Company Registration No. 09174628 (England and Wales)

THE STOUR FEDERATION

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2019

THE STOUR FEDERATION

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THE STOUR FEDERATION

REFERENCE AND ADMINISTRATIVE DETAILS

Members	
- Chair of Trustees	Mrs J Barker
- Chair of Resources	Mrs J Brown (Until 31 August 2019)
- Chair of Children & Curriculum	Mrs J Rice (Until 31 August 2019)
Trustees	Mr C Hilton (Executive Headteacher) Mrs J M Brown (Resigned 31 August 2019) Mrs J Barker (Chair of Governors) Mr M J Dumelow Mrs J Rice (Chair of Pupils, Parents and Community) (Resigned 31 August 2019) Mr N Jennings (Chair of Resources) Mr T Wrigley Mrs R Sellars Mrs H Young (Acorns Associate Head) Mrs N Hazleton (Resigned 31 August 2019) Mrs A Holland Mr G Roberts (Shipston Associate Head) Miss A Rose Miss A Bayliss Mrs A Pearson Mrs L Kirkman Mrs E Shrimpton (Resigned 7 May 2019) Mrs V Faulkner (Appointed 11 September 2018) Mrs S Calcott (Appointed 5 December 2018) Mr B Richter (Appointed 13 September 2019) Rev. Sarah Edmonds
Senior management team	
- Executive Headteacher	Mr C Hilton
- Associate Head (Acorns)	Mrs H Young
- Associate Head (Shipston)	Mr G Roberts
Company secretary	Ms L Mansell (Appointed 5 March 2018)
Company registration number	09174628 (England and Wales)
Registered office	Station Road Shipston-On-Stour Warwickshire CV36 4BT United Kingdom

Academies operated	**Location**	**Executive Headteacher**
Acorns Primary	Long Compton	Mr Christian Hilton
Shipston-On-Stour Primary School	Shipston-On-Stour	Mr Christian Hilton

THE STOUR FEDERATION

REFERENCE AND ADMINISTRATIVE DETAILS

Independent auditor	Ellacotts LLP Countrywide House 23 West Bar Banbury Oxfordshire OX16 9SA England
Bankers	Lloyds TSB Bank plc 1 City Road East Manchester M15 4PU
Solicitors	Harrison Clark Rickerbys Ellenborough House Wellington Street Cheltenham Gloucestershire GL50 1YD

THE STOUR FEDERATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2019

The trustees present their annual report together with the audited financial statements and auditor's report of the charitable company (Academy) for the period 1 September 2018 to 31 August 2019. The annual report serves the purposes of both a trustees' report, and a directors' report including strategic report under company law.

The Academy Trust operates as a multi-academy trust (MAT) of two primary schools located 6 miles apart, these are Shipston-on-Stour Primary School and Acorns Primary School for the catchment areas of the town of Shipston-on-Stour and village of Long Compton respectively, plus surrounding villages.

Shipston Primary School has a pupil capacity of 420, ages 4-11 year olds, and had a roll of 386 in the school census in October 2018. Acorns Primary School has a capacity of 91, ages 4-11 year olds, and a 13 place Nursery for 3-4 year olds. Acorns had a roll of 84 in the school census of October 2018.

Structure, governance and management

Constitution

The Stour Federation MAT 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 The Stour Federation MAT are also directors of the charitable company for the purposes of company law. The charitable company is known as The Stour Federation.

Details of the trustees (governors) who served throughout the period, except where noted, 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.

Trustees' indemnities

In accordance with article 5 of the charitable company's Articles of Association third party indemnity provision is in place with the Department for Education's Risk Protection Arrangement (RPA) with unlimited cover.

Method of recruitment and appointment or election of trustees

The Executive Headteacher is an ex-officio member of the Governing Body. Up to 20 Trustees are appointed for a 4 year term with a maximum of 6 parent Trustees, 3 staff Trustees, 5 community Trustees, 2 LA influenced Trustees and 4 associate Trustees which are elected to office or appointed. The Chair is also a member.

Policies and procedures adopted for the induction and training of trustees

The Chair of Trustees meets with new governors to discuss roles and responsibilities. New Trustees are able to attend training courses provided by the Local Authority Governor Services and through in-house training from the Federated Leadership Team.

