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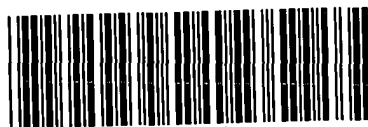
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Tollbar Multi Academy Trust **(A company limited by guarantee)**

Financial Statements

31 August 2019

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COMPANIES HOUSE

Tollbar Multi Academy Trust

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Tollbar Multi Academy Trust

Reference and Administrative Details

Members

Mrs J Aukett

Mr P Bond

Mr A Else (deceased 18 May 2019)

Mr M D Chilvers (appointed 18 October 2018)

Mr M L Draper (appointed 18 October 2018)

Trustees (Directors)

Mr P Bond (Chair)

Mrs J Aukett (Vice Chair)

Mr P Cornford

Mr A Else (deceased 18 May 2019)

Mr D J Hampson OBE

Mr S Woolsey

Mrs A Manders

Ms G Alton

Mrs A H Hampson (appointed 1 January 2019)

Company Secretary

Mr G Taylor

Senior Management Team

Mr D J Hampson, OBE, CEO

Mr M J Brown, Deputy CEO

Mrs A H Hampson, CFO

Mr B Briggs, HRO

Mr K N Blake, ICO

Principal and Registered Office

Station Road
New Waltham
Grimsby
N E Lincolnshire
DN36 4RZ

Registration Number

08085503

Tollbar Multi Academy Trust

Reference and Administrative Details (continued)

Auditor

Smailes Goldie
Regent's Court
Princess Street
Hull
East Yorkshire
HU2 8BA

Bankers

HSBC Bank PLC
53 Victoria Street
Grimsby
N E Lincolnshire
DN31 1UX

Solicitors

Wilkin Chapman
PO Box 16
Town Hall Square
Grimsby
N E Lincolnshire
DN31 1HE

Tollbar Multi Academy Trust

Acronyms used in the Financial Statements for the year ended 31 August 2019

BA	Business Arrangements
BP	Business Plan
CA	Cleethorpes Academy
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DCEO	Deputy CEO
DfE	Department for Education
EFA	Education Funding Agency
HRO	Human Resources Officer
ICO	Information & Communications Officer
KD	Key Deliverable
LA	Louth Academy
LGB	Local Governing Body
MAT	Multi Academy Trust
OfSTED	Office for Standards in Education
MO	MAT Officer
PA	Pilgrim Academy
PEP	Primary Executive Principal
RA	Reynolds Academy
RMP	Risk Management Plan
RO	Resources Officer
SA	Somercotes Academy
SAA	Senior Academy Administrator
SEF	Self-Evaluation Form
SLT	Senior Leadership Team
TA	Theddlethorpe Academy
TBA	Tollbar Academy
TMAT	Tollbar Multi Academy Trust

Tollbar Multi Academy Trust

Report of the Trustees for the year ended 31 August 2019

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company 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 under company law.

The Multi Academy Trust operates three primary and four secondary academies (one of which includes a sixth form), four in North East Lincolnshire and three in Lincolnshire. Its academies have a combined pupil capacity of 5502 and had a roll of 4874 in the school census on June 2019.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Multi 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 Multi Academy Trust. The Trustees of Tollbar Multi Academy Trust (also known as Tollbar Family of Academies - TFA) are also the directors of the charitable company for the purposes of company Law. The charitable company is known as the Tollbar Family of Academies.

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

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

Method of Recruitment and Appointment or Election of Trustees

Members of the company, trustees and governors of the constituent academies are appointed as set out in the articles of association and Business Arrangements.

Policies and Procedures Adopted for the Induction and Training of Trustees

The vice-chair of the Trust has responsibility for trustee induction and training.

Organisational Structure

The constitution of the Board of directors, and of constituent academies, is set out in the articles of association and in the Business Arrangements, a document that sets out in clear terms the schemes of delegation and how decisions are made. Trustees appoint a Chief Executive to assure the strategic intentions of the Multi Academy Trust. The Chief Executive is a director of the Multi Academy Trust. Trustees appoint Principals to take responsibility for the day-to-day management of constituent academies. Trustees appoint a secretary to the Board and a clerk to each of the governing bodies of constituent academies.

Responsibilities and Functions of the Board

Tollbar Multi Academy Trust is a company limited by guarantee established to fulfil its objects of association, which make explicit reference to the maintaining, managing and developing of its constituent academies.

