



# Beacon Academy Trust

A COMPELLING VISION FOR SUCCESS

# REPORT

## OUR SCHOOLS



# BEAL MULTI - ACADEMY TRUST TRUSTEES

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2014 to 31 August 2015. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates 2 secondary /1 AP academy in Redbridge. Its academies have a combined pupil capacity of 3600 and had a combined roll of 3079 in the school census on 1st October 2015.



# BEAL MULTI - ACADEMY TRUST TRUSTEES

## Members

K Burns  
N Bhangu (Resigned 31/07/15)  
W Thompson  
T Canaii  
T Wilmot

## Trustees

M Woodcock (Chairman)  
Dr W Gent (Vice Chairman)  
S Snowdon CBE  
Dr E Sidwell CBE  
Emma Darley  
F Samaha  
M Corck  
V Porritt  
Alan Weinberg MBE

## Clerk

M Pank (Retired date 31/08/15)

members of the Operations Committee  
members of the Audit Committee

## Senior Management Team

- . CEO/Headteacher
- . MD
- . TFA Headteacher
- . BBIH Principal
- . CLD Head
- . SCITT Director

S Snowdon CBE  
K Burns  
W Thompson  
T Canaii  
K Ball  
P Bray

## Principal and Registered Office

Woodford Bridge Road  
Ilford IG4 5LP

## Company Registration Number

07835788 (England and Wales)

## Auditors

Williams Giles Limited  
Chartered Accountants and Registered Auditors  
12 Conqueror Court  
Sittingbourne Kent ME10 5BH

## Bankers

Nat West  
PO Box 414  
38 Strand  
London WC2N 5JB

## Solicitors

Eversheds  
1 Wood Street  
London EC2V 7WS

# 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 Beal Multi-Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company is known as Beal Multi-Academy Trust.

Details of the trustees who served during the year are included in the Reference and Administrative Details on page 2.

## Organisational Structure

The management structure of the Academy consists of the Board of Trustees, the Local Governing Bodies, specific committees, the Trust Executive and the Senior Leadership Teams of the schools.

The Trustees fulfil a strategic role: setting general policy, approving an annual Trust plan and budget, monitoring performance against the plan and budget and making decisions about the Trustees of the charitable company, capital expenditure and the Senior Leadership Team appointments. Detailed decisions are delegated to committees, the CEO and the Trust Executive Team. The CEO has taken on the role of Accounting Officer.

The board delegates a number of functions to the Local Governing Bodies (LGBs) at each academy. Each Local Governing Body (LGB) reviews annual improvement plans and budgets and recommends these to the board of trustees, monitors academy performance and oversees parent and community liaison.

## Members Liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

## Method of Recruitment and Appointment or Election of Trustees

The Trustees and Governors are appointed by a majority resolution of the board. Parent Governors are appointed in compliance with a process set out in accordance with Department of Education guidelines. Other Governors are recruited and appointed to ensure there is a breadth of skills and knowledge necessary to advance the Academy Trust in all areas. The articles of association require members of the Charitable Company to appoint at least three Trustees to be responsible for the statutory and constitutional affairs of the Charitable Company and the management of the Academy Trust.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

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

New Trustees and Governors will be given a tour of the Academies and the chance to meet staff, students, the CEO and the Headteacher/Principal with a view to ensuring the Trustee/Governor has a good understanding of the Academy Trust's philosophy and its day to day operation.

Trustee and Local Governor Training are taken very seriously by the Trust.

Trustees and Governors are briefed regularly by the executive and leadership teams on governance, financial and other educational matters. The CEO provides a regular educational update on topical matters for Trustees and Governors. Members are encouraged to participate in training programmes and courses arranged by the Academies. Specific training is provided on technical issues to keep Trustees and Governors updated on all relevant developments impacting on their role and responsibilities.

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Each Local Governing Body (LGB) reviews annual improvement plans and budgets and recommends these to the board of trustees, monitors academy performance and oversees parent and community liaison.



## BMAT TRUST AND GOVERNANCE STRUCTURE

Beal Multi-Academy Trust was established on 1st February 2014. This coincided with Beal High School converting to academy status. Beal is a non-selective, outstanding 11-18 comprehensive school that also incorporates provision for 11-18 year old students on the autistic spectrum (CLD). Beal is currently in the process of expanding from 8 to 12 form entry and a 23m expansion was completed for September 2014.

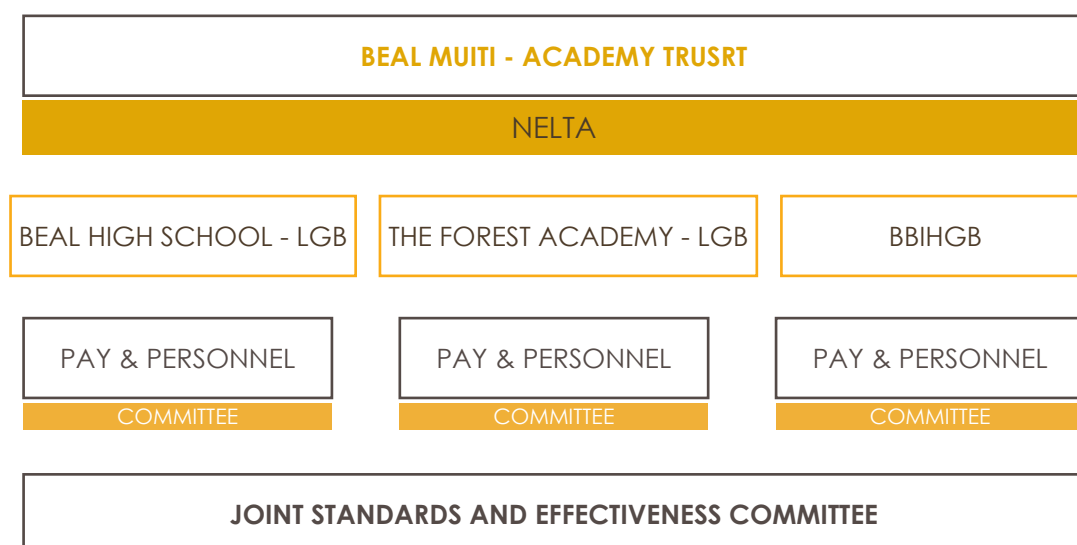
Beal Multi-Academy Trust incorporates: Beal High School; Forest Academy; CLD – specialist autistic provision; BBIH: Beal 14-19 Business Innovation Hub Free School and NELTA (North East London Teaching Alliance).

