

Company Registration No. 08100149 (England and Wales)



NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2016

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Members

J Wilson (resigned 30 September 2015)
R Cairns
S Goacher

Trustees

R Cairns (Chairperson)
M McDonald
Y Springthorpe
S Vallance (Staff trustee)
T Morton (Vice Chair)
S Reed (Resigned 30 September 2015)
M Walker (Resigned 30 September 2015)
S Goacher (Headteacher)
S Billington (Staff trustee)
S Thompson-Horne
T Hewkins
J Wilson (Resigned 30 September 2015)
M Clifford (Appointed 31 January 2016)
C Hazeldine (Appointed 31 January 2016)
T Hazeldine (Appointed 31 January 2016)
R Coleman (Appointed 31 January 2016)

Senior management team

- Headteacher	S Goacher
- Deputy Head Teacher	J Warren
- Assistant Head Teacher	K Farragher
- Assistant Head Teacher	N Fox
- Business Manager	M Adams

Company secretary

M Adams

Company registration number

08100149 (England and Wales)

Registered office

Forest Road
Coalville
Leicestershire
LE67 3SJ

Independent auditor

RSM UK Audit LLP
St Philips Point
Temple Row
Birmingham
West Midlands
B2 5AF

Bankers

Lloyds Bank plc

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2015 to 31 August 2016. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 11-14 serving a catchment area in the Coalville area of North West Leicestershire. It has a pupil capacity of 540 and had a roll of 497 in the school census on 1 October 2016.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust.

The trustees of Newbridge High School Academy Trust are also the directors of the charitable company for the purposes of company law. The Charitable Company is known as Newbridge High School Academy Trust. Details of the trustees who served during the year are included in the Reference and Administrative Details on page 1.

Members' liability

Each member of the Charitable Company undertakes to contribute to the assets of the Charitable Company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be requested, not exceeding £10 for the debts and liabilities contracted before they ceased to be a member.

Trustees' indemnities

In accordance with normal commercial practice the Academy Trust had purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring, whilst on Academy Trust business.

A Governor may benefit from any indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Governors which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust. Provided that any such insurance shall not extend to any claim arising from any act of omission which the Governors knew to be a breach of trust or breach of duty or which was committed by the Governors in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Governors in their capacity as directors of the Academy Trust.

Method of recruitment and appointment or election of trustees

The Trustees may appoint up to 15 governors. They may appoint staff governors through such process as they may determine, usually by secret ballot, providing that the total number of governors (including the Headteacher) who are employees of the Academy Trust does not exceed one third of the total number of governors.

The Headteacher shall be treated for all purposes as being an ex-officio governor. There will be a minimum of two parent governors who shall be elected by parents of registered students at the Academy. The governors may appoint up to three co-opted governors.

The governors have set up procedures that will enable regular reviews of the mix of skills that should be available to the board. New governors will then enhance these existing skills, either as additional governors or replacements when existing governors stand down. It is anticipated that the great majority of new governors will be drawn from the local community being either parents or guardians of students at the school or others that have shown an interest in the future well-being of the school and its students. Recruitment is therefore likely to be through a combination of approaches to individuals with known skills and by wider communications to those within Coalville, Leicestershire.

New governors will be appointed to the board by the existing governors until the date of the next Annual General Meeting, at which time they are eligible for re-election for a period of 4 years. At the end of a 4 year term, retiring governors are eligible for re-election for a further term.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Policies and procedures adopted for the induction and training of trustees

New governors attend full governing body meetings and subsequently populate committees, often according to interests and personal expertise, as well as being the opportunity to view the workings of the Academy on Governor Days at the school. The opportunity also exists for governors to join planned induction days for the new staff as well as being offered copies of policies and appropriate handbooks. All governors are consulted by a nominated Training Governor and relevant training and literature are disseminated throughout the year.

Individual governors attend training courses and conferences organised by appropriate bodies in order to ensure their knowledge and understanding is fully up to date. A series of briefings for the board and the senior Leadership team of the school as a whole is being designed that is based on areas of potential interest and/or concern and identify development areas particular in the areas of governance of Academies.

