

REGISTERED COMPANY NUMBER: 07645519 (England and Wales)

**Report of the Trustees and  
Financial Statements For The Year Ended 31 August 2015  
for  
Rooks Nest Academy**

Allotts Business Services Ltd, Statutory Auditor  
Chartered Accountants  
The Old Grammar School  
13 Moorgate Road  
Rotherham  
South Yorkshire  
S60 2EN

**Rooks Nest Academy**

**Contents of the Financial Statements**  
**For The Year Ended 31 August 2015**

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 7
Governance Statement	8 to 10
Statement on Regularity, Propriety and Compliance	11
Statement of Trustees Responsibilities	12
Report of the Independent Auditors	13
Independent Accountant's Report on Regularity	14
Statement of Financial Activities	15
Balance Sheet	16
Cash Flow Statement	17
Notes to the Cash Flow Statement	18
Notes to the Financial Statements	20 to 32

**Rooks Nest Academy**

**Reference and Administrative Details**  
**For The Year Ended 31 August 2015**

<b>MEMBERS</b>	The Revd J W Butterworth Mr M Hammond Mr J McLeod (until 17 Jan 2015) Mrs P Houghton (from 17 Jan 2015)
<b>TRUSTEES</b>	The Revd J W Butterworth (Chairman (Community Trustee) (C) Mr M Hammond (until 31 Aug 2015) Vice-Chairman until 31 Aug 2015 (Community Trustee) Mr D Hennessy, Vice-Chairman from 22 Sept 2015) (C) (Parent Trustee) Miss E Amis-Hughes (from 1 Sept 2015) Parent Trustee Mrs S Cooke, Staff Trustee Ms K Dawson, Headteacher (C) Mr A Greenwood, Staff Trustee Mrs S Head (until 31 Aug 2015) Parent Trustee (C) Councillor C Hudson (until 31 Aug 2015) Community Trustee Mrs C Johnson, Community Trustee Mr D Royston (from 1 Sept 2015) Parent Trustee Mr D A Smith, Members Appointee (employed at Academy) Mrs L Wood (Parent Trustee until 31 Aug 2015) Community Trustee from 1 Sept 2015 Mr D Wooffindin, Parent Trustee

(C) = indicates trustee has been on the resource committee in the year

<b>COMPANY SECRETARY</b>	J Hartley
<b>SENIOR MANAGEMENT TEAM</b>	K Dawson (Headteacher) (appointed 1.9.2014) C Milfull (Deputy Headteacher) S Cooke (Key Stage One Leader) J Stacey (Key Stage Two Leader) M Smith (EYFS Leader) (appointed 1 September 2014) A Pickles (Business Manager)
<b>REGISTERED OFFICE</b>	Rooks Nest Road Outwood Wakefield West Yorkshire WF1 3DX
<b>REGISTERED COMPANY NUMBER</b>	07645519 (England and Wales)
<b>AUDITORS</b>	Allotts Business Services Ltd, Statutory Auditor Chartered Accountants The Old Grammar School 13 Moorgate Road Rotherham South Yorkshire S60 2EN
<b>SOLICITORS</b>	Browne Jacobson LLP, 44 Castle Gate, Nottingham NG1 7BJ
<b>BANKERS</b>	Yorkshire Bank, Northgate, Wakefield WF1 1TA

**Rooks Nest Academy**  
**Report of the Trustees**  
**For The Year Ended 31 August 2015**

The trustees present their annual report with the financial statements and auditor's report for the year ended 31 August 2015. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005 and the Academies Accounts Direction issued by the Education Funding Agency. The annual report serves the purposes of both a trustees report and a directors report under company law.

The trust operates an academy for Foundation Stage, Key Stage One and Key Stage Two pupils aged 3 to 11 serving a catchment area in eastern Outwood, north of Wakefield, West Yorkshire. It has a pupil capacity of 397 and had a roll of 377 in the school census October 2015.

## **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 Rooks Nest Academy Trust Limited are also the directors of the charitable company for the purposes of company law. The charitable company is known as Rooks Nest Academy.

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 required, not exceeding £10 for the debts and liabilities contracted before they ceased to be a member.

### **Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the Academy expense to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy:

Provided that:

- a) any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or a breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not
- b) such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as directors of the Academy. The limit of this indemnity is £2,000,000.

### **Method of Recruitment and Appointment or Election of Trustees**

As laid down in the Articles of Association, the Academy shall have the following Trustees:

- 1 Trustee, appointed by the Members under Article 50;
- 4 Parent Trustees appointed under Articles 53-58;
- 3 Staff Trustees appointed under Article 58A (including the Headteacher who under Article 52 shall be treated for all purposes as ex-officio);
- 4 Community Trustees under Article 58B.
- any additional Trustees, if appointed under Article 62, 62A or 68A:
- and any further Trustees, if appointed under Article 63 or Article 68A.