Beal, as a maintained school, sponsored the local failing Hainault Forest High School to become the Forest Academy. Through sustained partnership the Forest Academy has been Ofsted judged to be good in all four areas after 3 years of school to school support from Beal High School.

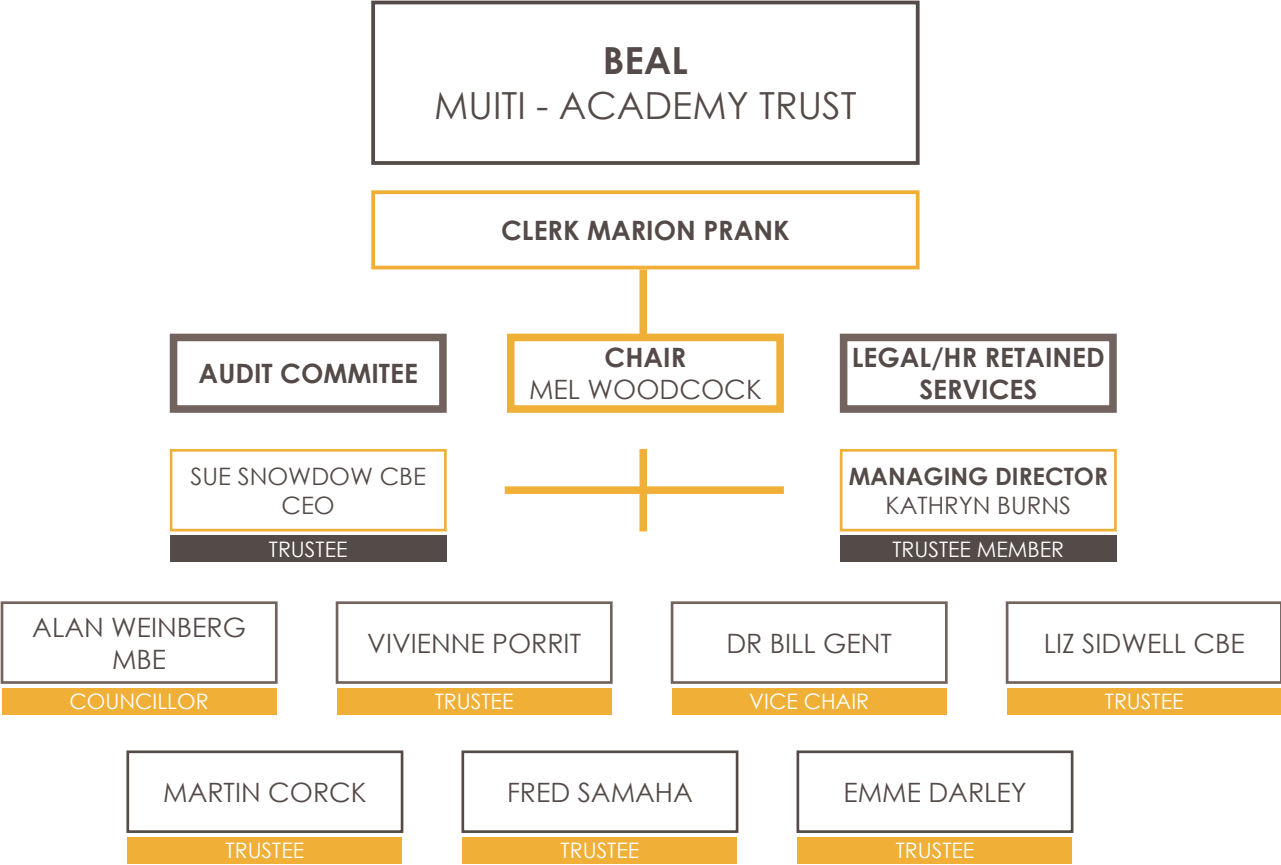
We were compelled to create the MAT once our first free school (BBIH) application was approved. This has led to the conception and implementation of our trust structure.

In July 2014 we gained QTS Accredited Provider status (SCITT). BMAT is the legal entity, but we operate under our teaching alliance name: NELTA – North East London Teaching Alliance.

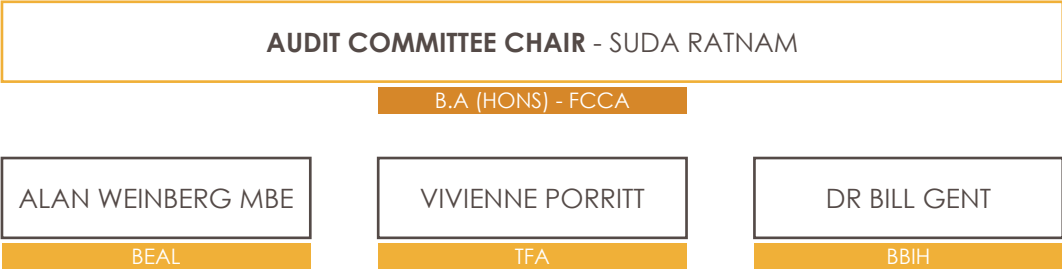
## 1 **BMAT STRUCTURE**



# BEAL MULTIPLE ACADEMY TRUST TRUSTEES



## 2 AUDIT COMMITTEE



## 3 LOCAL GOVERNING BODIES CONSTITUTION

Membership of the LGBs will be agreed on an annual basis; this will include a skills audit of each governing body. The BMAT CEO or a nominee from BMAT will be an ex-officio member of each LGB

- Chair of LGB
- The BMAT- CEO
- 2 community governors
- 2 staff governors
- One co-opted governor
- Minimum of 1 parent governor (maximum of 2)
- Ex-officio – Headteacher/Principal
- A nominated Trustee to deliver support and challenge

Quorum: 3 members.