The full Governing Body also operate usually three training/development sessions each academic year.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Organisational structure

The governors have responsibility for setting and monitoring the overall strategic direction of the charitable company, approving decisions reserved to governors and appointing key members of staff.

A unified leadership structure operates to help improve the way the Academy is run. The structure consists of the Governors and the Senior Leadership Team. The aim of the leadership structure is to devolve responsibility and encourage decision making at all leadership levels.

The governors are responsible for the strategic development of the Academy, adopting an annual School Development Plan and budget, monitoring the Academy use of budgets and management accounts and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

To ensure an efficient and effective committee structure with the Academy's School Development Plan at its core, there are governor committees responsible for Finance & Resources, Curriculum & Standards, Health, Safety & Welfare, and Personnel & Pastoral. The Finances & Resources Committee responsibilities incorporate the duties of Financial Management and Governance.

The Senior Leadership Team is the Headteacher, Deputy Headteacher, Business Manager and the two Assistant Headteachers. These leaders direct the Academy at an executive level implementing the policies laid down by the governors and reporting back to them. The Senior Leaders are responsible for the authorisation of spending within agreed budgets and the appointment of staff, (though appointment boards for posts in the Senior Leadership Team always contain a governor). Some spending control is devolved to members of the Senior Leadership Team, with limits above which the Headteacher must countersign.

Curriculum Leaders are responsible for the day to day operation of curriculum subject areas and accordingly organise their teaching staff, capitation resources, facilities and students.

The governors meet as a board five or six times each year. All decisions reserved to the governors are taken by the board as a whole. Board committees meet three or four times each year to consider detailed matters and recommend decisions to the full board.

There are currently the following committees:

- Finance & Resources
- Audit & Pay
- Curriculum & Standards
- Health & Safety
- Pastoral & Inclusion

Additionally, ad hoc groups of governors are established to consider specific issues and make recommendations to the board.

The Audit Team at Leicestershire County Council have been appointed as the Responsible Officer and as such has an oversight role in relation to the systems and processes of control and risk management that operate throughout Newbridge High School Academy Trust.

The Headteacher is the Accounting Officer and works closely with both the other governors and the senior staff of Newbridge High School Academy Trust.

The day-to-day management of Newbridge High School Academy Trust rests with the Headteacher who has overall responsibility for the school. The Headteacher is responsible for establishing a Senior Leadership Team, including the Business Manager, Deputy Head and Assistant Headteachers.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Arrangements for setting pay and remuneration of key management personnel

Arrangements for setting the pay and remuneration of the academy's key management personnel are decided by the Pay Committee of Governors based on a robust Performance Management Review and other identified performance areas including performance against the School Development Plan, Observations, performance against specific Leadership Team responsibilities and overall performance of staff that the key personnel line manage.

The Pay Committee consists of 6 Governors and includes, at least 3 (50%) members of the Finance & Resource Committee, the Headteacher/Accounting Officer, and the Business Manager/Serving Officer and Official Clerk to the Governors to minute meetings.

The terms of reference for the Pay Committee are as follows:

- To work with the Academy to ensure that implementation of the School Pay & Remuneration Policies are successfully applied in accordance with the Academy's Development Plan and Aims.
- To agree or amend Pay Progression of the Headteacher and recommendations from the Headteacher for staff in accordance with agreed policies.
- To ensure that pay decisions reflect the agreed staffing structure and salaries forecast for the financial year as agreed by the Finance & Resource Committee and Full Governing Body.
- To ensure that the Academy complies with the School Pay Policies, taking account of current legislation and any guidance issued by the Department of Education including scrutiny of the systems in place to ensure fair and effective application of policies.
- To make any other relevant recommendations to the Full Governing Body that relate to finance or pay and conditions in accordance with the Finance & Resources Committee.
- To ensure all statutory and contractual requests are applied.
- To record all decisions and report back in general to the Finance & Resource Committee and Full Governing Body.
- To recommend to the Finance & Resource Committee the total amount of funding needed for pay progression.
- To ensure knowledge of pay issues is up-to-date and make the Governing Body aware when the pay policy needs to be updated.
- Undertake any training as deemed necessary to fulfil the role of this committee.

