

**Biggleswade Academy Trust**  
**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**  
**Year ended 31<sup>st</sup> August 2014**

Company Registration Number:  
07928028 (England and Wales)

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**Reference and administrative details**

Governors: (Directors)

Mr G Waghorn (Chair) \*

\* = Members

Mr J Dilley \*  
Ms M Dale \*  
Mr A Masson \*  
Mrs E Wyatt \*  
Mrs J Bull  
Mr T Woodward  
Ms D Byrne  
Ms R Ellison  
Mrs Y Tittley  
Mr R Eveleigh

Company Secretary

Mrs Brenda Hooper

Senior Management Team

- Principal
- Vice Principal (Care, Guidance & Support)
- Vice Principal (Learning & Teaching)
- Vice Principal (Learning & Teaching)
- Vice Principal (Finance & Business)
- Associate Principal
- Associate Principal
- Associate Principal
- Associate Principal

Mr S C Phillips  
Mrs C McGuckian  
Mr M Steer  
Ms S Flynn  
Mrs B Hooper  
Mr M Davis  
Ms D Briars  
Mr S Pointing  
Mrs R Wilson

Registered Office

Biggleswade Academy Trust  
Mead End,  
Biggleswade,  
Bedfordshire, SG18 8JU  
Tel: 01767 318123

Company registration Number

07928028 (England & Wales)

Auditors

Duncan & Toplis Limited,  
Chartered Accountants & Business Advisors  
15 Chequergate,  
Louth.  
Lincs LN11 0LJ

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**Bankers**

Lloyds TSB Bank PLC  
Biggleswade (309079) Branch,  
PO Box 1000  
BX1 1LT

**Solicitors**

Stone King LLP  
16 St John's Lane  
London  
EC1M 4BS

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## **Trustees' Report**

The Trustees present their Annual Report together with the financial statements and auditor's report of the Academy for the year to 31 August 2014.

The trust operates as a single 2-13 School, formed from the former Pre-Lower and Middle schools on its site. The trust currently has 882 pupils on roll at Biggleswade Academy and 76 children accessing Early Years Provision at Biggleswade Academy Pre-school. In addition, from April 2014 the trust has been providing Leadership and Management support to 'The Lawns Nursery School and Children's Centre in Biggleswade.

## **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 Biggleswade Academy Trust and are also the Directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Biggleswade Academy Trust.

Details of the Trustees who served throughout the year are included in the reference and administration 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' Indemnities

In accordance with normal commercial practice the Academy has purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides up to £5,000,000.00 on any one claim and the cost for the year ended 31<sup>st</sup> August 2014 was £818. The cost of this insurance is included in the total insurance cost.

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

- **Members**

Members of the Company comprise of the signatories to the Memorandum of Association and the Chair of the Directors. The members may agree unanimously in writing to appoint additional members as they see fit. They may also unanimously in writing agree to remove any such additional members.

Any member may resign provided that after such resignation the number of Members is not less than three.

- **Directors**

All Members of the Company are currently also Directors of the Multi Academy Trust.

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All Directors have a term of office of 4 years. If they remain eligible under their Director heading they may be re-appointed or re-elected.

Members may appoint up to 7 Directors and can appoint Staff Directors through any such process as they may determine provided that the total number of Directors who are employees does not exceed one third of the total number of Directors.

At 1<sup>st</sup> September 2012 Biggleswade Academy Trust – Holmemead Middle School was the only Academy within the Multi Academy Trust. On 1<sup>st</sup> March 2013 Southlands Lower School was granted Academy status and joined the Multi Academy Trust. At this point 4 Governors from the previous Southlands Lower School Governing Body joined the Multi Academy Trust as Directors.

At 1<sup>st</sup> September 2013 the component schools within Biggleswade Academy Trust (Holmemead Middle School, Southlands Lower School and Brigham Pre School and the Den) merged to form Biggleswade Academy. This is, therefore, the first report for the new 2-13 through school. However, Biggleswade Academy Trust remains a Multi Academy Trust, albeit one that currently has only one school, Biggleswade Academy, within the Trust.

In the event of more Academies joining the Trust there must be a minimum of 2 Parent Directors for every 10 or fewer Academies and they would be elected by the Parent members of the individual governing bodies as per their terms of reference. Any elected Parent Director must be a parent of a registered pupil at one of the Academies; or where it is not reasonable to do so, a person who is the parent to a child of compulsory school age, at the time (s)he is elected.