Scheme of Delegation

The Local Governing Bodies will have delegated power to monitor the role of their Academy at an operational day to day level and review:

- The management and organisation of the Academy/school;
- The implementation of the policies and agreed practices of the Trust and the BMAT CEO; performance in relation to targets and standards approved by the Trust;
- The LGBs will report to the Trust on decisions and will also provide advice and make recommendations to the Trust on issues.
- Consider and make recommendations to the Trust on all financial and budgetary matters not delegated either to the Headteacher/Principal or to the Audit Committee, including:
  - A. the preparation of the annual budget for the School and of any periodic review of budget monitoring reports;
  - B. policy update;
  - C. receipt and consideration of reports from Trust Executive staff on all matters relating to:
    - (i) the care of the buildings, including insurance, energy, services, health and
    - (ii) Health and Safety policy, fire risk assessments and the Accessibility Plan;
    - (iii) the arrangements for all premises related contracts, including catering;
    - (iv) cleaning and grounds maintenance.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

- All finance policies:
  - D. to exercise the following delegated functions on behalf of the Trust:
  - E. scrutiny of procedures for competitive tendering decisions on expenditure items between 5,000 and £49,999;
  - F. scrutinising contracts between £5,000 and £49,999;
  - G. scrutiny of tenders for goods, services or works above the value of £50,000;
  - H. scrutiny of arrangements to secure compliance with financial regulations.
- Approving the Lettings Charging Guidelines prepared by the BMAT Executive and Finance; with the assistance of the BMAT Executive keep the Risk Register up to date.
- To consider and make recommendations regarding the Trust's long-term plan for building development and refurbishment.
- Every meeting of the LGBs will monitor standards and effectiveness, school improvement, student welfare, site issues and extended school issues as standing agenda items
- Finance issues which require further detailed consideration will be referred by the LGBs to Finance who will consult with the BMAT CEO.
- It is not proposed that the LGBs will have any standing separate sub-committees. However it may be necessary from time to time by agreement with the Chairman to establish a single purpose working party of the Governing Body in order to deal with an issue that cannot be dealt with adequately by the Governing Body in one of its scheduled meetings. Any such working party will be disbanded as soon as its work is complete
- The termly schedule of meetings will commence with the Academy Trust, be followed by the Joint Standards and Effectiveness Committee in the first half-term, followed by the LGBs in the second half of the term and a further Trust meeting.
- The audit committee will meet twice a year.
- This will allow monitoring and action made by a Governing Body or Committee to be reported to the Trust as required by the Articles of Association.
- The joint committees will report directly to the Trust, but will support the work of the LGBs

## Local Governing Body - Statutory Responsibilities

### The Curriculum

- Every learner receives the full statutory curriculum that the Academy must provide.
- The Academy provides teaching of religious education for all learners in accordance with the agreed syllabus or otherwise and has told parents/cares of the right to withdraw their children.
- The LGB has agreed the content and organisation of its programme of sex and relationships education and has informed parents/carers about it and the right to withdraw their children (see Trust Policy)

### Equality and diversity

- The LGB does not discriminate unlawfully against learners or staff on the grounds of sexual orientation, race, disability, gender, religion and belief, or age (see Trust Policy).
- The LGB has agreed a written policy on race, disability and gender equality, arrangements to monitor its implementation and assess its impact on staff, learners and parents/carers, and communicates the results of monitoring and assessments of impact to parents/carers and the LGB.
- The LGB complies with its general duties under the Sex Discrimination Act 1975 (as amended), Race Relations Act 1976 (as amended) and Disability Discrimination Act 1995 (as amended) and specific duties in subordinate legislation made under those Acts and the requirements of the statutory codes of practice made under those Acts (see Trust Policy).

### Learners with Learning Difficulties and/or Disabilities

- The Academy meets its requirements in Part IV of the Education Act 1996 and has regard to the Special Educational Needs Code of Practice when meeting learners' special educational needs, makes its policy known to parents/carers and reports annually on the success of its policy.
- The Academy meets the requirements Part 4 of the Disability Discrimination Act 1995 (DDA) and any subsequent requirements and has regard to the (DRC) code of practice for Academies (2002).
- The Academy informs parents/carers of its accessibility plan and disability equality scheme and reports annually on progress made on these.

## Learners' Care and Well-Being

- The LGB has procedures to ensure the provider meets all relevant health and safety legislation.
- The Academy has a child protection policy and procedures in place that are in accordance with local authority guidance and locally agreed interagency procedures, (and the policy is made available to parents/carers on request).
- Where the LGB provides Academy lunches and/or other Academy food, they ensure that they meet current DfE standards.
- The LGB fulfils the requirements to promote the well-being of pupils at the Academy
- The LGB has a statutory duty to ensure that Behaviour and Attendance (B&A) Partnership arrangements are put into place

## Informing Parents/Guardians

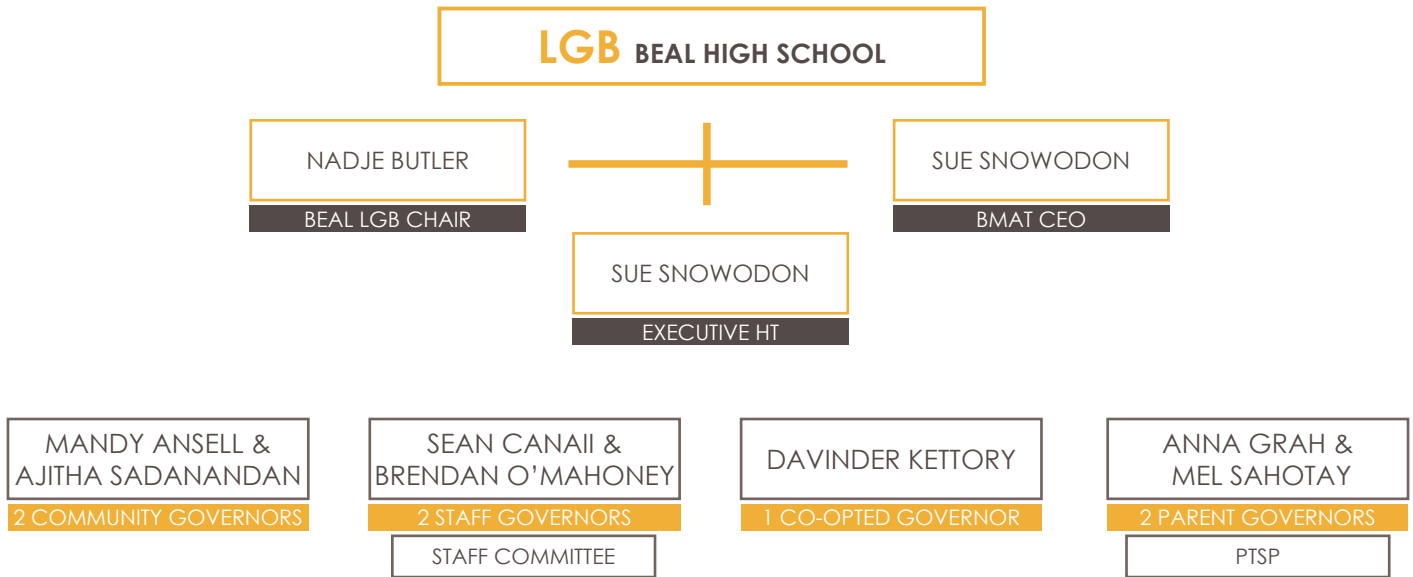
- The LGB ensures that all statutory assessments are conducted and results are forwarded to parents/carers and appropriate bodies.
- The LGB ensures that each year a report on each learner's educational achievements is forwarded to their parents/carers.
- The Academy keeps parents/carers and prospective parents/carers informed by publishing an Academy prospectus and by publishing an Academy profile in accordance with Regulations.