Tollbar Multi Academy Trust is regulated by its Articles of Association, the Master Funding Agreement and the Supplemental Funding Agreements related to the organisation's constituent academies. In addition, Tollbar Multi Academy Trust is bound by the statutory and regulatory guidance set out in the Academies Financial Handbook.

The Board of Directors is responsible for:

- ensuring the quality of educational provision and outcomes
- keeping under review the performance of each constituent academy
- managing the Trust's finances and property
- ensuring compliance with charity and company law
- ensuring compliance with the Articles of Association, the Funding Agreement and the statutory and regulatory guidance set out in the Academies Financial Handbook
- employing staff

Key Functions of the Board are to:

- Develop and keep under review the strategic vision of the Trust
- Consider and incorporate new constituent academies
- Appoint and set the pay and conditions of service of a clerk to the Board of Directors who also acts as Secretary to the Members of the Trust
- Establish a structure and terms of reference for committees of the Board and the Local Governing Bodies
- Develop and keep under review the annual business plan for the Trust
- Appoint a Chief Executive Officer
- Appoint an external auditor
- Put in place such internal audit measures as are necessary to assure internal control in accordance with the requirements of the Education & Skills Funding Agency
- Devolve funding to constituent academies
- Act as the admission authority on behalf of the constituent academies
- Monitor and collect reports of the income and expenditure of the constituent academies
- Produce collated Trust-wide accounts and compile the annual report in accordance with the Articles of Association
- Act as the point of purchase for all goods and service across the whole organisation
- Manage the estate that is leased to or owned by the Trust
- Develop and implement a Trust-wide ICT strategy
- Through managing the Principals of each constituent academy, hold managers and Governors to account for the quality of educational provision and educational outcomes of children and young people
- Recruit, employ (and dismiss where necessary) staff
- Develop and publish Trust-wide policies (eg admissions, complaints, exclusions, pay and performance, health and safety, whistleblowing, safeguarding)
- Monitor and ensure the publication of local procedures for constituent academies (eg financial, self-evaluation, development planning, purchasing, admissions, exclusions ...)
- Establish independent committees for any admission appeals or exclusion reviews
- Maintain a website for the Trust compliant with statutory requirements
- Keep under review the effectiveness of the work of the Trust.

Tollbar Multi Academy Trust

Report of the Trustees – continued for the year ended 31 August 2019

The Multi Academy Trust has the following committees and governing bodies in place as at 31 August 2019:

FINANCE COMMITTEE	<p>Mrs J Aukett Vice Chair Mr A Else (deceased 18 May 2019) Former Chair Mr D J Hampson, OBE Mrs A Hampson (appointed 1 January 2019) Mr S Woolsey Chair (formerly Vice Chair) Non Director Committee Members: Mrs J Hornby Mrs J Freeman (resigned 21 February 2019) Mr R Coleman (appointed 6 June 2019) Mr J Stokes (appointed 6 June 2019)</p>	<p>QUORUM: 3 DELEGATED POWERS: Yes</p>
AUDIT COMMITTEE	<p>Mr P Bond Chair Mr P Cornford Mr A Else (deceased 18 May 2019)</p>	<p>QUORUM: 3 DELEGATED POWERS: Yes</p>
PERSONNEL COMMITTEE	<p>Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mr A Else (deceased 18 May 2019) Mrs A Hampson (appointed 1 January 2019) Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey</p>	<p>QUORUM:3 DELEGATED POWERS: Yes</p>
ADMISSIONS COMMITTEE	<p>Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mr A Else (deceased 18 May 2019) Mrs A Hampson (appointed 1 January 2019) Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey</p>	<p>QUORUM: 3 DELEGATED POWERS: Yes</p>
COMPLAINTS COMMITTEE	<p>Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mr A Else (deceased 18 May 2019) Mrs A Hampson (appointed 1 January 2019) Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey</p>	<p>QUORUM: 3 DELEGATED POWERS: Yes</p>
PAY AND PERFORMANCE COMMITTEE	<p>Mrs J Aukett Chair Mr P Cornford Mr A Else (deceased 18 May 2019) Vice Chair</p>	<p>QUORUM: 3 DELEGATED POWERS: Yes</p>

