

GOVERNANCE STATEMENT

Scope of Responsibility

As governors we acknowledge we have overall responsibility for ensuring that the academy trust has an effective and appropriate system of control, financial and otherwise. A number of systems, especially in the areas relating to teaching, health and safety, school trips and financial control have been implemented. Vetting of new staff is carried out along with systems to identify and supervise visitors to the school.

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 governors have delegated the day-to-day responsibility to the headteacher, as accounting officer and the schools business manager 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 Kirkbie Kendal School Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the governing body through the Finance and Property Committee any material weaknesses or breakdowns in internal control.

Governance

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

The governing body has formally met six times, the pay & performance committee four times, the curriculum committee five times and the finance and property committee four times.

Attendance during the year at meetings was as follows:

	Full board		P&PM		Curriculum		F&P		Total
	possible	attended	possible	attended	possible	attended	possible	attended	
Mr W R Abram (Chair F&P)	6	4	4	3	-	-	4	4	11
Mr D Armstrong	6	4	-	-	2	2	3	3	9
Mr P Braithwaite (Chair p&pm)	6	4	4	4	-	-	-	-	8
Dr N Brown	6	4	-	-	5	2	-	-	6
Mr G Duckworth	6	4	-	-	-	-	4	2	6
Mr M Duff (Chair)	6	4	4	1	5	4	4	3	12
Mr D Durnford (Resigned 20/12/2018)	2	2	-	-	-	-	2	1	3
Mrs H Herbert	6	5	-	-	5	4	-	-	9
Mr P Hyman	6	6	4	4	5	4	4	3	18
Mrs J Summerfield	6	5	4	3	-	-	-	-	8
Mrs S Tully	6	6	-	-	3	2	2	2	10
Mrs S Parnaby	6	6	-	-	5	5	-	-	11
Mr J S Gee (Resigned 31/08/18)	2	0	1	0	-	-	1	0	0
Mrs D Thompson	4	4	-	-	-	-	-	-	4
Mr A Williams	5	5	-	-	3	3	-	-	8

GOVERNANCE STATEMENT (continued)

The Finance and property committee is a sub-committee of the main board of governors. Its purpose is to assist the decision making of the governing body, by enabling more detailed consideration to be given to the best means of fulfilling the governing body's responsibility to ensure sound management of the academy's finances and resources. The committee will assist with the proper planning and monitoring of financial matters and makes appropriate comments and regular recommendations on such matters to the governing body.

Attendance at the meetings in the year is shown above.

The Curriculum committee is a sub-committee of the main board of governors. Its main purpose is to be responsible for advising the main board of governors on details relating to the design, delivery and performance of the curriculum. It also reviews the exam results and discusses the individual subject performance and monitors the progress with individual action plans. The committee will identify areas for improvement and report regularly to the main board of governors.

Attendance at the meetings in the year is shown above.

The pay and performance committee is a sub-committee of the main board of governors. Its main purpose is to be responsible for advising the main board of governors relating to staff employed by the academy trust. The committee monitors staff performance and identify areas of improvement reporting regularly to the main board of governors.

Attendance at the meetings in the year is shown above.

The Governors continue to review their own performance, this on-going review forms the Governing body's action plan which is updated in September each year.

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 as explained below.

Value for money is about achieving the best educational outcomes through the, efficient and effective use of all the resources available to the school.

Resources are directed where they are most needed and most effective to meeting our educational requirements.

Targeted improvement

- Resources including staffing are targeted in key subject areas, such as English and Maths, with performance closely evaluated.
- Monitoring and supporting the performance of all staff and ensuring that the relevant action is taken to address any weakness.

Focus on individual students

- Monitoring the needs of individual and particular students and ensuring that the support they receive is relevant to them.
- Identifying particular student groups i.e. pupil premium, gifted and talented, SEND and providing tailored and relevant support.

Collaboration

- We work closely with other schools and in particular, the South Lakes Federation of school (secondary) and the Kendal primary schools.

Quantifying improvements

- Students are closely tracked throughout the year groups and across key stages.

GOVERNANCE STATEMENT (continued)

Our governance arrangements include regular monitoring by the full governing body and the finance and property committee at half termly meetings. Relevant financial management reports are provided for each meeting. These committees are also informed by termly reports completed by the schools accountants, who carry out checks on financial processes and tendering procedures in place.

Value for money is achieved in purchasing through:

- Fitness for purpose.
 - o Consideration of different suppliers both online and through catalogues to find best value.
- Benchmarking.
 - o Working and sharing with the other South Lakes Federation of schools, and other local schools, joint procurement and sharing best practice.
 - o Comparing costs and prices through the South Lakes Federation Business Manager's group.
- Options appraisal.
 - o Consideration of whether the purchase is really necessary, or if there is a more cost efficient alternative available.
 - o Tendering for major contracts and services and building works, alternative costs are obtained in accordance with the financial procedures and scheme of delegation.
- Economies of scale.
 - o Looking at alternative joint and group procurement to obtain group discounts.
 - o Sharing information and joint use of staff with local schools.

We recognise the need to closely monitor costs, monthly, quarterly financial reports are prepared and shared with the school's leadership team. The staffing structure and time table are carefully structured to ensure maximum use of available staff whilst meeting our operational needs.

The Purpose of the System of Internal Control

The system of internal control are 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 the 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 Kirkbie Kendal School Academy Trust throughout the year to 31 August 2019 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The governors review 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 governors are 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 year ending 31 August 2019 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the governors, revised in accordance with audit and other recommendations.

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, detailed within the finance management and procedures handbook, including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the governors;
- regular reviews by the finance and property 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 governors has considered the need for a specific internal audit function and has decided:

- not to appoint an internal auditor. However, the governors have appointed Saint & Co, the external auditor, to perform additional checks.

GOVERNANCE STATEMENT (continued)

The external auditors have been appointed to carry out the monitoring of the financial matters and performing a range of checks on the academy trust's financial systems. Each term a representative will carry out monitoring processes of the school's systems and provide a report along with recommendations to the governors of the school. Any recommendations will be discussed and implemented as required with a further review at the next terms report. In particular the checks carried out in the current year include:

- testing of payroll systems
- testing of purchase systems
- testing of control account / bank reconciliations

We confirm the external auditor has delivered their schedule of works as planned.

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 external auditor;
- The financial management and governance self-assessment process;
- Monthly and quarterly financial reports;
- Weekly meetings with the school's business manager;
- Termly meetings with the school's finance manager;
- The financial management manual;
- The work of budget holders and members of the senior leadership team.

The governors will review any recommendations made by the school's auditors and implement them as required.

The accounting officer and business manager will be advised of any implications resulting from the review of the internal control systems by the finance and property committee and a plan for improvement.

Approved by order of the members of the governing body on 26/11/2019 and signed on its behalf by:



Mr M Duff
Chair of Governors and Academy Trustee



Mr P Hyman
Headteacher & Accounting Officer