## Leadership and Management

- The LGB monitors the Academy budget provided by the Trust.
- The LGB applies the Trust's Performance Management Policy ensuring that all teachers are appraised in accordance with statutory requirements.
- The Headteacher/Principal will be assessed in accordance with statutory requirements as set out in the Trust's Performance Management Policy.
- The LGB applies the Trust's complaints and appeals procedures, consistent with the DfE Guide to the Law for School Governors.
- The LGB promotes community cohesion, consistent with the Trust's Community Cohesion Policy.
- The LGB meets the current Government requirements regarding safeguarding children and safer recruitment.
- To consider and make recommendations regarding all significant issues relating to school land, including leasing issues, drainage, rights of way of way and planning permission.
- To consider and make recommendations regarding all significant projects relating to land and buildings.

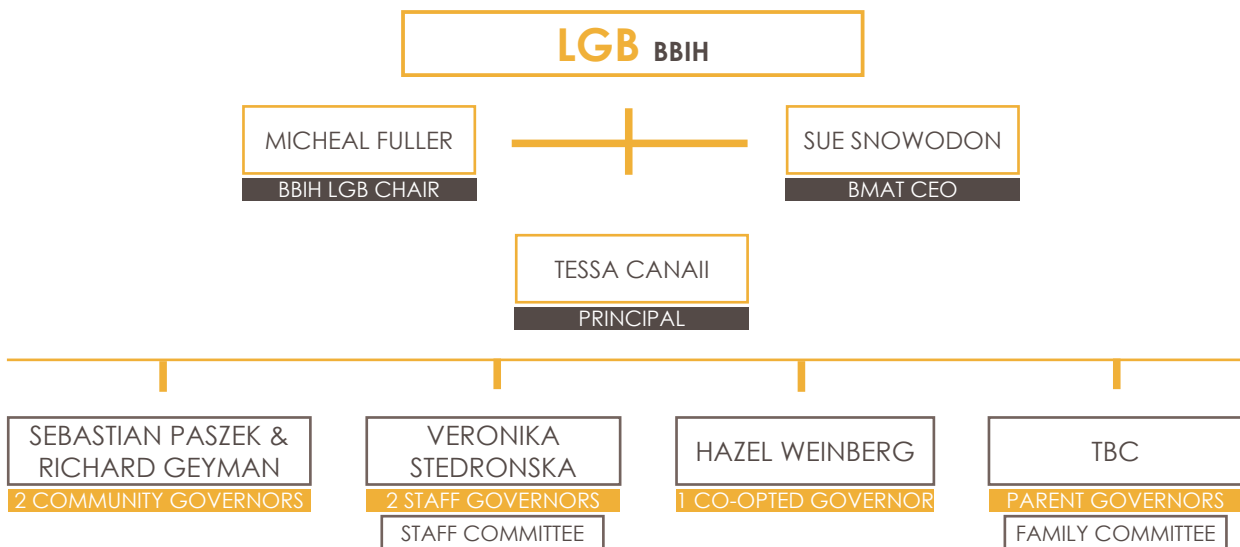
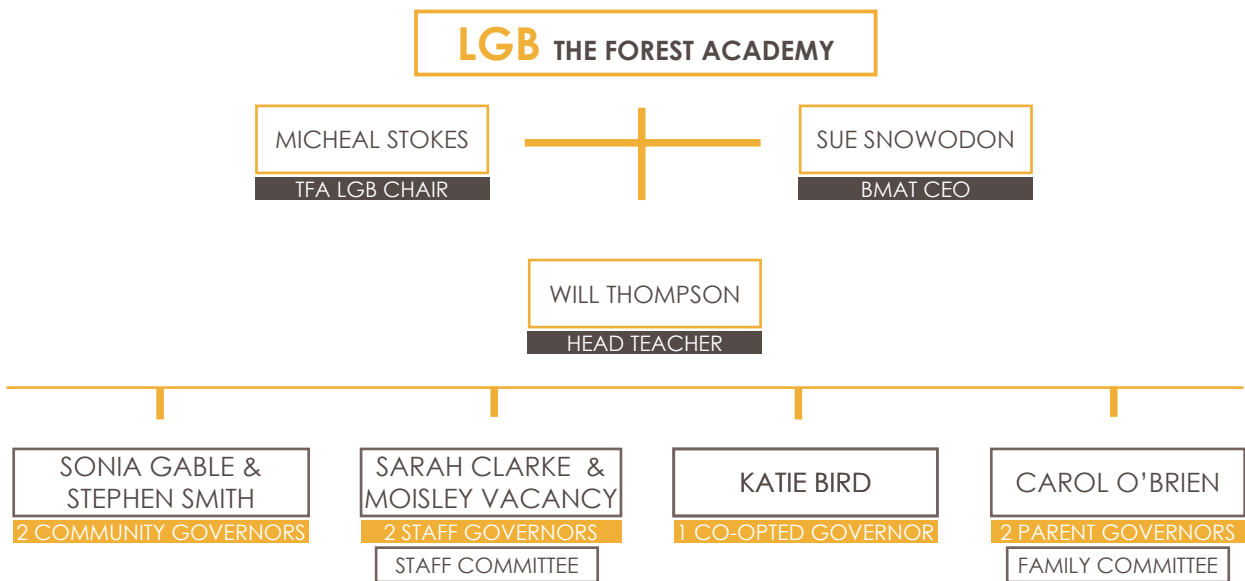
# STRUCTURE, GOVERNANCE AND MANAGEMENT

- The staff and family committees will not sit on the LGBs, but will keep the LGBs informed via the staff and parent governors



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## **4 LGB: AGENDA TEMPLATE**

### Recurring items:

- 1 Noting and recording any changes to the register of interests.
- 2 Receive the principal's/headteacher's report.
- 3 Review of pupil progress, projected grades and targets.
- 4 Health and Safety Report from H&S LGB member.
- 5 Beal MAT Report – Chair.
- 6 Safeguarding Report from Safeguarding LGB member.
- 7 Report on any serious disciplinary issues – nil response required.
- 8 Report on any serious complaints – nil response required.