Related parties and co-operation with other organisations

Newbridge High School Academy Trust is a single Academy, financially independent and does not work in federation with any other organisation. However, the Academy does work collaboratively with other local schools, academies, universities, ITT providers, Teaching Alliances and other businesses to help raise achievement and gain Best Value.

As part of its operation the Academy liaises with organisations such as the Local Authority, Development Group 22 (Coalville Family of Schools), Forest Way Teaching School Alliance, ACE partnership group, Leicestershire Academies Group, NW Leicestershire School Sports Partnership, NW Leicestershire Learning and Inclusion Partnership, as well as other education providers and trainers such as local schools, further education colleges and universities. The Academy maintains links with numerous other agencies who work together to provide support and care for young people, e.g. 'Supporting Leicestershire Families,' the Youth Service, Barnados etc. These links are maintained in the interest of supporting good working practice and information sharing and consolidate well established mutually supportive associations.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

OBJECTIVES AND ACTIVITIES

The principal activity of Newbridge High School Academy Trust is currently to run a secondary school for boys and girls aged 11-14 years located in Coalville, Leicestershire.

In addition, Newbridge High School Academy Trust Admissions Policy has governor approval and is published on the website.

The Academy has a rolling programme of self-evaluation and this is summarised in the Academy Self Evaluation Form and Self Evaluation Policy. Action points from the evaluations are then developed in the School Development Plan.

Activities provided include:

- Tuition and learning opportunities for all students to attain the highest standard in academic
- Training opportunities for all staff and volunteers, to encourage them to be effective models of
- A full programme of sporting, arts, extended learning and development opportunities at lunchtime and
- Opportunities for the wider pupil and members of the local community to make use of the Academy's
- To promote for the benefit of the inhabitants of Coalville, Leicestershire and the surrounding area the

Public benefit

The governors have taken The Charity Commission's specific guidance on public benefit (contained within the guidance document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this governors' annual report.

The Trust Governors have complied with the duty in the Section 4 of the Charities Act 2006, to have due regard to public benefit guidance published by the Charity Commission in exercising their powers of duties. In particular the Governors consider how planned activities will contribute to the aims and objective they have set. The Academy has provided a fully comprehensive education to all students in its care. It fully complies with all statutory guidance and seeks to support its wider educational objective via a strong community role.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

STRATEGIC REPORT

Achievements and performance

Newbridge High School Academy Trust has assessed its achievements and performance for this period as follows:

Standards on entry

Our Y7 students were significantly below national averages in Reading and Maths at KS2 at level 5. Our Y8 students were closer to the national average at KS2. Our Year 9 students that left July 2016 had KS2 results slightly below the national average, but significantly lower at level 5 reading.

Core subject achievement

Despite this most students are on track to achieve secure or better outcomes, i.e. to achieve grades 4-9 at GCSE. Secure or above percentages in Y9 are 85% in English and Maths and 76% in Science. These results are close to FFT20 predictions (in line with the progress made by the top 20% of students nationally). Furthermore, in the core subjects of English, Maths and Science, current progress as measured by teacher assessment is above national expected progress to GCSE in all 3 years (as measured in 'RAISE online 2015'). In Y9 expected progress percentages are as follows: English 93%, Maths 88%, Science 79%, compared to nationally 71% in English and 67% in Maths.

Foundation subject achievement

In the Foundation subjects, the vast majority of students are achieving secure or better outcomes. In Y9 this ranged from 67% green + in EP to 98% in Music. Students in Year 9 have made above expected progress in every subject except Art. Students in Y8 are making above expected progress in every subject except Art, History, Geography and PE. Students in Year 7 are making above expected progress in every subject except History and Art.

SEND students

SEND students are achieving above FFT20 expectations in English, Maths and Science in all years. In other subjects, SEND students are above FFT20 expectations in Geography, Music and PE (all years), Year 8 and 9 History, year 7 and 8 EP, Year 8 French, Year 8 and 9 Design. In most subjects residuals from FFT20 are better for SEND students than the average for all students.