The Directors may appoint up to 3 Co-opted Directors but should not co-opt an employee of the Company if it would mean the total number of Directors who are employees would exceed a third. A Co-opted Director may not themselves appoint further Co-opted Directors.

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

The training and induction provided for new Trustees and other Governors (directors) will depend on their existing experience. Where necessary, induction will provide training on charity and educational legal and financial matters. All new Trustees and Directors will be offered a tour of the academy and the chance to meet staff and students.

All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Trustees. As there are normally few new Trustees a year, induction tends to be done informally and is tailored specifically to the individual.

#### Organisational Structure

The Academy is constituted under its Articles of Association. Members of the Governing Body and Senior Leadership Team are detailed on page 2 of this report.

The Governors make the key decisions for and determine the general policies of the Academy and meet at least four times a year as a full board and receive reports from the sub committees. There are two sub committees that support the Board; Finance and General Purposes and Standards and Performance, both of which meet a minimum of 3 times a year (additional meetings if required).

The academy has defined the responsibilities of each person involved in the administration of academy finance to avoid the duplication or omission of functions and to provide a framework of accountability for governors and staff. The financial reporting structure is illustrated below:

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### **The Governing Body**

The Governing Body has overall responsibility for the administration of the academy's finances. The main responsibilities of the Governing Body are prescribed in the Funding Agreement(s) as follows:

- Master Funding Agreement with the Secretary of State for Education - dated 1<sup>st</sup> March 2012  
Setting up the Multi Academy Trust (MAT) on the conversion to Academy status of Holmemead Middle School on 1<sup>st</sup> March 2012.
- Supplementary Funding Agreement with the Secretary of State for Education – dated 1<sup>st</sup> March 2013  
Issued on the conversion to Academy status of Southlands Lower School who joined the MAT on 1<sup>st</sup> March 2013.
- Deed of Variation to the Master Funding Agreement with the Secretary of State for Education – dated 2<sup>nd</sup> August 2013 – issued to delete and replace in their entirety clauses 19 and 20 and to add a new clause 20A.

### **The Finance & General Purposes Committee (F&GP)**

The F&GP is a committee of the governing body. The F&GP meets at least once a term – more frequently if key dates or important business requires it. The main responsibilities of the F&GP are detailed in written terms of reference which have been authorised by the governing body.

### **The Principal**

The Principal is the Accounting Officer. Within the framework of the Academy Improvement Plan (AIP) as approved by the governing body the Principal has overall executive responsibility for the Academy's activities including financial activities.

### **Vice Principal (Finance and Business)**

The Vice Principal (Finance and Business) works in close collaboration with the Principal through whom she is responsible to the governors. The Vice Principal (Finance and Business) also has direct access to the governors via the F&GP.

After 31<sup>st</sup> August 2014 the Vice Principal (Finance and Business) retired. The structure for financial support across the Academy is being revised as this report is being written and any changes will be reflected within the 2014-15 report.

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

Throughout the course of 2012/13 the Company consulted with stakeholders and sought approval from the Secretary of State for Education to merge the operations of the two Academies (Holmemead Middle School and Southlands Lower School). Additionally, the company consulted with stakeholders and sought approval from the Secretary of State for Education to assume responsibility for the operation of Brigham Pre-School and the Den. At the end of July 2013 confirmation was received, via the Department for Education, that Lord Nash had approved the merger of Brigham Pre-School, Southlands Lower School and Holmemead Middle School to form a 2 to 13 Academy from 1<sup>st</sup> September 2013.

Across the town of Biggleswade there are 13 education establishments that form the Biggleswade Community Union of Schools (BCUS). All members of BCUS are committed to working closely together in order to ensure the best provision possible for all pupils within the town and surrounding villages of Biggleswade.

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As part of this close working through BCUS the Academy responded positively to an approach for help from the town's maintained nursery school and children's centre in April 2014. Consequently, Biggleswade Academy and The Lawns Nursery School and Children's Centre are developing a close partnership with shared Leadership and management whilst longer term options are being explored.

### **Objectives and Activities**

#### Objects and Aims

Biggleswade Academy is the only school of its type within the town of Biggleswade and provides High Quality Education and Care for children and young people aged 2-13 from 7.30am – 6pm for 51 weeks of the year.

The principal object and activity of the charitable company is the operation of the Biggleswade Academy Trust.

".... 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 schools ("the Academies") offering a broad and balanced curriculum."

The Academy provides 'through' education for a large number of its pupils, whilst matching the existing 3-tier system in operation within the town for others.

#### Objectives, Strategies and Activities

The principal object and activity of the company is the operation of Biggleswade Academy Trust.