### Suggested annual items:

#### Academic Results.

- 1 Review of aims of the school and confirmation of strategic plan for the following academic year.
- 2 Review of progress against the school's 3 year strategic plan.
- 3 Draft School Development Plan for following year.
- 4 Review of quality of teaching.
- 5 Review of School Development Plan.
- 6 Review of marketing strategy and competitor analysis.
- 7 Review of the school's Complaints Policy.
- 8 Review of the school's Special Educational Needs and Disability Policy.
- 9 Review of the school's Child Protection Policy.
- 10 Review of the school's Equal Opportunities Policy.
- 11 Review of the school's Health and Safety Policy.
- 12 Review of draft budget for following year.
- 13 Dates of meetings for next 12 months.

## **5 CONSTITUTION OF BMAT STANDING COMMITTEES**

### Standards and Effectiveness, Audit, Pay and Personnel, and Appeals

- 1 The Committees set out below are established by the Trust with the membership, quorum and delegated powers indicated and subject to the following general provisions:
  - A. references to the Chair shall include the Vice-Chair if the Chairman at the relevant time is disqualified or not available to serve as a member of the Committee;
  - B. the term of office of each member of a Committee shall expire when he or she resigns, after one year, or if the Trust decides to reconstitute the Committees and LGBs; whichever event occurs first;
  - C. all authority delegated to a Committee to incur either expenditure or a commitment to expenditure is subject to the condition that provision for that expenditure has been made in a budget approved by the Trust;
  - D. each Committee shall comply with any general directions and policies approved by the Trust; and
  - E. action taken under delegated powers shall be reported as soon as practicable to the Governors.
- 2 The Chair of each committee shall be the person so designated by the Trust in appointing the members. If the Trust should omit to make such a nomination, the Committee shall be empowered to appoint its Chair at the first meeting of the year.
- 3 The Chair of the Governors is authorised to discharge any function of the Governors if the delay in calling a meeting would be likely to be seriously detrimental to the School, to a pupil, to a parent or to an employee.
- 4 The Appeals Committee is reconstituted for each specific issue and occasion from amongst those Governors who are eligible and available to attend and who are not employees of the Academy Trust. More specific arrangements and requirements are indicated below for each committee.



## 6 **BMAT TERMS OF REFERENCE**

1 Attendance at each committee meeting, issues discussed and recommendations for decisions will be recorded. Once ratified at the following meeting, the minutes will be submitted to the Trust/LGB as appropriate. This is to meet statutory requirements, to provide information to the Trust and LGBs and to seek ratification of recommendations. The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the Trust and respective LGBs.

2 Each committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the Trust staff who are not governors. Any governor may attend meetings of committees.

### **STANDARDS AND EFFECTIVENESS COMMITTEE**

#### **Purpose**

- 1 To promote and share good practice across all BMAT schools and identify any professional development needs.
- 2 To consider and recommend curricular improvement and innovation to improve student outcomes.
- 3 To monitor and track curriculum innovation and improvement and their effective implementation in BMAT schools

**Membership:** The Chair and six other Governors – 2 from each LGB, together with the Head-teachers/Principals and CEO.

**Frequency of Meetings:** Once each term.

**Quorum:** Three Governors.

#### **Proposed Scheme of delegation:**

- 1 To scrutinise and make recommendations to the Trust and LGB on all matters of School Improvement – policy and practice.
- 2 To contribute to the development of School Improvement Priorities
- 3 To approve School Improvement Plans
- 4 To ensure that a robust department and pastoral evaluation process is in place
- 5 To ensure that annual action plans are in place and that appropriate targets are set
- 6 To receive and scrutinise reports from the academies on SIP priorities and the four key Ofsted areas
- 7 To identify the key risks with regard to the key areas and maintain a register to monitor improvement

## **AUDIT COMMITTEE**

**Membership:** One member from each LGB, not including the Chairman.

### Membership and Attendance

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- The members of the Audit Committee are appointed by the Trust. There shall be a minimum of 3 members of the Committee, with any 2 constituting a quorum.
- Trust members who are not members of the Audit Committee have the right of attendance at meetings. The Secretary to the Audit Committee will circulate minutes of its meetings to all members of the Trust.
- The CEO, in his/her role as Accounting Officer and the Managing Director will normally attend meetings of the Committee.

### Frequency of Meetings

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- The Trust has determined that the Committee shall meet at least twice a year.
- The external auditor may request a meeting if he considers one necessary.

**Quorum:** Two members

**Scheme of Delegation:**

- 1 In general terms, the Audit Committee is an advisory body without executive powers.
- 2 The Committee has authority to investigate any activity that it deems relevant to its inquiries and to seek any information from staff that it requires.
- 3 The Committee's work will include the scrutiny of internal audit/RO checks with external support. It will work with BMAT Auditors ensuring they are accorded full co-operation and will receive and consider their reports.

The Committee will:

- 4 seek to promote a climate of financial discipline and control to help ensure the highest standards of probity and efficiency;
- 5 review the School's internal and external financial statements and reports to ensure that they reflect best practice;
- 6 discuss with the external auditor the nature and scope of each forthcoming audit and the findings of the audit once completed;
- 7 consider all relevant internal audit reports, any internal auditors or the appointed external auditor, including reports on the School's accounts, achievement of value for money and the response to any management letters;
- 8 monitor the implementation of action to address adverse control findings by the Responsible Officer, any internal auditors or the appointed external auditor;
- 9 review the effectiveness of the schools' internal control systems established to ensure that the aims, objectives and key performance targets of the organisations are achieved in the most economic, effective and environmentally preferable manner;
- 10 consider and advise the Trust on the schools' annual and long-term audit programmes, ensuring that the schools' internal controls are subject to appropriate independent scrutiny at least in accordance with Government standards;
- 11 review the operation of the School's Code of Practice for Governors and Code of Conduct for staff;
- 12 consider any other matters where requested to do so by the Trust.
- 13 the Committee shall report on its deliberations to the Trust at least once a year on the discharge of the above duties
- 14 the Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

## PERSONNEL AND PERFORMANCE SCHOOL SUB-COMMITTEES

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### Purpose

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- 1 To consider and recommend to the governors the school's staffing establishment structure, salary policy and policy for the exercise of discretions relating to salary – excludes BMAT Headteachers/Principals and SLT.
- 2 To receive reports from the Headteachers/Principals on the implementation of the performance review process for all staff.
- 3 To monitor the operation and effectiveness of the Disciplinary, Capability, Harassment and Grievance Procedures.