Pupil Premium (PP)

The attainment of students in receipt of Pupil Premium is below the average for all students in all subjects. However residuals are higher than the average for all students (the gap is narrowing) in Year 8 English, Year 8 Maths, Year 9 Science, Year 8 and 9 in Geography, Year 7 and 8 in History, Year 7 French, Year 9 Design, all years in Art, Year 8 Computing, all years in PE, and all years in Music. Overall residual from FFT 20 is higher in all years and improved from the Spring term results.

In English the percentage of PP students making expected progress is in line with the percentage for all students and is above the national average for all students. In Maths this percentage is above the national average for all students in Year 7 and 9, but slightly below in Year 8. 85% of Year 9 PP students have made expected progress in Maths compared to 88% of all Year 9 students.

High attaining pupils

Overall, a higher percentage of students with KS2 prior attainment of 5b+ make expected progress than is the case nationally. However this is not the case in English for students with a 5a at KS2 in every year, and in Maths not enough of students with prior attainment of level 6 make expected progress up to the highest pathway. This issue will be one of our development plan foci for 2016-17.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

In May 2013 the Academy was inspected by Ofsted and judged as 'a good school'. The impact of activities concludes:

- Teaching is nearly always good right across the school and across the full range of subjects.
- Teachers have strong subject knowledge and make sure that students of all abilities and backgrounds
- As a result, the standards reached are above those seen in most schools for students of the same age.
- Standards are particularly high in mathematics.
- Students have positive attitudes to their learning, work hard in lessons and feel happy, safe and free
- Behaviour is generally good, both in classrooms and around the site. Students have many opportunities
- The planning and checking of the work of the school by leaders and managers have resulted in good
- Adults who lead the school have made sure that a strong sense of direction has been sustained
- Governors know the strengths of the school well and where it can be improved. They check on the

In 2015, the school was again judged 'good' by a health check carried out by an external consultant through Forest Way Teaching School Alliance.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Financial review

The Trust's financial position demonstrates total income of £3,045,968 with total funds at 31 August of £3,298,790.

The capital reserves will be utilised for continuous improvement and for projects for the repair and replacement of educational equipment and materials such as the renewal of the 3rd generation football pitch. Reserves will also be allocated to improving the academy facilities and the repair, replacement and updating of the Trust's buildings its plant, equipment and contents.

A strategic school improvement plan is prepared and reviewed each year by the Governors in order that reserves can be prioritised and spent according to the needs of the Trust.

The principal financial management policies adopted in the year are:

- Conducting regular financial reviews of income and expenditure versus planned budgets at the
- Consideration as to whether the financial income demonstrates a robust and stable position enabling

Reserves carried forward at 31 August will be utilised as part of the medium and long term plans of the Trust to improve and update its educational resources, materials and equipment, and additionally provide a continuous improvement plan to maintain and repair the site and facilities.

Most of the Academy's income is obtained from the Department for Education (DfE) via the Education Funding Agency (EFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grant received from the DfE during the period ended 31 August 2016 and the associated expenditure are shown as the restricted funds in the Statement of Financial Activities. The Academy also receives grants for fixed assets from the DfE. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015). Such grants are shown in the statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

The Assets Liabilities and Funds of the Governing Newbridge High School were transferred to the Academy on 1 July 2012.

During the year ended 31 August 2016 total expenditure of £3,127,627 was covered by recurrent grant funding from the DfE together with other incoming resources. The excess of expenditure over income for the period before other recognised gains and losses (excluding surplus funds transferred, restricted fixed asset funds and restricted pension funds) was a deficit of £81,659.

At 31 August 2016 the net book value of fixed assets was £4,529,395 and movements in tangible fixed assets are shown in note 13. The assets were used exclusively for providing education and the associated support services to the students of the Academy.