Subject to Articles 57 & 58, the Parent Trustee(s) shall be elected by parents of registered pupils at the Academy. A Parent Trustee must be a parent of a pupil at the Academy at the time when he is elected.

The Board of Trustees shall make all necessary arrangements for, and determine all other matters relating to, an election of Parent Trustees, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of Parent Trustees which is contested shall be held by secret ballot.

The arrangements made for the election of a Parent Trustee shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having his ballot paper returned to the Academy by a registered pupil at the Academy.

The Board of Trustees shall make all necessary arrangements for, and determine matters relating to, the election and removal of Staff Trustees.

No more than one third of the total number of individuals appointed as Trustees shall be employees of the Academy (including the Headteacher). The Headteacher shall be treated for all purposes as being an ex officio Trustee.

The Community Trustees may be appointed by the Board of Trustees provided that the person who is appointed as a Community Trustee is:

- a) a person who lives or works in the community served by the Academy; or
- b) a person who in the opinion of the Board of Trustees, is committed to the government and success of the Academy.

The Board of Trustees may not appoint an employee of the Academy Trust as a Community Trustee if the number of Trustees who are employed by the Academy Trust (including the Headteacher) would thereby exceed one third of the total number of Governors.

**Rooks Nest Academy**  
**Report of the Trustees**  
**For The Year Ended 31 August 2015**

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Term of Office**

The term of office for any Trustee shall be 4 years, save that this time limit shall not apply to the Headteacher. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected.

### **Chairman and Vice-Chairman of the Trustees**

The Trustees shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from among their number. A Trustee who is employed by the Academy shall not be eligible for election as chairman or vice-chairman.

### **Policies and Procedures Adopted for the Induction and Training of Trustees**

The training and induction provided for new Trustees will depend on their existing experience. Where necessary, induction will provide training on charity and educational, legal and finance matters. All new Trustees will be given a tour of the Academy and the chance to meet with the staff and pupils. All Trustees are provided with an induction pack which includes copies of policies, procedures, minutes, accounts, budget plans and other documents that they will need to undertake their role as Trustees.

### **Organisational Structure**

The Members of the Academy Trust have a different status from the Trustees. The Members are the subscribers to the Trust's memorandum of association, and any other individuals permitted to become Members under its articles of association. Members have an overview of the governance arrangements of the trust and have the power to appoint trustees and remove these trustees. Members can amend the articles and may do so to support stronger governance arrangements.

The Trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring the academy by the use of results and budgets and making major decisions about the direction of the Academy, capital expenditure and staff appointments. They are the people responsible under the Academy Trust's Articles of Association for controlling its management and administration. They have responsibility for directing its affairs, and for ensuring that it is solvent, well-run, and delivering the trust's charitable outcomes for the benefit of the public. The Board of Trustees meets every two months and its committees and working parties meet as necessary. This is the same body of people as both the directors of the company and the governors of the Academy; these words are used interchangeably.

The Trustees have recruited and appointed a Headteacher to be responsible for all aspects of the day to day running of the Academy, implementing the policies laid down by the Trustees and reporting back to them, including making recommendations about the development of particular policies and the general improvement of the Academy. There is a Deputy Headteacher to assist the Headteacher. Other managers are appointed to areas of particular responsibility under the direction of the Headteacher. The Headteacher is the accounting officer and is responsible for the authorisation of spending within agreed budgets (with the assistance of the Business Manager) and for the appointment of staff, though appointment boards always contains a Trustee.

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

Owing to the nature of the Academy's operations and the composition of the board of trustees being drawn from local, public and private organisations, transactions may take place with organisations in which a trustee has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the academy trust's financial regulations and normal procurement procedures.

Details of transactions with related parties are included in note 20 of the accounts.

The Academy participates informally where appropriate in local networks operating within the pyramid and Local Education Authority area.

## **OBJECTIVES AND ACTIVITIES**

### **Objects and Aims**

The principal object and activity of the charitable company is to advance education in the UK for the public benefit, in particular by maintaining and carrying on the academy, offering a broad and creative curriculum.

The Academy has adopted the motto: 'Caring for children, striving for excellence'. At Rook's Nest Academy we believe that our pupils deserve to learn within a rich, inclusive and stimulating environment which has high expectations for all. We work together to challenge, motivate and inspire our scholars to become independent, enthusiastic and resilient.