CONSTITUENT ACADEMY LOCAL GOVERNING BODIES

TOLLBAR ACADEMY	Mr P Bond Chair Mrs J Aukett Mrs J Freeman Mr G Hammond Mr N Middleton Mr M Shadbolt Mrs C Yates (appointed 6 September 2018)	QUORUM: 3 DELEGATED POWERS: Yes
CLEETHORPES ACADEMY	Mr P Bond Chair Mrs J Aukett Mr K Blake Mr M Draper (resigned 11 January 2019) Ms Z Nixon (resigned 2 February 2019) Mrs J Hornby Mrs D Taylor Mrs M Toyne Mr J Read (resigned 17 February 2019)	QUORUM: 3 DELEGATED POWERS: Yes
REYNOLDS ACADEMY AND PILGRIM ACADEMY	Mrs J Aukett Chair Mrs J Begley (resigned 1 October 2018) Mrs E Bell (term of office ended 28 February 2019) Mrs K Bevers Mr P Bond (term of office ended 28 February 2019) Former Chair of Pilgrim LGB Miss L Ciechanowski Mrs T Garside Mrs A Manders Mrs S Raven Mr W Weir Mrs M Portlock Mr A Clark	QUORUM: 3 DELEGATED POWERS: Yes
SOMERCOTES ACADEMY AND THEDDLETHORPE ACADEMY	Mr P Bond Cllr R Palmer Mr W Porter Mr J Stokes Mr R Coleman Mr E Hughes-Jones (appointed 25 March 2019)	QUORUM: 3 DELEGATED POWERS: Yes
LOUTH ACADEMY	Mr P Bond Chair Mrs J Aukett Mr D J Hampson Mr M Brown Mrs J Freeman Mrs D Underwood (appointed 18 September 2018) Mr R Coles (appointed 1 April 2019)	QUORUM: 3 DELEGATED POWERS: Yes

Arrangements for Setting Pay and Remuneration of Key Management Personnel

Arrangements are set out in the Trust's Business Arrangements. See extract below.

1. To formulate and keep under review a pay policy that observes all statutory and contractual obligations and which meets the needs of recruitment, retention and development of staff.
2. To receive reports from the CEO on the performance and pay of all staff in accordance with the Performance Management Policy and Procedures.
3. To receive recommendations from the CEO in relation to pay and performance of Principals of constituent academies and any members of staff where the CEO may have a pecuniary interest.

NB The remuneration of the CEO and Deputy CEO is determined by the Members of the Trust.

Trade Union Facility Time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
3	2.6

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	3
1%-50%	0
51%-99%	0
100%	0

Percentage of pay bill spent on facility time

Provide the total cost of facility time	Nil
Provide the total bill	N/A
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	Nil

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100	Nil
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Related Parties and Other Connected Charities and Organisations

NB Tollbar Multi Academy Trust has formed five Local Governing Bodies, acting as committees of the Trust (see above) in respect of its seven constituent academies, Tollbar Academy, Cleethorpes Academy, Reynolds Academy, Somercotes Academy, Theddlethorpe Academy, Pilgrim Academy and Louth Academy.

OBJECTIVES AND ACTIVITIES

Objectives and Aims

The company operates for charitable purposes 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 schools which offer a broad and balanced curriculum.

Objectives, Strategies and Activities

Details of the Multi Academy Trust objectives, strategies and activities are included below within the Strategic Report section of the Report of the Trustees 2018/2019.

Public Benefit

The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties. The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Multi Academy Trust's objectives and aims and in planning future activities. Given the activities in the Multi Academy Trust and the student population that it services, the Trustees consider that the Trust's aims are demonstrably to the public benefit.



Tollbar MAT
Family of Academies

BUSINESS PLAN

2018 – 2019

REVIEWED



Tollbar MAT
Family of Academies

AN ANNUAL BUSINESS PLAN INFORMED BY THE FUTURE AS WELL AS THE PAST

SELF EVALUATION

At Academy and then whole Trust level;
derived from analyses of data,
recent stakeholder feedback &
performance management information

STRATEGIC PLAN

which clearly articulates a
long-term view of the
organisation, factoring in
community aspirations
and national trends

KEY DELIVERABLES

based on accurate &
detailed start positions
& ambitious / upper-quartile
minimum expectations

BUSINESS PLAN

What are our priorities
What we are going to do this year

PARAMETERS

calculating accurate
resource availability
& evaluating statutory frameworks
to determine possibilities