Under Article 4 of the Academy's Articles of Association;

The Stour Federation's object is specifically restricted to advance, for 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 the Federation, offering a broad based primary curriculum to pupils of different abilities.

Organisational structure

The structure of The Stour Federation MAT consists of 4 senior levels:

1. The Full Board of Trustees
2. The Executive Headteacher
3. The Federated Leadership Team, which consists of the Executive Headteacher and the Associate Headteachers for each school.
4. Core Leaders for Reading, Writing, Maths and Research.

The aim of this management structure is to distribute responsibility and accountability and encourage involvement in decision making at all levels to enable the MAT to nurture the talents of its entire staff to support continual improvement and excellence.

The Board of Trustees is responsible for setting the MAT's policies, adopting the Sustained Improvement Plans (SIPs) and approving the annual budget, monitoring performance against these plans and making major decisions about the direction of the Federation including its curriculum, the achievement and welfare of the pupils and personnel.

The Federated Leadership Team control the MAT at an executive level, implementing policies set by the Board of Trustees and reporting back to them.

The Board of Trustees has established 3 committees. Each committee has its own Terms of Reference detailing the responsibilities discharged to the committee and to the Executive Headteacher (the Accounting Officer). Each committee meets atleast once a term and the Terms of Reference for each committee are reviewed and approved by the Board of Trustees annually.

The committees of the Board of Trustees are:

- Full Board of Trustees
- Resources
- Children & Curriculum

Note: the Governing Body requires the Members to discharge the duties of the Audit Committee. These are detailed in the Full Governors Terms of Reference.

Arrangements for setting pay and remuneration of key management personnel

The Stour Federation MAT has adopted the WCC Local Authority Pay and Conditions Policy. All staff undergo annual performance management and pay is awarded accordingly. Governors attend the Executive Headteacher's performance management and monitor staff pay awards.

Related parties and other connected charities and organisations

There are no related parties which either control or significantly influence the decisions and operations of the MAT.

Each school has a parent teacher association. There are no staff members or governors of the MAT named as trustees of either PTA. All donations received from the PTA are declared through statutory accounts.

The Stour Federation MAT is affiliated to the Gateway Alliance, a not-for-profit Schools Company, providing continuous professional development for schools in Warwickshire and the West Midlands. The Executive Headteacher is a director (without pay).

Pupils across The Stour Federation MAT have raised funds for local and national charities, including Children in Need, Comic Relief, RSPCA and local foodbanks through whole school events, such as non-uniform days, and through child-organised events such as cake sales.

Objectives and activities

Objects and aims

Personal Attributes of Pupils/Staff

To foster and develop confident, open and receptive learners who are able to communicate, think creatively and critically and embrace challenge through:

- expectations.
- modelling and explanations.
- the Multi Academy Trust's curriculum and other learning opportunities.
- pedagogical and evidence-informed approach to teaching and learning.
- working in genuine partnership to strengthen schools and their communities.

Potential

To encourage each individual to maximise their potential as highly motivated life-long learners through:

- recognition of achievement.
- building self-confidence.
- promoting self-discipline.
- expectations
- embracing change.
- commitment.

Learning Environment

To provide a welcoming, well-maintained and aesthetically pleasing learning environment, with high expectations of behaviour, effort and achievement through:

- the RESPECT code.
- provision for health and safety.
- the highest staff expectations of pupils' behaviour.
- effective and responsive systems of monitoring individual pupils and staff performance.
- stimulating displays.
- environmental responsibility.

Sense of Place

To enable children to value and develop a sense of community through:

- celebrating our local area.
- participating in and leading local events.
- opportunities to experience life and cultures both in within the UK and the wider world.

Relationships

To develop and promote positive relationships within the academy community, with parents and the wider world through:

- an active involvement in the learning process.
- developing a shared set of values.
- modelling.
- expectations.
- opportunities to collaborate.
- high quality leadership.
- effective communication systems.

Well-Being

To provide high quality social, moral and personal education, appropriate to the needs of the child, allowing each individual to lead a rewarding and happy life through:

- our curriculum.
- programme of collective worship.

To provide a rich curriculum that creates meaningful opportunities for the development of skills and knowledge through:

- a high quality knowledge rich topic based curriculum based on the four cornerstones: engage, develop, innovate and express.
- a wide variety of approaches to outstanding teaching and learning and a rich, dynamic and purposeful range of learning opportunities.