Financial and risk management objectives and policies

The Academy manages its risks appropriately. We consider that risks such as the uncertainty over the LGPS deficit and future recurrent funding provision possibly due to the introduction of a national funding formula will feature in the financial risk register as the main areas of concern.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Reserves policy

The Governors will review the reserves levels of the academy annually. This review will encompass the nature of the income and expenditure streams, the need to match income with the commitments and the nature of reserves. The governors have determined that an appropriate level of free reserves should be equivalent to the surplus funds of the maintained school transferred on conversion to an academy and/or one month's salary commitment. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The academy's current level of free reserves (total funds less the amount held in fixed assets and restricted funds) is £194,347.

The total amount of Unrestricted and Restricted general funds as at 31 August 2016 is £98,395 which includes a sum of £15,000 Capital Reserves in relation to the 'sinking fund' for the re-carpeting of the 3G Pitch, partially funded by the Football Foundation.

The Trustees acknowledge that the level of reserves is not in line with our agreed policy including the agreed appendix to the policy. However, a recovery plan is in place to address this shortfall in Reserves which includes the future size and strategic direction of the academy.

Investment policy

The Governors' policy is to invest any surplus funds in low risk short term bank deposits as and when cashflow permits.

Key performance indicators

The Trust carefully monitors a wide range of Key Performance Indicators (KPI's) to ensure that issues are quickly identified and strategies developed to tackle any concerns. The Trust continues to monitor and widen the range of KPI's measured for optimum Value for Money, efficiency and challenge.

Our main examples of KPI's are:

- Student Achievement
- Student & Staff recruitment & retention
- Financial Performance
- Performance Management Outcomes
- National and local Benchmarking
- Ofsted rating

The main KPI's used by the Academy include Ofsted inspection outcomes, key stage results, student attendance and national and local benchmarking. As previously mentioned the last Ofsted inspection judged the academy as 'a good school'. Key stage results are shown under the 'Achievements & Performance & Impact of Activities' section. Pupil attendance (94.5%) is showing an upward trend in improving attendance.

Going concern

After making appropriate enquiries, the governing body 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.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Plans for future periods

Future Strategy

The long term goal of the Academy is to continue to meet the core aims whilst taking advantage of any opportunities that enhance those aims.

Plans for the future are detailed within the School Development Plan, a summary of which is as follows:

Goal 1: 'Journey to success'

Every Newbridge student will progress on a journey to personal, social and academic success.

1. To challenge all students to aim high and achieve more through:
 - An expectation that every student will achieve in line with or better than their target pathway
2. Outstanding teaching and assessment for learning. In particular:
 - Differentiation for all with better outcomes by students with high prior attainment
 - Embedding digital learning into schemes of work
 - Improved outcomes by disadvantaged students
3. To challenge all staff to aim high and achieve more through:
 - Rigorous monitoring and evaluation
 - Developing and sharing best practice

Goal 2: 'Overcoming barriers'

Every Newbridge student will thrive in a supportive community

1. To ensure that students with challenging behaviour achieve in line with their target pathway and develop their personal, learning and thinking skills.
2. To ensure that parents are supported to help their child aim high and achieve more.
3. To ensure that the learning environment and facilities meet the needs of the school and its wider community.

Future Activities & Events

- Meet the objectives of the development plan 2016-17 to include greater outstanding teaching
- Continue to meet the core aims of the Academy
- Build the Academy as a provider of first class education
- Ensure that the well consulted strategic plan for 2015-2018 is achieved under the leadership of an
- Ensure that strategic plans are achieved to meet the educational needs of the growing local

Principal risks and uncertainties

The Academy manages its risks appropriately. We consider that risks such as the uncertainty over the LGPS deficit and future recurrent funding provision possibly due to the introduction of a national funding formula will feature in the financial risk register as the main areas of concern.

The governors have responsibility to assess the strategic risks to which the Academy is exposed and intend to commission a systematic analysis of all risks to produce a live Strategic Risk Management Register reviewed at every Finance & Resource Committee meeting.