"..... 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 schools ("the Academies") offering a broad and balanced curriculum."

Within the School Improvement Plan (SIP) for the academic year to 31<sup>st</sup> August 2015 the areas identified as being key to the future success of the Academy during the rigorous on-going self evaluation undertaken during the merger process:

1. To ensure the robustness and effectiveness of the new Academy curriculum to guarantee its success in:
  - a. Ensuring effective pupil progress 2-13
  - b. Matching and bettering the outcomes expected of the revised 2014 National Curriculum for England and Wales.
  - c. Developing broader more engaging and more progressive KS3 provision.
  - d. Minimising the negative impacts of transfer and transition across the entire age range
  - e. Providing outstanding wider opportunities for pupils of all ages and abilities.
  - f. Adequately preparing pupils for the next stage of their education.
2. Continue to drive the significant recent improvements seen in Literacy and English to ensure an effective whole school, cross curriculum approach for 'Literacy Across the Curriculum' is fully implemented and embedded.
  - a. Ensure a clear understanding across pupils, parents and staff of what outstanding LAC looks like by:
    - i. Embedding LAC principles and opportunities within all Schemes of Work at all ages
    - ii. Providing subject specific exemplars to pupils, parents and staff



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iii. Ensuring Feedback across all subjects develops basic literacy skills

3. To develop the use of handheld and mobile learning technologies to improve outcomes across all areas of work.
  - a. Firmly embed the principles of the 1-1 iPad programme for Y5&6 pupils
  - b. Firmly establish effective procedure for access to mobile technology for all other pupils across the Academy.
4. Continue to drive the recent improvements in the quality of Learning and Teaching to ensure:
  - a. all lessons are consistently 'good or better' for all children
  - b. A greater and constantly improving proportion of these lessons are 'outstanding'
5. To ensure the Academy 'Feedback policy' is consistently effective in personalising pupil learning, raising the level of individual & group progress and ensuring pupils develop confidence and independence within their learning.
  - a. Is feedback consistently happening within the maximum allocated time of 72 hours?
  - b. Is it consistently of a high enough quality to facilitate these aims?
  - c. Is there clear evidence that it is consistently acted upon by pupils to improve the quality of their outcomes?

#### Public Benefit

The Trustees 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, "*Charities and Public Benefit*".

The Academy's public benefit is enshrined in its charitable objectives, which state

"....to promote for the benefit of the inhabitants of Biggleswade 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 or disablement, financial hardship or social and economic circumstances or 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."

#### **Strategic Report**

##### Achievements and Performance

The first full year of the Academy's academic performance as a 2-13 School showed excellent returns on the investments made in the run up to the merger and full conversion.

- Early Years results were once again above the National average for the number of children demonstrating a 'good level of development'.
- KS1 results were 'sig +' (significantly above the National Average) according to *raiseonline* benchmark data in all but 1 of the 9 indicators for Reading, Writing & Maths a the expected level of 2b, above average 2a and significantly above average L3. This 9<sup>th</sup> indicator was still above National averages but was borderline for statistical significance.
- KS2 results were reportedly the most improved in the county with the significant amount of work in Maths now being rewarded with a 13%+ rise at L4 and a 23% rise at L5+. These figures are now only fractionally below national averages from a historical 'significantly below'. English, R&W were either in line or fractionally above and Grammar, Punctuation and Spelling was above the National average. In addition, we are beginning to see a differential for pupils who have experienced their

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entire KS2 within the Academy and those joining in Y5 as the benefits of accelerated progress across the historical 'transition point' start to be seen.

- KS3 results (exit data) continue to perform significantly above National benchmarks and either in line with or above the National for middle schools (based on unofficial National middle Schools forum data), demonstrating a sustaining of performance at this level whilst the 'wave' of increased performance lower down the school works it's way up the age ranges year on year.

#### Key Performance Indicators

Reference has been made to key performance indicators in the Achievements' and Performance section.

#### Going Concern

After making appropriate enquiries, the governing body has a reasonable expectation 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 Statement of Accounting Policies.

#### **Financial Review**

##### Financial report for the year

The majority of the Academy Trust's income is obtained from the DfE in the form of recurrent grants. The grants received from the DfE during the year ended 31 August 2014 and the associated expenditure are shown in the statement of financial activities.

During the year ended 31 August 2014, total income was £4,416,540, compared with total expenditure of £4,390,345 which shows a carry forward of £26,195 of income in excess of expenditure.

At 31 August 2014, the net book value of fixed assets was £7,527,464. The assets were used exclusively for providing education and the associated support services to the students of the Academy.