Inclusion

To allow pupils to access the school's curriculum and participate in all areas of Academy life through:

- an effective equal opportunities policy.
- highly inclusive and supporting learning environment.
- no outsiders: all are welcome in our schools.

Objectives, strategies and activities

The main Academy Trust areas for whole school development 2018-2019 were as follows:

1. Raise standards in spelling further throughout The Stour Federation by having a clear policy, stringently followed for the teaching of spelling.
2. Children have opportunities to develop a greater depth of learning in non-core subjects and achieve as well as they do in English and Mathematics.

Leadership and Management

- Implement the updated Feedback, Assessment and Teaching, Learning and Curriculum policies.
- Schools in The Stour Federation achieve Artsmark accreditation.

Effectiveness of Teaching, Learning and Assessment

- Embed Book Talk as a replacement for Guided Reading so that children have frequent, regular and sustained opportunities to talk together about the books they are reading as a whole class.
- Participate in the Fosse Way Consortium Maximising the Impact of Teaching Assistants project to show how a strategic focus on teaching assistants can further unlock their potential.

Personal Development, Behaviour and Welfare

- Embed the No Outsiders scheme of learning to teach the Equality Act and consider further initiatives.
- Achieve the B.I.G. Anti-Bullying quality mark to improve social and emotional competence in children.
- Introduce Marathon Kinds as a means of developing children's health, fitness and well-being through regular exercise.

Public benefit

The Board of Trustees have complied with its duty to have due regard to the guidance on public benefit in exercising its powers and duties published by the Charity Commission.

The key aim of the Board of Trustees is the provision of excellent non-selective primary education through the provision of a broad curriculum, pastoral care and enrichment for the pupils of the Stour Federation. The public benefit of this provision is identifiable in the educational attainment of our pupils as published on our websites annually.

Education at Shipston and Acorns is open to all primary aged pupils in the catchment areas regardless of race, gender, religion, social class or ability.

In accordance with Object 4b of our Articles of Association, the Board of Trustees actively promotes the use of our facilities for the benefit of our local communities.

Strategic report

Achievements and performance

Academic achievement is only a small part of what we do in the Stour Federation Multi-Academy Trust and it was notable that performance has been strong in a variety of sports. Both Shipston and Acorns have competed well against local, district and regional opposition, in particular, swimming, cross country, athletics, netball, tag rugby, and football. Acorns & Shipston once again earned the National Sports Gold Award. These awards reflect participation in (and enjoyment of) a wide variety of sports by a high percentage of pupils as well as the provision of a wide range of extra-curricular sporting clubs.

In the arts, the schools held annual end of year productions which all the children entered into enthusiastically. Children from both schools performed in the Young Voices concert at the Genting (NEC) Arena in Birmingham. Choirs at both schools performed at a variety of public events and the schools were represented at Shipston Proms with a variety of musical pieces.

In addition to the curriculum on offer at each school, the Year 5 children have had the opportunity to attend a wide variety of school clubs and a joint residential visit to Manor Adventure in Wales.

Key performance indicators

Reception Attainment	Acorns GLD Summer 2019	Shipston GLD Summer 2019	National GLD Summer 2019
Overall Good Level of Development	86% (6/7)	73%	72%

Year 1 Phonics Screening	Acorns Summer 2019	Shipston Summer 2019	National Summer 2019
At The Expected Standard (32)	93% (13/14)	89%	82%

Year 2 Attainment	Acorns Summer 2019	Shipston Summer 2019	National Summer 2019
Reading EXS	91% (10/11)	86%	75%
Reading GDS	64% (7/11)	53%	25%
Writing EXS	91% (10/11)	82%	69%
Writing GDS	55% (5/11)	43%	15%
Maths EXS	82% (9/11)	84%	76%
Maths GDS	45% (5/11)	43%	22%

Year 6 Attainment	Acorns Summer 2019	Shipston Summer 2019	National Summer 2019
Reading EXS	50% (4/8)	88%	73%
Reading GDS	25% (2/8)	40%	27%
Writing EXS	88% (7/8)	81%	78%
Writing GDS	38% (3/8)	38%	20%
GPS EXS	88% (7/8)	91%	78%
GPS GDS	25% (2/8)	49%	36%
Maths EXS	75% (6/8)	83%	79%
Maths GDS	38% (3/8)	42%	27%

Going concern

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

Financial review

The majority of the Stour Federation's income was obtained from the Education and Skills Funding Agency (ESFA) in the form of the General Academies Grant (GAG), the use of which was restricted to particular purposes.