EVALUATION OF LAST YEAR'S PLAN

At Academy level and then Trust-wide
which takes out completed actions,
adjusts those that are incomplete &
reforms or aborts those that failed to deliver

RISK ASSESSMENT

which identifies exogenous
& endogenous threats to
existing quality, controls &
continuous improvement

EXTERNAL INSPECTIONS AND REVIEWS

Performance management through the year assures the success of the business plan

INTRODUCTION

The core purpose of Tollbar Multi Academy Trust is continually to improve provision and learner outcomes across the Tollbar Family of Academies. This annual business plan sets out how this core purpose will be achieved. It is an enabling plan – enabling constituent academies to focus and deliver on their first responsibility to improve standards.

It is informed by:

- The commitment statement of the Chief Executive
- The MAT's strategic plan
- The evaluations of the performance in each constituent academy and their proposed priorities and actions for improvement (CLE, LOU, PIL, REY, SOM, THE & TOL)
- The evaluation of the previous MAT annual business plan
- Recommendations made in external reviews and inspections of the constituent academies (CLE, LOU, PIL, REY, SOM, THE & TOL)

And set in the context of our policies, available for public scrutiny set out on:

- Our website

To deliver on our core purpose of improving educational standards and outcomes across our family of academies, we have chosen the following five priorities for action:

1. To assure the effectiveness of constituent academies
2. To provide effective support services to the academies
3. To maintain the highest quality of internal controls
4. To develop the sustainability, effectiveness of the MAT
5. To ensure compliance with all regulations

Within each priority area we have specified:

- | | |
|---|--|
| • The reasons for choosing this particular priority | • The key end-of-year deliverables, preceded by the current position |
| • The key areas of activity | • The risks to the achievement of the KD's |

This plan informs:

- The performance objectives for the CEO and top tier Executive Team
- The risk management plan
- The detailed plans of the MAT Executive Team and Academy Principals

David Hampson OBE
Chief Executive Officer
October 2018

MAT 1 ASSURE THE EFFECTIVENESS OF CONSTITUENT ACADEMIES

RATIONALE

The core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people. Executive Principals (as school improvers) on the MAT Executive Team have been deployed to very good effect to 'new academies' and 'academies in need'. There is a need to ensure that the school improvement function is maintained on the MAT central team so that the educational impact of decisions is always taken into account. Constituent academies need to develop autonomous improvement strategies and collaborate to share successful practices.

ACTIONS

- a. Schedule weekly meetings so that Academy Principals meet with the Senior Executive Team to update on progress and issues [CEO] **completed**
- b. Keep the LGB accountability meetings aligned with the academy cycle of termly recording and reporting progress [CEO] **completed**
- c. Use the MAT-wide Academy collaborative and curriculum meetings to identify and transfer successful practices across academies and intervene in cases of weakness [DCEO] **underway**
- d. Schedule MAT-wide staff development programmes that are informed by MAT and academy priorities and identified staff needs [HRT] **underway**
- e. Ensure academies apply consistent and accurate approaches to assessment and the evaluation of teaching and learning [DCEO] **completed**
- f. Provide appropriate resources to meet need and benefit learning in the academies [CEO] **completed**
- g. Arrange an annual working weekend for the Executive Team with Senior Leaders from all constituent academies to review and evaluate last year's outcomes and plan for the next year [CEO] **completed**

RISKS

- I. Staff shortages and changes at academy level inhibit performance
- II. Key personnel leave or are absent
- III. Academy improvement strategies stall
- IV. Changes in ways attainment and progress are measured and reported nationally
- V. Further changes to the way Ofsted and ESFA judges schools
- VI. Changes to student entry profiles
- VII. Change in the local and national educational landscape
- VIII. Business interruption at the centre or constituent academies
- IX. Ineffective leadership or key curriculum area in an academy
Procedural slippage within the academies

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2018

- a) All academies are judged by Ofsted inspectors/ consultants as at least good or at least improving
- b) Overall progress rates by end of KS2/ KS4 at most academies have improved on previous year
- c) There are sufficient experienced leaders to be designated at all academy SLTs
- d) By the end of KS2/KS4 overall progress rates of disadvantaged students are closer than the previous year to those of others