##### Reserves Policy

The academy's 'free' reserves are its funds after excluding restricted funds. 'Reserves' are therefore the resources the academy has or can make available to spend for any or all of the academy's purposes once it has met its commitments and covered its other planned expenditure. More specifically 'free reserves' represent income to the academy which is to be spent at the Trustees' discretion in furtherance of any of the academy's objects but which is not yet spent, committed or designated.

The Trustees review the reserve levels of the academy annually. This review encompasses the nature of income and expenditure streams.

##### Funds in deficit

The Academy Trust's non-teaching staff are entitled to membership of the Local Government Pension Scheme. The Academy Trust's share of the Scheme's assets is currently assessed to be less than its liabilities in the Scheme and consequently the Academy balance sheet shows a net liability of £732,000.

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However, the deficit does not mean that an immediate liability for this amount crystallises. The contribution rate to reduce the liability is calculated by an independent actuary.

#### Investment Policy

The Academy does not hold any investments, and as such a policy is not required.

#### Financial and Risk Management Objectives and Policies

The Academy experienced a challenging period at the end of the 2013-14 Academic and Financial year as with the discovery of a number of inconsistencies in the reporting and auditing of the financial processes and procedures in place across the Academy. This resulted in the necessary repositioning of the Academy, both financially and strategically in meeting its objectives moving forward.

An immediate and robust response was formulated to this situation, involving the EFA and the engagement of SBM services to rectify the issues identified during the Autumn term and the progress made to date has been nothing short of outstanding.

Robust procedures and a new robust financial system has been built 'from the ground up' which has much greater evidence based cross-checking of the Academies financial position and greater redundancy in the system to deal with unexpected challenges. In addition, updated policies add a further layer of rigour and challenge to ensure that such a situation cannot be repeated in the future.

#### 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 academy faces, especially in the operational areas (e.g. in relation to teaching, health & safety, bullying and school trips) and in relation to the control of finance.

External Health & Safety Consultants, Hoskins Associates, were engaged to complete full health and safety audits across both Academies and produced detailed reports that have been shared with the Governing Body. Action plans have been prepared to address any risks identified.

External ICT Consultants (9ine Consulting Limited) have been engaged to carry out a thorough audit of ICT systems, controls and equipment. This report was received in October 2013 and led to further investment during 2013/14 to ensure that ICT infrastructure was sufficiently developed to meet the demands of a modern academy.

The Multi Academy Trust operates a rigorous safeguarding system. New staff are vetted thoroughly through enhanced CRB checks and the right to work checks. Internal operational procedures ensure that visitors and contractors are supervised at all times and the school grounds are secure.

The Academy has an effective system of financial control which is scrutinised on a regular basis by the externally appointed Responsible Officer. Reports are submitted to the F & GP Committee and any areas of concern addressed.

Where significant financial risk still remains, the Academy Trust has ensured that adequate insurance cover exists.

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### Principal Risks and Uncertainties

Outlined below is a description of the principal risk factors that may affect the academy. However, not all factors are within the academy's control and other factors besides those listed below may also adversely affect the academy.

#### 1. Government funding

The Academy has considerable reliance on continued government funding through the Education Funding Agency (EFA) and the Local Authority. The Review of 2013-14 School Funding Arrangements and the resulting changes to the way government grants are paid to the Academies has been followed closely and shared with Governors.

This risk has and will be mitigated in a number of ways:

- Funding is derived through a number of direct and indirect contractual arrangements;
- Considerable focus and investment is placed on maintaining and managing key relationships with the various funding bodies;
- Ensuring the academy is focused on those priority sectors which will continue to benefit from public funding;
- Contingency planning embedded into the academy budget process.
- Comparison of previous funding methodology and the new funding process was carried out in advance of budget setting.

#### 2. Maintain adequate funding of pension liabilities

The financial statements report the share of the local government pension scheme deficit on the academy's balance sheet in line with the requirements of FRS 17.

The academy takes professional advice on this position and makes appropriate contributions on the basis of that advice to ensure the deficit does not become unmanageable.

#### 3. Pupil Strategy

The academy seeks to maintain its popularity with current and prospective pupils by:

- ensuring the academy delivers high quality learning and teaching;
- maintaining outstanding success rates and good inspection outcomes; and
- continuing to invest in its teaching staff and resources.

With the agreed merger and the on-going commitment to quality, the Academy now provides a unique market-leading learning environment for children aged 2 to 13. Already this is being seen as a model that is attracting parents and therefore leading to new pupils.