The community of Rook's Nest Academy endeavours to foster respect, belief and achievement, where children will ultimately leave our care with a genuine love of learning. The Trustees whole purpose is to raise standards for all pupils by sustaining and enhancing performance and to develop the whole child.

## Rooks Nest Academy

### Report of the Trustees For The Year Ended 31 August 2015

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

The main objectives of the academy during the year ended 31 August 2015 are summarised below:

#### **OBJECTIVES AND ACTIVITIES**

- To ensure that every child enjoys the same high quality in terms of resourcing, teaching and care
- To raise the standard of educational achievement of all pupils
- To improve the effectiveness of the academy by keeping the curriculum and organisational structure under continual review
- To provide value for money for the funds expended
- To comply with all appropriate statutory and curriculum requirements
- To maintain close links with other primary schools, and
- To conduct the academy business in accordance with the highest standards of integrity, probity and openness.

The period covered by this report coincides with the first year of the new Headteacher who took up her post on 1 September 2014. Together with other staff changes her appointment has led to a reassessment and reorganisation of the school, as expected and encouraged by the trustees.

In consultation with the Headteacher and our School Improvement Adviser, the Trustees identified certain priorities for the School Development Plan:

- Continue to improve the quality of teaching and learning
- Ensure improvement in key areas of literacy
- Increase the proportion of children making three levels progress in core subjects by the end of Key Stage 2
- Develop a distributive model of leadership
- Establish a centre of excellence for Early Years Foundation Stage

Significant ongoing progress and achievement has been made in these areas.

The Trustees have also re-examined their relationship with the Rooks Nest Early Birds wrap-around providers and the Rooks Nest Pre-School, both of which use school premises and were begun with the encouragement of the governing body of the previous maintained school in response to the situation and needs of the time. After taking legal and financial advice, it was decided to absorb Early Birds into the Trust and to leave Pre-School as a separate charitable entity working closely with the Academy and with a formalised lease.

Whilst the necessary main focus has been on our own school, and we are no longer formally involved in the improvement of other schools and have no formal links with any other Academy Trusts, the Trustees have encouraged the development of closer links with other local schools for mutual support and encouragement. This has led to the adoption of a memorandum of understanding to form the Outwood Together partnership.

#### **Public Benefit**

The trustees have had due regard to the guidance published by the Charity Commission on Public Benefit. The main public benefit delivered by the Trust is the provision of a high quality of education to its pupils. This has been evidenced through the results achieved and feedback from external assessments.

The predecessor school, Rook's Nest J and I School, was judged as outstanding when inspected in October 2007, and standards continued to be very high thereafter.

The predecessor school converted to an Academy in September 2011 as one which replaced a school judged to be outstanding at its most recent Ofsted inspection.

Under the Education Act 2011, most schools previously judged to be outstanding were exempted from routine inspection. This means they will not be subject to inspection at regular intervals. Interim assessment in 2011 indicated that performance had been maintained.

Rooks Nest Early-Birds was judged as outstanding overall at the last inspection in 2011 and Rooks Nest Pre-School was rated as outstanding overall at the last inspection in 2012.

The Senior Leadership Team has begun to use Ofsted's September 2015 framework to produce the school's Self Evaluation Form.

The Trustees keep the school's ongoing achievement and performance under scrutiny to ensure aims and objectives are being met for the Public Benefit. The Strategic Report below indicates that the school continues to attain high standards.

#### **STRATEGIC REPORT**

##### **Achievement and performance**

##### Achievements and Performance

Number on roll (2014-15) 380

The key stage results for the previous academic year are summarised as follows -

**Rooks Nest Academy**  
**Report of the Trustees**  
**For The Year Ended 31 August 2015**

**STRATEGIC REPORT**  
**Achievement and performance**

**End of Key Stage 1**

Levels	2c	2c	2b	2b	2a	2a	3	3
	2015 Outcome	National comp + or -	2015 Outcome	National comp + or -	2015 Outcome	National comp + or -	2015 Outcome	National comp + or -
Maths	96%	+3%	89%	+7%	67%	+14%	47%	+21%
Reading	91%	+1%	71%	-11%	56%	-3%	44%	+12%
Writing	82%	-6%	73%	+3%	49%	+10%	24%	+8%

**End of Key Stage 2**

Levels	National 2015 L4+	School Actual L4+	National comp L4+
Maths	87%	96%	+9%
Reading	89%	96%	+7%
Writing	87%	93%	+6%
SPAG	80%	93%	+13%
R/W/M	80%	93%	+13%

Levels	National 2015 L5	School Actual L5	National comp L5
Maths	41%	62%	+21%
Reading	48%	58%	+10%
Writing	36%	58%	+22%
SPAG	55%	73%	+18%
R/W/M	24%	44%	+20%

Levels	National 2015 L6	School Actual L6	National comp L6
Maths	9%	22%	+13%
Reading	0%	0%	0%
Writing	2%	0%	0%
SPAG	4%	13%	+9%

Levels of Progress	Two Levels Actual	National comp + or -	Three Levels Actual	National comp + or -
Maths	93%	+3%	58%	+24%
Reading	89%	-2%	27%	-6%
Writing	98%	+4%	61%	+25%

**Early Years**

2012/13	2013/14	2014/15
69%	78%	88%

**Attendance**

Rook's Nest Academy achieved an attendance level of 96.2% in 2014/15.