**Membership:** The Headteacher/Principal will chair each committee with two other school LGB governors.

**Frequency of Meetings:** Once each term.

**Quorum:** A combination of any two Governors

### APPEALS COMMITTEE

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**Membership:** The Chairman and other LGB Governors, not being either the Headteachers/Principals, Staff Governors, a member of the Committee whose decision is under appeal or any Governor concerned in the matter to be considered in a capacity other than that of a Governor, or, if a parent of a pupil at the School, than that of such parents generally.

**Quorum:** Three members.

**Scheme of Delegation:**

- 1 Hearing and determination of any appeal against a Trust/School decision under any approved staff procedure; and any decision consequential upon the appeal decision.
- 2 Hearing and determination of appeals relating to salaries of individual teaching and non-teaching staff under the management structure.

## Related Parties and other Connected Charities and Organisations

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Previously Beal High School, as a maintained school established The Forest Academy Trust in order to sponsor the local failing Hainault Forest High School which became the Forest Academy (from 1 January 2012). Now both organisations are comprised in the same multi-academy trust alongside Beal Business Innovation Hub

Formal Partnership arrangements are in place with our Initial Teacher Training (ITT) partner schools and HEIs via our SCITT . This involves distributing ITT central funding monies to our ITT partner providers. The SCITT has separate accounts from the BMAT schools and has a separate Ofsted inspection as an HEI ITT provider.

## Trustees' Indemnities

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The Academy Trust through its Articles has indemnified its Trustees and Governors to the fullest extent permissible by law. During the period the Academy also purchased and maintained liability insurance for its Trustees and Governors.

## Objects and Aims

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. Beal Multi Academy Trust was established and a Multi-Academy Trust on the 1st February 2014, prior to this date the trust comprised only The Forest Academy. BMAT runs a small network of successful schools.

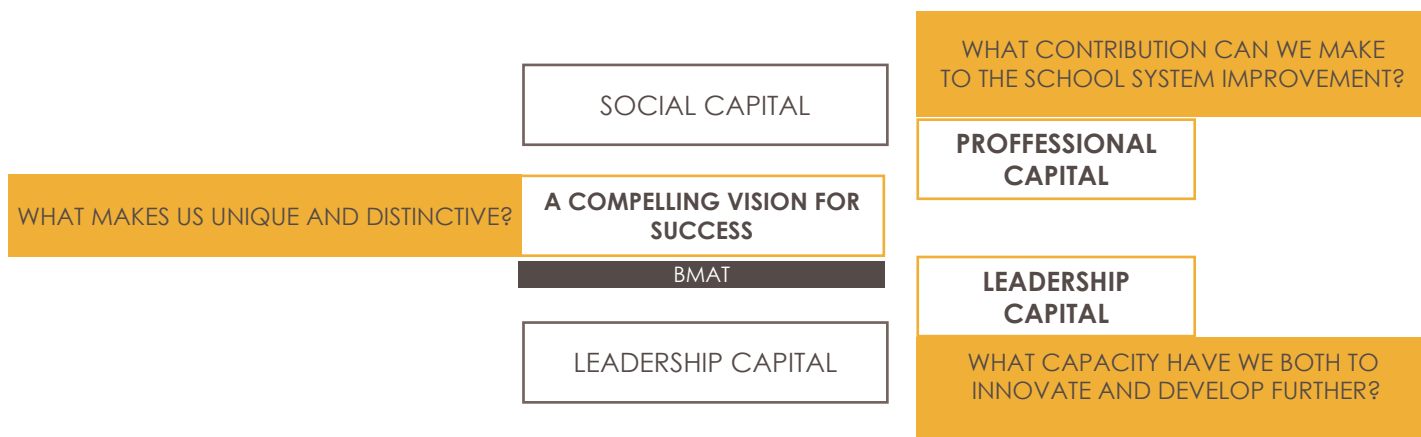
Our compelling vision for success encompasses a partnership model that is driven by our high expectations inclusion model. As well as providing individual students access to an extensive range of programmes and pathways we ensure that all our students get enough opportunities through alternative 'stretch' and leadership opportunities that make them stand out from the crowd. Put simply we have created '...a coherent approach that aligns education, training, skills and employment services' within our partnership that employs both a values added and a value added approach to schooling. Our trust's aim is to raise standards in education for all; we believe every young person deserves to have the best education possible.

The principal activity of the Charitable Company is to advance for the 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 academies within the Trust by offering a broad and balanced curriculum.

Beal Multi Academy Trust provides excellent education, constantly striving to meet the needs of all students regardless of socio-economic background or ability. Beal High School (BHS) provides outstanding 11-18 secondary education to over 2,600 students; the majority are drawn from the academies designated catchment area. Our carefully designed curriculum provides rigorous pathways to different types of success. The Forest Academy (TFA) provides good 11-18 secondary education to over 900 students, serving the local community with increasing confidence. The Beal Business Innovation Hub (BBIH) opened in September 2014 and provides an innovative high quality alternative provision driven by career related learning to 'broaden horizons' and 'close the gap' for vulnerable learners.

We were compelled to set up BMAT once our Beal 14-19 Business Innovation Hub Free School (BBIH) free school application was approved. This has led to the set up and implementation of our Trust structure. This coincided with Beal High School converting to an academy. Beal High School is an outstanding 11-18 comprehensive school that is at the heart of the Trust; that also incorporates an autistic unit for 11-18 year old students. It is currently in the process of expanding from 8 to 12 form entry with a new Key Stage three building opened in September 2014.

The Trust incorporates: Beal High School; The Forest Academy; The Communication and Learning Department (CLD): a specialist 11-18 autistic unit; BBIH: Beal 14-19 Business Innovation Hub Free School (opened 1 September 2014) and NELTA (North East London Teaching Alliance) incorporating our SCITT



Trust agenda driven by:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding the headteachers/principals to account for the educational performance of the school and its pupils.
- Overseeing the financial performance of the schools and making sure its money is well spent.