The grant received from the ESFA during the period ended 31 August 2019 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

During the year ended 31 August 2019, the expenditure over income for the year was £259,260 (2018: £23,367) including depreciation.

At 31 August 2019 the net book value of assets was £3,713,034 (2018: £3,802,142). The assets were exclusively for providing education and the associated support services to the pupils of the Academy.

The Federation's non-teaching staff are entitled to membership of the Local Government Pension Scheme and consequently, the Federation balance shows a net liability position of £803,000 (2018: £473,000).

Reserves policy

The Board of Trustees has deemed that the appropriate level of cash reserves should enable the Federation to continue its rolling programme of improvements and in particular at least ensure that wages and salary expenses can be met in full on a monthly basis.

As of 31 August 2019 the Federation has Restricted General Reserves of negative £803,000 (2018: £466,257 negative). This includes the Local Government Pension Scheme reserve deficit of £803,000 (2018: £473,000).

The Federation had Restricted Fixed Asset Reserves of £3,807,155 (2018: £3,910,085) representing the land and buildings relating to the Federation and assets acquired by restricted grants. The Federation also had Unrestricted Reserves of £254,920 (2018: £313,507).

Investment policy

The aim of the policy is to ensure that funds which The Stour Federation MAT does not need to cover anticipated expenditure are invested in such a way as to be reasonably accessible and maximise income without risk.

Our aim is to spend public monies entrusted to us for the direct educational benefit of pupils as soon as is prudent. The Stour Federation does not consider the investment of surplus funds as a primary activity, rather as a result of good practice as and when circumstances allow.

The purpose of the Investment and Reserves Policy is:

- To ensure adequate cash balances are maintained in the Lloyds current account to cover day to day working capital requirements for a period of 3 months
- To ensure there is no risk or loss in capital value of any cash invested.
- To protect the capital value of any invested funds against inflation
- To optimise returns on invested funds
- To ensure value for money
- To exercise care and skill in investment decisions, taking advice, as appropriate, from a professional advisor
- Ensure all investment decisions are in the best interests of the trust and command broad public support.

The policy is reviewed annually by the Resources Committee.

Principal risks and uncertainties

The Academy maintains a risk register that identifies the major risks to which it is exposed, in particular those relating to Health & Safety and Safeguarding together with finance, HR and ICT.

The Board of Trustees assess the principal risks facing the Academy as follows;

1. Personal injury on premises - Health & Safety Policy, external audit and named governor to monitor
2. Abuse of child or staff - robust safeguarding procedures in place. Single Control Record (DBS register) maintained and named governor to monitor.
3. Demographic changes - one County Councillor on the Board to monitor the situation.
4. Personal injury on school trip - staff trained on Off-Site Policy and procedures
5. Adverse Ofsted - close monitoring of teaching and learning, detailed school evaluation form (SEF) shared and learning walks carried out by Trustees.

The risk register is approved and monitored annually by the Resources Committee in consultation with the other committees.

Financial and risk management objectives and policies

The Academy has an effective system of internal financial controls as outlined in the Governance Statement.

External audits are carried out regularly and the Resources Committee monitor all policies and procedures annually.

The Academy does not operate a regulated fundraising scheme and does not use the services of a professional fundraiser. However the Academy does work with its Parent and Teacher Association who carry out excellent work to raise funds for the school. The Academy also supports its stakeholders in raising money for local, national and international charities throughout the year. This includes cake sales, sponsored walks and non-school uniform days.

Plans for future periods

The Trustees' Premises Development Plan is currently being completed and will act as a working document which aids decision making with regard to prioritising for future projects and developments.

Projects identified for Shipston are toilet refurbishment, water pipe replacement and fire safety including automatic fire detection and external lighting.

Projects identified for Acorns are to complete the new Nursery building which started in August 2019, plus fire safety including automatic fire detection and external lighting and extended car parking.

