risk Register is maintained and reviewed and updated on a regular basis.

**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**Reserves Policy**

The Trustees' review the reserve levels of the Academy Trust annually. This review encompasses the nature of the income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees also take into consideration the future plans of the Academy, the uncertainty over future income streams and other key risks identified during the risk review.

The Trustees have determined that the appropriate level of free cash reserves should be approximately 10% of total incoming resources. The reason for this is to provide sufficient working capital to cover delays between spending and receipts of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance.

**Amy**

The Academy Trust's current level of reserves (defined as restricted general funds, excluding pension reserve, plus the balance on unrestricted funds) is £298,741, of which £461,169 is free reserves (that is, total funds less the amount held in fixed assets and restricted funds).

The current level of reserves **is above our target??** level of free cash reserves. Appropriate steps have been taken to decrease the free cash reserves. The steps include monitoring individual academies key priority plans to ensure expenditure is detailed, reasonable and adhered to and that excess funds are being used to fully support pupil's future learning.

**INVESTMENT POLICY**

All funds surplus to immediate requirements are invested to optimal effect by the Academy with the objective of ensuring maximum return on assets invested but with minimal risk.

**PLANS FOR FUTURE PERIODS**

The Academy Trust strives to continually improve levels of attainment for all pupils, equipping them with the qualifications, skills and character to follow their chosen pathway, whether it be into further and higher education or employment, as well as promoting the continued professional development of its staff.

The Academy's plans for future periods are:

- To develop shared policies across the academy trust
- To improve the quality of teaching and learning to achieve a higher percentage of pupils attaining greater depth
- To explore options of other Church Schools joining our trust
- To develop leadership across the academy trust ensuring succession of leaders for the future
- To establish a greater level of challenge for standards via the procurement of external advisors
- To continue to ensure premises and facilities are well maintained and support future learning
- To continue to ensure our Christian ethos is evident in all areas of work within the Academies
- To maintain extended schools that provide services to children and families outside of the school day.

**PLANS FOR FUTURE PERIODS**

**FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**

The Academy Trust and its Trustees do not act as Custodian Trustees of any other charity.

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST  
(A company limited by guarantee)

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

**DISCLOSURE OF INFORMATION TO AUDITOR**

Insofar as the Trustees are aware:

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

The Trustees' report was approved by order of the board of trustees, as the company directors, on and signed on its behalf by:

Trustee

SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY  
TRUST

**GOVERNANCE STATEMENT**

**SCOPE OF RESPONSIBILITY**

As Trustees, we acknowledge we have overall responsibility for ensuring that South Northamptonshire Church of England Multi Academy Trust has an effective and appropriate system of control, financial and otherwise. However such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The board of trustees has delegated the day-to-day responsibility to the Head Teacher, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between South Northamptonshire Church of England Multi Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

**GOVERNANCE**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The board of trustees has formally met 3 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
Peterborough Diocese Church Schools Trust	1	
R Hazelgrove	3	3
C Wade, Chairman	2	3
A EAllen	3	3
SJ Allen	3	3
A J Osborne	2	3
G N Nunn	3	3
P Deane	3	3
8 Gundle	2	3
J Moffitt	3	3
0 Johnson, Accounting Officer	3	3

**Amy has this information and below information**

The Finance Committee is a sub-Committee of the main Board of Trustees. Its purpose is to provide guidance and assistance to the Board of Trustees on all matters related to finance, resources, premises and Health & Safety of the Academy Trust. This includes preparing and approving annual budgets, monitoring financial performance against that budget, reviewing delegated authorities, ensuring all transactions are conducted in accordance with good practice as directed by the ESFA, to ensure best value is achieved in all financial transactions and to receive and (where relevant) respond to period audit reports on the Academy and of public funds. This committee also acts as the Academy's Audit Committee.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
P Deane	3	3
G N Nunn	2	3
0 Johnson	3	3



**SOUTH NORTHAMPTONSHIRE CHURCH OF ENGLAND MULTI ACADEMY TRUST**  
**(A company limited by guarantee)**

**GOVERNANCE STATEMENT (continued)**

**Governance reviews**

During the year the academy trust has carried out a review of its governance arrangements and procedures

The outcomes are presented below:

**REVIEW OF VALUE FOR MONEY**

The Accounting Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The Accounting Officer considers how the academy trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Accounting Officer for the academy trust has delivered improved value for money during the year by:

**• Procurement of joint training across the Academies**

Schools in the MAT have continued to work together for training. This has provided consistency of approach across the MAT whilst reducing cost to each Academy. This communication has continued to uniform assessment and marking within the curriculum also.

**• Procurement of shared Service Level Agreements**

The schools in the MAT continue to work with the local village MAT to procure payroll and HR. Accountancy and Audit services continue to be carried out under one roof with the same company. Broadband and sports support from the local secondary school also still exist, enabling greater buying power, reducing cost to each Academy.

**• Procurement of a Standards Consultant**

The schools in the MAT have procured a curriculum standards consultant to provide greater rigor in the analysis of these standards. This has saved individual costs across the Academies.

**• Areas for Improvement**

**Assessment procedures** are continuing to be uniformed across the Trust to ensure more comparable data when moderating curriculum attainment

Training opportunities within the individual schools are beginning to be disseminated across the MAT. This needs to be actively planned into a yearly, rolling programme.

Marketing of the MAT and individual schools to improve upon decreasing rolls in a majority of the academies.

**THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Academy's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Academy Trust for the period ended 31 August 2018 and up to the date of approval of the annual report and financial statements.

**CAPACITY TO HANDLE RISK**

The Board of Trustees has reviewed the key risks to which the Academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Academy Trusts significant risks that has been in place for the period from incorporation to 31 August 2018 and up to the

date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

## **THE RISK AND CONTROL FRAMEWORK**

The Academy Trusts system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability.

In particular it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Governors;

regular reviews by the finance and general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;

setting targets to measure financial and other performance;

clearly defined purchasing (asset purchase or capital investment) guidelines;

delegation of authority and segregation of duties;

identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Trustees have appointed Ellacotts, the external auditor, to perform additional checks.

The accountant's role includes giving advice on financial matters and performing a range of checks on the Academy Trusts financial systems. On an annual basis, the accountant reports to the Board of Trustees on the operation of the systems of control and on the discharge of the Board of Trustees', including all Committees', financial responsibilities.

## **REVIEW OF EFFECTIVENESS**

As Accounting Officer, the Head Teacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

the work of the external accountant;

the work of the external auditor;

the financial management and governance self-assessment process;

the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Finance Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on : and signed on their behalf, by;

■

