



Academy trust company number: 09187505

I accept that as accounting officer of **The Archbishop Lanfranc Academy - Coloma Trust**, I am responsible and accountable for ensuring that the academy trust delivers good value in its use of public resources. I am aware of the guide to academy value for money statements published by the Education Funding Agency and understand that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

I set out below how I have ensured that the academy trust's use of its resources has provided good value for money during the academic year.

Improving educational results

The Archbishop Lanfranc Academy - Coloma Trust opened in September 2014, the main objectives at the outset include the following:

- to enable every student to fulfil their potential;
- to focus on raising standards and progression of all students;
- to improve effectiveness by regular review of all aspects of educational provision and the organisational structure of the Academy;
- to improve the quality of teaching and learning.

Targeted improvement

The reorganisation of the staffing structure has been a significant challenge but we are confident that the new structure is designed to support an improved curriculum offer.

Our revised staffing profile consists of appropriately qualified and experienced specialist personnel deployed to achieve significantly better results in future years.

Term on term behaviour analysis indicates that detentions issued have fallen every term since Autumn 2014. Incidents of disruption in class are rare. The Academy met its targets to improve attendance and reduce persistent absenteeism and lateness in 2014/15. These are encouraging signs that the robust behaviour policies in place are having the desired effect.

Focus on individual students

The Academy ensures that all staff encourage every student to make the most of their gifts and talents. The Academy rewards excellence and positive behaviour. The Academy celebrates both academic and behavioural achievements. The Academy has an extended day which provides opportunities to help with learning including 1 to 1 personal tutoring, targeted intervention work and participation in extra-curricular clubs.

Collaboration

The Academy promotes a wide range of enrichment activities, working with local community projects, to develop healthy lifestyle choices and raise participation levels.

The Academy works hard to build and maintain relationships with six local primary schools with the express aim of smoothing the transition from primary to secondary organisation. There are a number of elements to this including running 'Academy Days' where primary students are hosted in a Faculty as well as Maths Master Classes and Student Sports' Ambassadors paying visits to Primary Schools. During the year approximately 700 local primary school children will have visited the Academy

The Academy also works closely with the sponsor school, Coloma Convent Girls' School, and the Quest Academy - Coloma Trust, meeting regularly to share ideas and good practice. As an example the Academy is sharing the resources of an Art Teacher with the Quest Academy - Coloma Trust and delivering joint briefings for Governing Bodies.

The Academy has worked successfully with Football Beyond Borders, a charity which works with boys and girls to improve academic and vocational excellence through sport. This collaboration has resulted in improvements in behaviour, attendance and academic attainment for 80% of students who participate.

Quantifying Improvements

In its first year of operation the Academy has focused its attention on raising achievement in two key areas: attainment across the curriculum and progress. Outcomes in August 2015 show that the Academy's curriculum strengths are particularly evident in a number of subject areas such as the sciences, music, PE, further maths, English Literature, Geography and RE.

Financial governance and oversight

The Academy's Governing body is developing a strong oversight of the financial management of the budget. The Accounting Officer and Principal are responsible for implementing the policies laid down by the governors and reporting back to them, control of the Academy at an executive level, managing staff, and managing and authorising expenditure within the agreed budgets. A General Purposes Committee will be established early in 2015/16 to scrutinise in greater detail finances and resources, premises, maintenance and the new build programme, HR and marketing. An Audit Committee, with an independent Chair, will be established early in 2015/16 to provide additional scrutiny over and above that provided by our external Auditors who review the effectiveness of our controls and procedures.

Better Purchasing

The Academy collaborates with the sponsor school, Coloma Convent Girls' School, and the Quest Academy - Coloma Trust to share staff expertise and previous experience to achieve excellent value. All contracts are appraised and/or renegotiated in a timely manner to ensure that the best possible price is secured.

Benchmarking

The Academy benchmarks costs against Coloma Convent Girls' School, and the Quest Academy - Coloma Trust and also Academies locally and nationally where information is available to make sure that the Trust provides good value for money.

Reviewing controls and managing risks

The Archbishop Lanfranc Academy - Coloma Trust is developing a risk register which considers financial, operational and reputational risks involved in running the Academy school. The trustees seek professional advice whenever necessary to mitigate these risks.

The system of internal control is designed to manage risk to a reasonable level rather than eliminate all risk of failure when aiming to achieve policies, aim and objectives. The risk management system is based on processes designed to identify and prioritise those risks which would threaten the achievement of the Academy's policies. The likelihood of occurrence is considered and the severity of the impact should they be realised in order that they can be efficiently, effectively and economically managed.

Financial risk management is based on a framework of regular management information and administrative procedures including a segregation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budget and budget monitoring system with an annual budget and periodic financial reports which are reviewed and agreed by the Governors;
- Regular reviews of reports which indicate financial performance against 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.

Reviewing operation to maximise use of resources

The Academy Leadership Team review expenditure and make adjustments based on the effectiveness of the strategic decisions, such as its curriculum offer, made in previous years.

Historically, the Lanfranc school buildings were hired on a regular basis by members of the local community and other organisations. The Academy has continued these arrangements. It is anticipated that the provision of a new Academy building, which is planned for 2017 will offer the opportunity to generate additional revenue because of the significantly improved facilities which will be available. A detailed analysis of the costs and benefits of letting the premises will be conducted prior to hiring out the new facilities.

Lessons learned

The Academy recognises the significant financial challenges it faces. It acknowledges that in the short term pupil numbers will fall and careful budget management will be required to ensure a viable future. Central to meeting this challenge will be the continued drive to increase pupil numbers in Year 7 and the sixth form. The new 'state of the art' Academy building, for which agreement has just been formally reached, and a continued drive to improve academic results and

behaviour, in line with the Academy's ethos, in addition to building relationships with local primary schools will be key to success in this area.

Maureen Martin

Signed:

Name: Mrs Maureen Martin
Academy Trust Accounting Officer

Date: 29 December 2015