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Plans for Future Periods

The Academies immediate focuses for development are identified in the Objectives, Strategies and Activities section above, however in addition to these the Academy continues to develop its links with 'The Lawns Nursery School and Children's Centre', also an outstanding provider of Early Years provision within the Town. Many benefits are already being seen from this work, both 'on the ground' for our children and 'behind the scenes' for the operations of both settings.

Funds held as Custodian Trustee on behalf of others

The Academy does not hold such funds.

Statement of disclosure to auditors

In so far as the governors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Governors have taken all steps that they ought to have taken to make themselves aware of any audit information and to establish that the auditor is aware of that information.

Trustees' report, incorporating a strategic report, approved by order of the members of the Biggleswade Academy Trust, as company directors, on 11<sup>th</sup> December 2014 and signed on its behalf by:



.....  
Gary Waghorn  
Chair

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**Governance Statement**

**Scope of Responsibility**

As Governors, we acknowledge we have overall responsibility for ensuring that Biggleswade 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 Governing Body has delegated the day-to-day responsibility to the Principal, Stephen Phillips, 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 Master Funding Agreement, Supplementary Funding Agreement and Deed of Variation to the Master Funding Agreement between Biggleswade Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Governing Body any material weaknesses or breakdown in internal control.

**Governance**

The information on governance included here supplements that described in the Governors' Report and Statement of Governors' Responsibilities.

The Full Governing Body has formally met 5 times during the year.

The Finance and General Purposes Committee met twice.

Wally Thrale resigned as a Governor on 31<sup>st</sup> August 2013, while Magali Topley re-joined as a Governor on 1<sup>st</sup> November 2013.

A breakdown of attendance at meetings, during this period, is as follows:

**Full Governing Body**

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>	<b>Attended AGM</b>
Gary Waghorn (Chair)	5	5	Yes
Esme Wyatt	5	5	Yes
John Dilley	5	5	Yes
Ruth Ellison	4	5	Yes
Andrew Masson	4	5	Yes
Julie Bull	4	5	Yes
Tim Woodward	3	5	No
Deirdre Byrne	3	5	No
Russell Eveleigh	3	5	No
Yvonne Titley	2	5	No
Magali Topley	2	4	N/A

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**Finance & General Purposes Committee**

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Andrew Masson (Chair)	2	2
Gary Waghorn	2	2
Russell Eveleigh	2	2
Julie Bull	1	2
Magali Topley	0	1

**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 Biggleswade Academy Trust for the period 1<sup>st</sup> September 2013 to 31<sup>st</sup> August 2014 and up to the date of approval of the Annual Report and financial statements. A significant review of these processes and procedures was undertaken between June 2014 and September 2014 and a number of amendments made in order to tighten the Academies approach to risk management further.

**Capacity to Handle Risk**

The Governing Body is of the view that there needs to be a formal on-going process for identifying, evaluating and managing the Academies significant risks and, whilst this has been in place for the year to 31<sup>st</sup> August 2013, it has continued to be embedded up to the date of approval of the annual report and financial statements. The process, once formalised, will be regularly reviewed by the Governing Body.

**The Risk and Control Framework**

The Multi AcademyTrust's 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 governing body;
- regular reviews by the Financial 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.

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The Governing Body has considered the need for a specific internal audit function and decided not to appoint an internal auditor. However, the Governors have appointed Duncan and Toplis Limited, Accountants, to fulfil the role as Responsible Officer (RO). The RO's role includes giving advice on financial matters and performing a range of checks on the Multi Academy Trust's financial systems.

On a quarterly basis, the RO reports to the Governing Body on the operation of the systems of control and on the discharge of the Governing Body's financial responsibilities.

During the period covered by this report there were no material control issues identified by the R.O, although there were a couple of areas where the RO identified internal controls that could be improved and these were reported to the governing body and acted on immediately.

#### **Review of Effectiveness**

As Accounting Officer the Principal, Stephen Phillips, has responsibility for reviewing the effectiveness of the system of internal control. During the year to 31 August 2014 the review has been informed by:

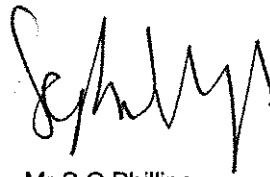
- the work of the Responsible Officer;
- the work of the external auditor;
- the work of the executive managers within the Multi Academy Trust who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the Governing Body on 11<sup>th</sup> December 2014 and signed on its behalf by:



Mr G Waghorn  
Chair of the Governing Body



Mr S C Phillips  
Accounting Officer