**Key Performance Indicators**

Analysis of data and completion of Self Evaluation has led to the identification of Key Performance Indicators for next year:-

- Leadership & Management: Continue to develop leadership at all levels in order to establish a strategic, accountable distributive model.
- Quality of Teaching, Learning and Assessment: Ensure teaching is consistently good or better, driven by accurate assessment and response to needs, supported through the commitment to the Outwood Together Alliance. Ensure that the curriculum reflects a skill-based approach and develop a learning challenge curriculum in order to provide breadth and balance.
- Pupil Outcomes: Narrowing the gap between disadvantaged and non-disadvantaged students through the use of specific, tailored interventions. Ensure developments in core subjects are in line with National expectations.
- Personal Development, Behaviour and Welfare: Develop the use of specific interventions to support learners' needs and enable measurable progress.
- Early Years Foundation Stage: Ensure that good teaching, effective use of baseline and the environment secures rapid progress for students across all areas of learning.

In addition to the above indications of achievements and performance, the financial performance may be judged by reference to the statement of accounts. The Trustees have maintained the Academy within budget and there are no deficits.

## **Rooks Nest Academy**

### **Report of the Trustees** **For The Year Ended 31 August 2015**

#### **STRATEGIC REPORT**

##### **Going Concern**

After making appropriate enquiries, the board of trustees 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 Statement of Accounting Policies.

##### **Financial review**

##### **Financial report for the year**

Most of the Academy's income is obtained from the EFA in the form of recurrent grants, the use of which are restricted to particular purposes. The grants received from the EFA during the year ended 31st August 2015 are shown as restricted funds in the Statement of Financial Activities.

The Academy also received a grant for fixed assets from the EFA and in accordance with the Charities Statement of Recommended Practice; 'Accounting and Reporting by Charities (SORP 2005)', such grants are shown in the statement of financial activities as restricted income. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31st August 2015, total expenditure (excluding depreciation) was more than covered by recurrent grant funding together with other incoming resources.

At 31st August 2015 the net book value of fixed assets and movements in tangible fixed assets are shown in the notes to the financial statements. The value of fixed assets includes the assets that were "donated" by Wakefield MDC as part of the transfer agreements. Major items of expenditure on fixed assets during the year were the provision of an extra classroom, the relocation of the ICT suite to the new library in the Bishop How building and the relocation of the Business Manager and School Secretary's office and the Headteacher's office. A loan was obtained for improvements to the hot water system which will have to be repaid at a future date.

The assets were used exclusively for providing education and the associated support services to the pupils of the Academy.

The deficit in the Local Government Pension Scheme (LGPS) is recognised on the balance sheet in accordance with the provisions of FRS17.

##### **Reserves policy and financial position**

The Trustees will review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. Reserves are held to ensure that the Academy has sufficient resources to continue to advance the education of pupils.

##### **Financial position**

In the opinion of the trustees the Academy is in a strong financial position.

##### **Investment Policy**

As specified in Articles of Association 5 (m) to 5 (o) the Academy may deposit or invest funds not immediately required. The Academy does not have an investment policy as currently it has no investments and its immediate reserves are committed to support the needs of pupils at the Academy.

##### **Principal Risks and Uncertainties**

The Trustees have implemented a number of systems to assess risks that the academy faces, especially in operational areas (e.g. in relation to teaching, health & safety, bullying and school trips) and in relation to the control of finance. There are systems in place to minimise risks, including operational procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls (e.g. the work of the Responsible Officer). Where significant financial risk still remains the Trustees have ensured they have adequate insurance cover. The academy has an effective system of internal financial controls.



**Rooks Nest Academy**  
**Report of the Trustees**  
**For The Year Ended 31 August 2015**

**STRATEGIC REPORT**

**Plans for Future Periods**

We will provide the highest educational opportunities for all children as well as providing professional development for all teaching and support staff so that our Academy continues to be self-developing and self-supporting in the future.