As trustees of a charity, academy trustees must comply with the following duties:

- Compliance – they must ensure that the charity’s resources are used for the charitable purpose and that the charity complies with the law and its governing document i.e. the Articles of Association.
- Care – they should take reasonable care in their work. In practice it simply means ensuring that the academy trust is managed efficiently and effectively. It also means considering the need for professional advice on matters where there may be material risk to the charity.
- Prudence – they must act responsibly, making sure that the academy trust’s assets are protected and used for the benefit of the charity. The trustees must ensure that the academy trust is solvent and keeps appropriate financial records. These requirements are reflected in the funding agreement and Academies Financial Handbook 2015.

## Achievements and performance

All 3 Trust schools had a successful year in terms of progress, attainment and attendance as key performance indicators. TFA has consolidated its 'good' grading and is now aspiring to outstanding and the significant expansion at Beal has not affected outstanding outcomes for students. At a Regional schools Commissioner's meeting to review the last year in October 2015 the following summary statements were made:

- A. BMAT is a substantial Trust (in pupil number) with a confident and sustainable Trust/ governance model
- B. BMAT has a broad and interesting range of institutions
- C. BMAT has a solid basis on which to expand that the Regional School Commissioner's office will support

The Beal Business Innovation Hub successfully opened in September 2014 in temporary accommodation and has just moved into its' permanent new building on the Beal Campus funded by the EFA and Free School movement. It has had 3 successful monitoring visits each showing significant improvement. The roll continues to grow as local knowledge and confidence in its provision increases

The Teaching School; North East London Teaching Alliance (NELTA), has enjoyed a very successful year focussing on School 2 School Support and School Direct ITT (this activity has future-proofed BMAT teacher recruitment and we are fully staffed across all schools), it is now very well established and recruitment is secure. We successfully applied for QTS Accredited Provider status and the first cohort joined in September 2015. School to school support (SS2S) has been effective in sharing and developing best practice across the teaching alliance and beyond. Joint Practice Development (JPD) and designing for impact underpin research and development projects. All of these activities encourage future leadership development at all levels and ensure BMAT succession planning

## Public Benefit

The primary purpose of the Beal Multi Academy Trust is the advancement of education within the local area.

The Trust has given a high priority to providing public benefit to a cross section of the community and regardless of family background, but perhaps the greatest benefit that the Trust can offer is the provision of an education that maximises each student's potential to develop into principled, informed, open minded and confident citizens who respect the beliefs of others and who are determined to make a positive contribution to society.

The Trustees have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

## Key Financial Performance Indicators

A risk register has been prepared which sets out the principal risks facing the Academy and the controls that exist to mitigate their effect. The Trustees consider that the principal risks and uncertainties facing the Trust are:

- 1 Balancing the BMAT budget with reduced income; whilst maintaining the quality of provision
- 2 Future proof BMAT leadership succession planning and development

The Trust has produced three year forecasts to determine the effects of funding changes on the bottom line and considered the effect of funding reforms in future years. This includes national 'stealth' increases of approximately 12% over the next 3 years with no increase in budgets for schools or MATs. Prudent financial planning and management of resources are core activities with the current focus on central services, contract management and ITT via our SCITT to increase capacity and thus enable Trust expansion

## 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

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Most of the Academy's income is obtained from the DfE in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2015 and the associated expenditure are shown as restricted funds in the statement of financial activities.

During the year ended 31 August 2015, total expenditure of £XXXXXXX was more than covered by recurrent grant funding from the EFA together with other incoming resources. The excess of income over expenditure for the year (excluding restricted fixed asset funds and assets and liabilities transferred on conversion and the actuarial loss on the Local Government Pension Scheme liability) was £XXXXXX. At 31 August 2015 the net book value of fixed assets was £XXXXXX and movements in tangible fixed assets are shown in note 18 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Trust.

## Reserves Policy

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The Trustees review the reserve levels of the Trust annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees have determined that the appropriate level of free reserves should be equivalent to 2 weeks expenditure which would total some £XXXXXX 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 Trust's current level of free reserves (total funds less the amount held in fixed assets and restricted funds) is £XXXXXXX

## Investment Policy

No investments are made at this time

## Principal Risks and Uncertainties

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A risk register has been prepared which sets out the principal risks facing the Academy and the controls that exist to mitigate their effect. The Trustees consider that the principal risks and uncertainties facing the Trust are:

- A. Balancing the BMAT budget with reduced income; whilst maintaining the quality of provision
- B. Future proof BMAT leadership succession planning and development

The Trust has produced contingency budgets should further unscheduled cuts be applied and where information from the EFA has not been forthcoming. The Trust has undertaken reviews of its staffing structure to contain and monitor payroll costs in view of the potential risks to future funding.

Additional efforts have been undertaken to increase student recruitment at The Forest Academy (TFA) and reduce the risk of financial claw back from a lower than expected roll. Through its marketing plan, the Academy has heavily publicised the impact of policy changes and improved outcomes to attract students. This year has seen the sixth form exceed predictions and the current roll at TFA stands at: 899

## Equal opportunities policy

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The Trustees recognise that equal opportunities should be an integral part of good practice within the workplace. The Trust aims to establish equal opportunity in all areas of its activities including creating a working environment in which the contribution and needs of all people are fully valued.

## Disabled employees

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The policy of the Trust is to support recruitment and retention of students and employees with disabilities. The Trust does this by adapting the physical environment, by making support resources available and through training and career development.

## ALL BMAT POLICIES ARE AVAILABLE ON OUR SCHOOL WEBSITES

### Employee Consultation

Beal Campus Review incorporating full support staff and leadership review. The consultation began in January 2013 including individual, team and whole school consultation and continues as we implement recommendations and conclusions. The support staff review will be extended to include TFA specific staff, as well as those at TFA already assimilated into the overarching BMAT administrative and central service structure

In addition, the pay policy was reviewed and agreed by our union representatives on behalf of the staff at all schools

### PLANS FOR FUTURE PERIODS

#### The trust's current key priorities

■ Our proposed free school expansion vision includes:

- 1 Beal Communication Hub - BCH (11-18 autistic school) – already runs as an outstanding unit, heavily over-subscribed – should be operating at 42FTE, currently at 68FTE. We have plans drawn up for the proposed building co-located on the mainstream site, thus meeting the needs of high functioning Asperger's students
- 2 BBIH2 – 9-14 AP provision co-located on the Forest Academy mainstream site – we have the full support of local primary schools and beyond- KPI indicator reintegration back into mainstream
- 3 Beal Primary Communication Hub - BPCH (5-11 autistic school) – co-located on a partner primary school to enable mainstream access. We have strong support locally and beyond.