The governors are implementing a number of systems to assess risks that the Academy faces, especially in the strategic risk areas and in relation to the control of finances. They have introduced systems, including operational procedures and internal financial controls in order to minimise risk. The Academy has an effective a system of internal controls which is continually reviewed and improved in accordance with Audit guidance.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

Where significant financial risk remains, adequate insurance cover is in place. A systematic analysis of all other risks and effective delivery of the Academy's objects is now underway and will feed in to the business continuity planning.

The Governors consider that the principal risks and uncertainties facing the Academy are:

- Meeting requisite standards of education for students in all subjects
- Complying with legislative requirements regarding employment law, data protection, discrimination,
- Financial risk – not operating within its budget and running a deficit, changes to funding, inappropriate
- Operational risk resulting from inexperienced staff being employed and inaccurate, out of date or
- Ability to meet the needs and continuing changes to the local community due to high levels of

The key controls used by the academy include:

- Detailed terms of reference for all committees
- Formal agenda for the academy board and committees
- Schemes of delegation and formal financial regulations
- Formal written policies
- Clear authorisation and approval levels
- Policies and procedures required by law to protect the vulnerable
- Close liaison with the local community and developers
- Training courses for the Business Manager and appropriate staff to improve experience.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

During this financial period the Academy is the custodian for the following:

Leicestershire Secondary Subject Leaders

This organisation provides educational training and support for subject leaders. At the year end the Academy held £5,600 on behalf of this organisation.

Leicestershire Academies Group

This organisation was set up in 2015 in response to the changing profile of schools in Leicestershire and aims to provide support to academies within the Leicestershire area. At the year end, the Academy held £11,354 on behalf of this organisation.

Coalville Family of Schools

This organisation was set up over 25 years ago by schools in the Coalville area to support educational collaborative work between schools in Coalville. These funds were previously held by King Edward II College, Coalville, until November 2015. In this group are 12 Coalville primary schools, 1 Special School and 3 Coalville Secondary academies. At year end the Academy held £55,127 on behalf of this organisation.

SACRE

The Leicestershire Standing Advisory Council for Religious Education was set up to provide local responsibility for the provision of religious education as this is not a national curriculum subject. At the year end the academy held £3,643 on behalf of this organisation.

All of the above funds are held by the Academy and fall within the Academy's own charitable objectives.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)

AUDITOR

A resolution proposing that RSM UK Audit LLP be reappointed as auditor of the charitable company will be put to the members.

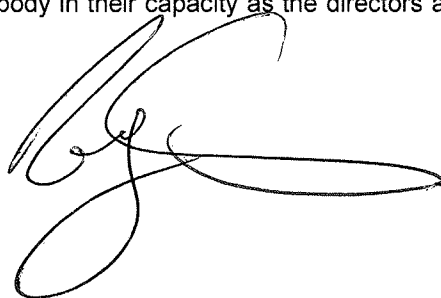
Statement as to disclosure of information to auditor

In so far as the trustees are aware:

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

The trustees' report is approved by order of the governing body and the strategic report (included therein) is approved by the governing body in their capacity as the directors at a meeting on 06 December 2016 and signed on its behalf by:

R CAIRNS

A handwritten signature in black ink, appearing to be 'R Cairns', written in a cursive style. The signature is positioned to the right of the printed name 'R CAIRNS'.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT

Scope of responsibility

As trustees we acknowledge we have overall responsibility for ensuring that Newbridge High School 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, 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 Newbridge High School Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the governing body 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 governing body has formally met 6 times during the year. Attendance during the year at meetings of the governing body was as follows:

Trustees	Meetings attended	Out of possible
R Cairns (Chairperson)	6	6
M McDonald	6	6
Y Springthorpe	6	6
S Vallance (Staff trustee)	6	6
T Morton (Vice Chair)	4	6
S Reed (Resigned 30 September 2015)	0	0
M Walker (Resigned 30 September 2015)	0	0
S Goacher (Headteacher)	6	6
S Billington (Staff trustee)	5	6
S Thompson-Horne	4	6
T Hewkins	4	6
J Wilson (Resigned 30 September 2015)	0	0
M Clifford (Appointed 31 January 2016)	4	4
C Hazeldine (Appointed 31 January 2016)	4	4
T Hazeldine (Appointed 31 January 2016)	4	4
R Coleman (Appointed 31 January 2016)	1	4

There have been no significant changes to the Board of Trustees apart from a change in Chair. All other changes have been as a result of appointments coming to the end of their term.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

The finance and general purposes committee is a sub-committee of the main governing body. It has delegated responsibility for Finance and Resources currently. The committee has met 3 times during the period and discuss all aspects of financial management, budget control, capital projects and site management.

Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
R Cairns (Chairperson)	2	3
Y Springthorpe	3	3
S Vallance (Staff trustee)	3	3
T Morton (Vice Chair)	2	3
S Reed (Resigned 30 September 2015)	0	0
S Goacher (Headteacher)	3	3
S Thompson-Horne	1	3
C Hazeldine (Appointed 31 January 2016)	2	2

Review of value for money

As Accounting Officer the Headteacher 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 education and wider societal outcomes achieved in return for the taxpayer resources received.

The Headteacher has ensured the economic, efficient and effective use of all the resources in his charge to allow those resources to be focussed on achieving outstanding educational outcomes for our students.

The Accounting Officer considers how the 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 available. The Accounting Officer for the Academy Trust has delivered improved value for money during the year by:

- Undertaking a comprehensive review of non-staffing contracts in place across the school in respect of energy efficiency, external academy site maintenance and cash collection services by price and comparison methods using external companies and other local schools benchmarking data. Each contract has been analysed and its necessity, scope and competitiveness assessed. Significant savings have been made particularly in external maintenance.
- Creation of a plan to identify a long term strategy for reducing energy consumption across multiple buildings and provide central control capability ultimately reducing costs in running and maintenance.
- Carrying out a range of risk management improvements and implementing a number of site security recommendations as part of an ongoing action plan to improve site security and safeguarding of students including securing a 100% grant for fencing in of the academy site boundaries.
- The avoidance of waste and extravagance, the prudent and economical administration of the organisation, the maintenance of a system of financial governance, including sound internal spending controls, keeping up to date financial records, continuous financial monitoring and timely reporting, ensuring all financial transactions represent value for money.

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 on-going process designed to identify and prioritise the risks to the achievement of Academy Trust 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 Newbridge High School Academy Trust for the period 1 September 2015 to 31 August 2016 and up to the date of approval of the annual report and financial statements.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

Capacity to handle risk

The governing body has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The governing body is of the view that there is a formal on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period ending 31 August 2016 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the governing body at every Finance & Resource Committee meeting.

The risk and control framework

The academy trust'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 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 governing body has considered the need for a specific internal audit function and decided to appoint Leicestershire Internal Audit Service, a service provided by Leicestershire County Council, to provide the necessary arrangements.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. In particular the checks carried out in the current period included:

- Governance & Risk Management
- Financial Control
- Investment Strategy
- Budget monitoring & Reporting
- Internal controls
- Payments including BACS
- Division of Duties
- Payroll charges to budget;
- Pupil-generated income (e.g. school trips)
- Transactions are correctly recorded in the accounting system, including VAT;
- Transactions are appropriately authorised and are in line with values permitted under the Financial Regulations Policy;
- Adequate supporting documentation exists;
- Salary payments reconcile to contract information.

The Internal Audit reports to the governing body through the Finance & Resources Committee on the operation of the systems of control and on the discharge of the financial responsibilities of the governing body.

The Internal Auditor has delivered their schedule of work as planned including recommendations for improvements in systems and practice which has been actioned as per the Governors agreement, including authorising an additional person for BACS payments and Stress Testing of the Risk Management Register.

NEWBRIDGE HIGH SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

Review of effectiveness

As accounting officer S Goacher 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 auditor, RSM UK Audit LLP;
- 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 academy's financial policies and procedures.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the Finance & Resources committee and a plan to address weaknesses and ensure continuous improvement of the systems is in place.

Approved by order of the governing body on 06 December 2016 and signed on its behalf by:

R CAIRNS