WHERE WE WILL BE BY AUGUST 2019

- a) All academies including the Sixth Form are judged by Ofsted inspectors/ consultants as at least good **PARTIALLY ACHIEVED**
- b) Overall progress rates by end of KS2/ KS4 at all academies have improved on previous year **PARTIALLY ACHIEVED**
- c) There are sufficient experienced leaders to be designated at all academy SLTs **ACHIEVED**
- d) By the end of KS2/KS4 overall progress rates of disadvantaged students are closer than the previous year to those of others **PARTIALLY ACHIEVED**

MAT 2 PROVIDE EFFECTIVE SUPPORT SERVICES TO THE ACADEMIES

RATIONALE

A strength of Tollbar Multi Academy Trust is the strategic and responsive provision of excellent support services from the centre to its constituent academies. From the academy side, this frees up academy-based senior leaders with their senior leadership teams to focus on the core business of raising standards. From the MAT side, this facilitates a control on the work of the constituent academies. All services are provided to benefit the MAT and its academies. Evaluation of the last five years' plans shows this work to be effective.

ACTIONS

- a. Evaluate and keep under review all support services **[CEO+CFO] ongoing**
- b. Recruit staff and provide training and HR services to academies **[HRT] completed**
- c. Provide finance services to academies **[CFO] completed**
- d. Provide core administrative services to academies **[CFO] completed**
- e. Provide IT support and data services to academies **[ICO] completed**
- f. Provide resource management services to academies **[RO+DRO] completed**
- g. Provide estates management services to academies **[RO+DRO] completed**
- h. Provide curriculum, timetabling and data services to academies **[MO+TTT] completed**
- i. Provide marketing and PR services to academies **[HRT] completed**
- j. Clarify and update the procedures which define which tasks should be undertaken at academy level and not at the centre **[CEO] completed**

RISKS

- I. Service area leaders leave
- II. Errors or delays in service provision affect the smooth running of academies
- III. Inability to recruit or retain staff with expertise in service areas particularly in the light of changing national funding arrangements
- IV. Service provision found wanting in an external inspection or review of an academy
- V. HR litigation
- VI. Inadequate legal advice
- VII. Business Interruption at the centre
- VIII. Insufficient capacity at the centre to respond quickly to academy needs
- IX. Poor value for money
- X. Ineffective control at academy level

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2018

- a) Support services to academies have contributed to continuous improvement
- b) No adverse comment made on service provision in any external academy report
- c) MAT accounts are in credit
- d) Working and learning environments have improved over the year

WHERE WE WILL BE BY AUGUST 2019

- a) Support services to academies have contributed to continuous improvement **ACHIEVED**
- b) There is evidence to show how service provision has a direct impact on improved rates of learner progress **NOT ACHIEVED**
- c) MAT accounts are in credit **ACHIEVED**
- d) Working and learning environments have improved over the year **ACHIEVED**

MAT 3 MAINTAIN THE HIGHEST QUALITY OF INTERNAL CONTROLS

RATIONALE

Audits of controls and risk management have consistently been unqualified. Changes to reporting and governance required by the Education & Skills Funding Agency have been accommodated without interruption to academy service provision. Whilst the purpose of the MAT is to raise standards in academies, the proper custodianship and effective use of public funds will always be a priority of a good MAT's business plan.

ACTIONS

- a. Construct a new risk management plan which relates to this business plan **[CEO] completed**
- b. Design the 2018-19 programme for internal audit taking into account any recommendations from the external auditors **[Chair of Board] completed**
- c. Benchmark key financial indicators and key educational outcome measures to ascertain the MAT's VfM position nationally & report to the Board **[CEO+DCEO] not started**
- d. Keep the MAT's financial procedures/regulations under review to reflect changes to conduct and reporting requirements **[CFO] completed**
- e. Keep the principal risks, including those inherited from new incoming academies, under review **[CEO+CFO] completed**
- f. Ensure up-to-date asset management planning and reporting **[RO+DRO] underway**
- g. Respond to adverse legacy effects of previous academy incorporations **[CEO+CFO] completed**

RISKS

- I. Leaders of Service areas leave
- II. Inability to recruit or retain staff with expertise in service areas
- III. Changes to ESFA requirements
- IV. Business interruption especially IT breakdown
- V. Breaches of security and confidentiality, data control or GDPR compliance
- VI. Insufficient financial expertise at director level
- VII. Undetected accounting errors
- VIII. Theft or fraud
- IX. Conflicts of interest not declared
- X. Audit sampling misses errors
- XI. Undetected misinterpretation of financial regulations
- XII. Student numbers (and income) fall or funding formula alters
- XIII. Delayed unexpected events from re-brokered academies entering the MAT