■ School sponsorship in the next two years

- 1 2 x secondary schools
- 2 2 x primary schools
- 3 Expand SCITT to include primary training (September 2017) in partnership with our NELTA primary partners

■ What does the trust expect to look like in two years' time?

**7 schools by the end of Year 2 including: Beal, TFA and BBIH**

### FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

After making appropriate enquires, the Board of Trustees has reasonable expectation that the Beal Academy Trust has adequate resources to continue its operational existence for the foreseeable future. For this reason it has adopted the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern can be found in the Statement of Accounting Policies.

## 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.

It was agreed by Trustees on 01/04/14 to appoint William Giles as auditors for a further two years to support the stability and consistency of the Trust

Trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 8 December 2015 and signed on the board's behalf by:

**Mel Woodcock**  
Chair

**Sue Snowdon CBE**  
Trustee/CEO

## Scope of Responsibility

As trustees we acknowledge we have overall responsibility for ensuring that Beal Multi- 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 board of trustees has delegated the day-to-day responsibility to the CEO, 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 Beal Multi-Academy Trust 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 [6] 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>
M Woodcock (Chair)	5	6
W A Gent (Vice Chair)	5	6
A Weinberg MBE	6	6
V Porritt	3	6
E Darley	1	6
F Samaha	1	6
M Corck	5	6
S Snowdon	6	6

The Trust members have remained constant throughout the year with the addition of Martin Corck and Fred Samaha to increase the skill set of the Trust. In February the Trust elected Mel Woodcock as Chair and Bill Gent as Vice Chair

### **BMAT Governance reviews:**

Trust governance was reviewed and agreed at Trust and LGB level that the Operations Committee should be dissolved and the scheme of delegation be incorporated into the specific school LGB standing and annual agendas this includes: Finance, Premise and Health and Safety. It was agreed as more effective in terms of monitoring and evaluation as the school LGM members had far more detailed knowledge and understanding collectively related to the above. The next review is scheduled for February 2016. In addition, the Regional Schools Commissioner's Office fed back to the Trust Executive In October 2015 that BMAT is:

- Is a substantial Trust - confident and sustainable Trust/governance model
- Has a broad and interesting range of institutions
- Has a solid basis to expand that the RSC will support

The **Audit Committee** is a sub-committee of the Local Governing Bodies. Its purpose in general terms is to act as an advisory body without executive powers.

- 3 The Committee has authority to investigate any activity that it deems relevant to its inquiries and to seek any information from staff that it requires.
- 4 The Committee promotes a climate of financial discipline and control to help ensure the highest standards of probity and efficiency.
- 5 review the School's internal and external financial statements and reports to ensure that they reflect best practice;
- 6 consider all relevant reports by the 'Responsible Officer', any internal auditors or the appointed external auditor, including reports on the school's accounts, achievement of value for money and the response to any management letters;
- 7 monitor the implementation of action to address adverse control findings by the Responsible Officer, any internal auditors or the appointed external auditor;
- 8 review the effectiveness of the School's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner;
- 9 consider and advise the Trust's on the Schools' annual and long-term audit programmes, ensuring that the Schools' internal controls are subject to appropriate independent scrutiny at least in accordance with Government standards;
- 10 review the operation of the School's code of practice for Governors and code of conduct for staff;
- 11 consider any other matters where requested to do so by the Board
- 12 the Committee shall report on its deliberations to the Trust at least once a year on the discharge of the above duties
- 13 the Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

**Attendance at meetings in the year was as follows:**

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
S Ratnam (Chair)	2	2
S Snowdon	2	2
N Bhangu	2	2
N Butler	2	2
S Gable	2	2
S Paszek	1	2



## Review of Value for Money

As accounting officer the CEO 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:

- Central services providing economies of scale
- Re-negotiating individual school contracts as BMAT contracts and procurement
- Through our SCITT (School Centred Initial Teacher Training)t training teachers in house both generating income and outstanding teachers for BMAT
- Purchased in-house HR system that will contribute to significant cost benefits over the next 3 years

## 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 Beal Multi-Academy Trust 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 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 on-going process for identifying, evaluating and managing the academy trust'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 Finance and Local Governing Bodies 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:

- to appoint William Giles as internal auditor

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 testing of:

- Payroll and recruitment
- Fixed assets
- Banking
- BMAT Income
- Purchasing
- Income and expenditure BBIH
- Governance and procedures
- School trips
- VAT
- Budget Monitoring/Management Accounts
- Contracts and Procurement

On a termly basis, the internal auditor reports to the board of trustees, through the Accounting Officer on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities. The internal auditor has delivered their schedule of work as planned and overall material control issues have been minimal and easily rectified.

As part of the on-going review of the BMAT Finance team and working practices we are continually strengthening the monthly management reporting process to enable accurate and timely budget monitoring and Income & Cost analysis whilst improving our financial systems and procedures as the Trust expands.

### Review of Effectiveness

As accounting officer, the CEO 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 internal auditor;
- 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 Audit Committee and Local Governing Bodies and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on 8 December 2015 and signed on its behalf by:

**Mr Mel Woodcock**  
Chair

**Sue Snowdon CBE**  
Accounting officer

As accounting officer of Beal Multi-Academy Trust I have considered my responsibility to notify the academy trust board of trustees and the Education Funding Agency of material irregularity, impropriety and non-compliance with EFA terms and conditions of funding, under the funding agreement in place between the academy trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

I confirm that I and the academy trust board of trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of trustees and EFA.

**Sue Snowdon CBE**  
Accounting officer  
8 December 2015

The trustees (who act as governors of Beal Multi-Academy Trust and are also the directors of the Charitable Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction issued by the Education Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2005;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charitable Company's transactions and disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for ensuring that in its conduct and operation the Charitable Company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the EFA/DfE have been applied for the purposes intended.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of trustees on 8 December 2015 and signed on its behalf by:

**Mr Mel Woodcock**  
Chair