Where funds allow, projects will be funded from school budgets, for larger projects external grant funding will be sourced.

Funds held as custodian trustee on behalf of others

The MAT does not hold any funds as Custodian Trustees on behalf of other Charities.

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.

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

The trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 4.12.2019 and signed on its behalf by:

.....

Mrs J Barker

Chair of Governors

THE STOUR FEDERATION

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2019

Scope of responsibility

As trustees we acknowledge we have overall responsibility for ensuring that The Stour Federation 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 Executive 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 The Stour Federation 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 Full Board of Trustees has formally met 4 times during the year. Attendance during the year at meetings of the Board of Trustees and sub committees was as follows:

Trustees	Meetings attended	Out of possible
Mr C Hilton (Executive Headteacher)	4	4
Mrs J M Brown (Resigned 31 August 2019)	4	4
Mrs J Barker (Chair of Governors)	4	4
Mr M J Dumelow	1	4
Mrs J Rice (Chair of Pupils, Parents and Community) (Resigned 31 August 2019)	4	4
Mr N Jennings (Chair of Resources)	3	4
Mr T Wrigley	4	4
Mrs R Sellars	1	4
Mrs H Young (Acorns Associate Head)	4	4
Mrs N Hazleton (Resigned 31 August 2019)	4	4
Mrs A Holland	3	4
Mr G Roberts (Shipston Associate Head)	4	4
Miss A Rose	4	4
Miss A Bayliss	4	4
Mrs A Pearson	4	4
Mrs L Kirkman	4	4
Mrs E Shrimpton (Resigned 7 May 2019)	1	3
Mrs V Faulkner (Appointed 11 September 2018)	4	4
Mrs S Calcott (Appointed 5 December 2018)	2	2
Mr B Richter (Appointed 13 September 2019)	0	0
Rev. Sarah Edmonds	4	4

During the year, there were some changes to the Senior Leadership Team and some changes to the Trustees, but no significant changes to the governance structure.

The Resources Committee is a sub-committee of the main Board of Governors.

Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Mr C Hilton (Executive Headteacher)	6	6
Mrs J M Brown (Resigned 31 August 2019)	6	6
Mrs J Barker (Chair of Governors)	5	6
Mr M J Dumelow	5	6
Mr N Jennings (Chair of Resources)	6	6
Mr T Wrigley	5	6
Mrs A Holland	4	6
Mr G Roberts (Shipston Associate Head)	5	6
Mrs V Faulkner (Appointed 11 September 2018)	6	6
Mrs S Calcott (Appointed 5 December 2018)	3	4

The Children and Curriculum Committee is a sub-committee of the main Board of Governors.

Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Mrs J Rice (Chair of Pupils, Parents and Community) (Resigned 31 August 2019)	3	4
Mr T Wrigley	1	1
Mrs R Sellars	3	4
Mrs H Young (Acorns Associate Head)	3	4
Mrs N Hazleton (Resigned 31 August 2019)	4	4
Miss A Rose	3	4
Miss A Bayliss	3	4
Mrs A Pearson	4	4
Mrs L Kirkman	4	4
Mrs E Shrimpton (Resigned 7 May 2019)	0	3
Rev. Sarah Edmonds	4	4

Review of value for money

As accounting officer the Executive 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 Academy Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where available. The accounting officer for the Academy Trust has delivered improved value for money during the year by:

Better purchasing, this has been achieved through:

- Reviewing of the budget at Trustees meetings;
- Adhering to purchasing policies; and
- Negotiating costs for goods and services.

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 The Stour Federation for the period 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The board of trustees 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 board of trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the period 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and accounts. 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 Ellacotts LLP, the external auditor, to perform additional checks.

The external auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. On a quarterly basis, the external auditor reports to the Board of Trustees through the Resources Committee on the operation of the systems of control and on the discharge of the financial responsibilities of the Board of Trustees.

The external Auditor has delivered their schedule of work as planned. No internal control issues arose as a result of the external Auditor's work.

Review of effectiveness

As accounting officer the Executive 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 additional program of work performed by the external auditor;
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

THE STOUR FEDERATION

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

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.

Approved by order of the Board of Trustees on 4/12/2019 and signed on its behalf by:

Mr C Hilton
Executive Headteacher

Mrs J Barker
Chair of Governors