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2018

- a) All internal and external audit reports are unqualified
- b) Any ESFA/ICO investigations and reviews find no causes for concern
- c) All reports for ESFA, Charity Commission, Companies House and DfE are accurate, approved by the Board, and filed on time
- d) All external compliance reports are unqualified

WHERE WE WILL BE BY AUGUST 2019

- a) All internal and external audit reports are unqualified **ACHIEVED**
- b) Any ESFA/ICO investigations and reviews find no causes for concern **ACHIEVED**
- c) All reports for ESFA, Charity Commission, Companies House and DfE are accurate, approved by the Board, and filed on time **ACHIEVED**
- d) All external compliance reports are unqualified (eg fire service, HSE, water board, etc) **ACHIEVED**

MAT 4 DEVELOP THE SUSTAINABILITY AND EFFECTIVENESS OF THE MAT

RATIONALE

An ambition of the Trust is to share its proven successes in raising achievement to benefit learners across the region. Expansion brings risks to existing methods of achieving these successes. Mitigating these risks includes formalising the accountability of local governing bodies to the Board so that emerging concerns are noticed and addressed. In addition, there is a risk that new or struggling academies in the Tollbar MAT Family make demands on resources that adversely affect other family members. The defining of TMAT by DfE as an academy hub accorded with the views of the Board on remaining locality based. Good governance ensures the integrity, accountability and sustainability of the MAT.

ACTIONS

- a. Schedule for 2018-19 the 'challenge' meetings for Directors to meet LGBs to review progress towards academy KDs and report back to CEO
[Chair of Board] not started
- b. Provide training to ensure governors are able to interpret statistics, understand inspection expectations and are up to date with any regulatory requirements **[HRT] underway**
- c. Undertake due diligence and establish the business case before adopting any new academies into the Trust **[CEO] not applicable**
- d. Undertake impact assessments before deploying staff and resources from one academy to another **[CEO] underway**
- e. Ensure all constituent academies are growing and supporting new leaders in the academies
[CEO+HRT] completed
- f. Plan for appointing staff into positions on the MAT Executive Team **[CEO] completing**
- g. Have regard to maintaining good governance in any organisational change **[CEO] completed**
- h. Ensure 11-18 learning and qualification pathways appropriate to the aptitudes, aspirations and needs of all TMAT students
[DCEO] completed

RISKS

- I. LGB unable to respond to challenges from the Board
- II. Local issues not adequately presented to the Board
- III. Inability to recruit governors
- IV. Newly adopted academies threaten Value for Money (VfM) across the MAT
- V. Overall disbenefits outweigh benefits when staff and/or resources are redeployed
- VI. Change in the local and national landscape
- VII. Inability to recruit appropriate staff

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2018

- a) Louth Academy has an interim executive board
- b) Business cases for prospective academies are made and presented
- c) New combined academy in Louth ready for September start

WHERE WE WILL BE BY AUGUST 2019

- a) All academies have a local governing body **ACHIEVED**
- b) Due diligence better at identifying risks to new adoptions **NOT APPLICABLE**
- c) Strategic partnerships are widening the offer to all TMAT students **ACHIEVED**

MAT 5 ENSURE COMPLIANCE WITH ALL REGULATIONS

RATIONALE

Whilst the core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people (see MAT1), this purpose should be achieved in ways that comply with regulations. For example: matters related to health, safety and safeguarding have a direct impact on staff and student welfare; matters relating to governance demonstrate the accountability of the MAT for its spending of public money; educational legislation frames the organisation and running of academies. Given that the three strategic components of a MAT are performance, governance and compliance. This priority considers compliance. Compliance is increasingly emphasised in Ofsted inspections and EDSA reviews.