The Headteacher will continue to monitor the overall situation, develop the management team and make recommendations to the Trustees about various aspects of the future development of the Academy.

Following the decision to include the Early Birds facility in the Academy Trust from 1st September 2015 and the consequent "TUPEing" of the staff, we will work to incorporate them smoothly into the wider management structure.

We shall keep our arrangements for Governor Training under review and seek to ensure that Trustees are kept fully up to date with statutory requirements, guidance and general information from the Department for Education, Education Funding Agency etc.

We shall continue to improve and maintain the buildings to provide the best possible facilities for our pupils and staff. We will ensure adequate space will be available for children's learning needs, which will mean creating new classroom space.

We shall seek to co-operate as fully as possible with other schools and academies within the Outwood Together Partnership.

We shall seek to re-establish and justify our previous Ofsted ratings as "outstanding" in all areas.

**Funds held as Custodian Trustee on behalf of others**

The Academy and its Trustees do not act as the Custodian Trustees of any other Charity.

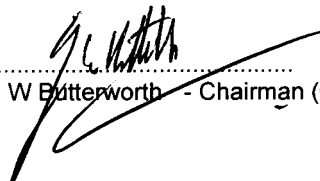
**Auditor**

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.

Allotts Business Services Ltd, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies 2006 Act, unless the charitable company receives notice under section 488(1) of the Companies Act 2006.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 14 December 2015 and signed on the board's behalf by:

  
.....  
J W Bitterworth - Chairman (Community Trustee)

**Rooks Nest Academy**  
**Governance Statement**  
**For The Year Ended 31 August 2015**

**Scope of Responsibility**

As Trustees, we acknowledge we have overall responsibility for ensuring that Rooks Nest Academy 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 Headteacher 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 Rooks Nest Academy 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 six times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
J W Butterworth (Chair)	6	6
M Hammond (until 15 July 2015)	4	6
Mr D Hennessy	5	6
Miss E Amis-Hughes (from 15 July 2015)	0	0
Mrs S Cooke	6	6
Ms K Dawson	5	6
Mr A Greenwood	5	6
Mrs S Head (until 15 July 2015)	6	6
Cllr C Hudson (until 15 July 2015)	2	6
Mrs C Johnson	5	6
Mr D Royston (from 15 July 2015)	0	0
Mr D A Smith	5	6
Mrs L Wood	6	6
D Wooffindin	4	6

The Personnel and Resources Committee is a sub-committee of the main Board of Trustees. Its purpose is to manage the Academy's resources and finances efficiently and effectively. Attendance at meetings in the year was as follows :

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Ms K Dawson	5	6
J W Butterworth	6	6
Mrs S Head (until 15 July 2015)	4	6
Mr D Hennessy	5	6

**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 educational and wider societal outcomes achieved in return for the taxpayer resources received.

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:

- Ensuring 3 comparable quotes are obtained for items over a set value
- Giving careful consideration to spending to ensure it is used to facilitate the best outcomes for children's learning
- Reconciling the budget in line with the Academy Improvement Plan

Specific examples where value for money has been considered and the above practices implemented include:

- Obtaining three quotes from different supply agencies and comparing the prices against those of employing a teacher directly on a short term contract to provide temporary teaching provision
- Reviewing the Service Level Agreement (SLA) for music and reconciling cost to the Academy against the costs recharged to parents. Allocated times for tuition were reduced and costs to parents increased to ensure against ongoing annual deficits.

**Rooks Nest Academy**  
**Governance Statement**  
**For The Year Ended 31 August 2015**

**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 charitable company 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 Rooks Nest Academy for the period 1 September 2014 to 31 August 2015 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 charitable company 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 charitable company's significant risks that has been in place for the period 1 September 2014 to 31 August 2015 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 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 board of trustees;
- regular reviews by the Resources 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 P Houghton, a trustee, as Responsible Officer ('RO').

The RO's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. On a termly basis, the RO reports to the board of trustees on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities. In particular, checks carried out in the current period included;

- Monthly payroll
- Bank reconciliations
- Purchases
- Income

There were no material control issues identified during the period.

**Review of Effectiveness**

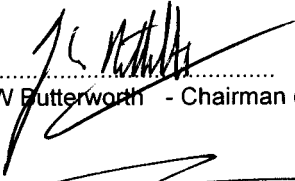
As Accounting Officer, the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the Responsible Officer;
- 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 Resources Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

**Rooks Nest Academy**  
**Governance Statement**  
**For The Year Ended 31 August 2015**

Approved by order of the members of the board of trustees on 14 December 2015 and signed on its behalf by:



.....  
J W Butterworth - Chairman (Community Trustee)



.....  
K Dawson - Accounting Officer