ACTIONS

- a. Establish and embed an understanding and culture of compliance across the MAT [CEO] completed
- b. Adopt appropriate audit tools to undertake regular compliance checks [DCEO] underway
- c. Use the GDPR consultant to assist and support data protection compliance across the MAT and respond to the recommendations [ICO] completed
- d. Reconstitute the H&S committee with senior manager representation from each academy and deliver the requirements of the H&S Policy [RO+DRO] completed
- e. Provide information & training for those at the Centre and those in Academies on how they must discharge their compliance responsibilities [DCEO] underway
- f. Maintain and promote the MAT-wide Intranet as a repository for all requirements, policies, procedures and reports [ICO] completed
- g. Select compliance areas for internal auditors and consultants to investigate [CEO] underway

RISKS

- I. A serious H&S or safeguarding incident occurs before procedures fully embedded
- II. Internal communication failure obscures full understanding and access to compliance procedures
- III. Compliance information and training has not reached all staff
- IV. Lack of clarity of compliance expectations coming from more than one national inspection or regulatory bodies
- V. Time spent on ensuring compliance detracts from core purpose
- VI. Internal inspections and audits fail to pick up a non-compliance event
- VII. Impact of HR legislation

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2018

- a) GDPR consultant appointed to check DP compliance
- b) H&S consultant appointed to check and support H&S compliance
- c) Compliance audits under consideration

WHERE WE WILL BE BY AUGUST 2019

- a) Compliant in all data protection aspects **ACHIEVED**
- b) Compliant in all H&S aspects **ACHIEVED**
- c) System in place for compliance audits **PARTIALLY ACHIEVED**

EVALUATION OF THE TRUST'S EFFECTIVENESS

1. OPERATIONAL LEVEL

Each year, each of the key deliverables in the annual MAT business plan is assessed as:

Fully achieved; partially achieved; or not achieved.

The actions that drive the deliverables are assessed as:

Completed; underway; or not started.

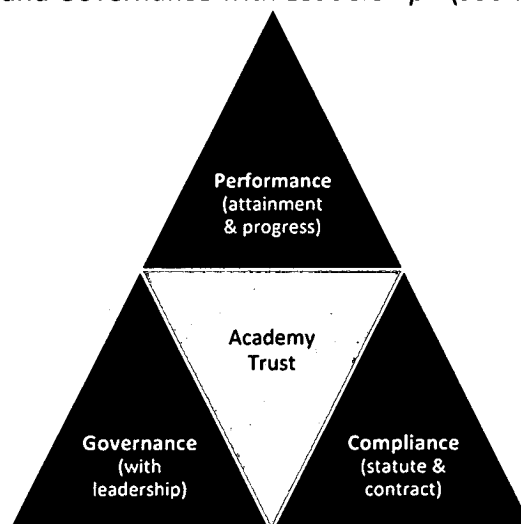
These assessments are included in the MAT's annual report which is available for public scrutiny.

These assessments are undertaken by the Senior Executive Team and led by the Chief Executive, who may commission external consultants to support the process and bring in additional experience and objectivity.

2. STRATEGIC LEVEL

Every two years, the overall effectiveness of the MAT is assessed under the three headings of:

Performance, Compliance and Governance with Leadership. (see diagram below)



Each is graded 1 – 4 in line with Ofsted categories.

- Assessment of the performance strand is informed by the operational assessments above and the evaluations of outcomes from the constituent academies.
- Assessment of the compliance strand is enabled through use of the compliance audit tool to be found on "The Key" or through the use of other checklists.
- Assessment of the governance strand is facilitated through use of an experimental adaptation of the NHS Well-Led Review self-evaluation tool.

These assessments are undertaken by the Board and led by the Chair, who may commission external consultants to support the process and bring in additional experience and objectivity.

Acronyms used in this Document

BA	Business Arrangements
BP	Business Plan
CLE	Cleethorpes Academy
CEO	Chief Executive Officer
CFO	Chief Finance Officer
DCEO	Deputy CEO
DfE	Department for Education
ESFA	Education & Skills Funding Agency
EH	Executive Headteacher
GDPR	General data protection regulation
HRO	Human Resources Officer
HRT	HR Team
HSC	Health and Safety Committee
ICO	Information and communications officer
KD	Key Deliverable
LGB	Local Governing Body
LOU	Louth Academy
MAT	Multi Academy Trust
OfSTED	Office for Standards in Education
MO	MAT Officer
PDO	Primary Development Officer
PIL	Pilgrim Academy
PPS	Pupil Premium Strategy
REY	Reynolds Academy
RMP	Risk Management Plan
RO	Resources Officer
SOM	Somercotes Academy
SDO	School Development Officer
SEF	Self-Evaluation Form
SLT	Senior Leadership Team
THD	Theddlethorpe Academy
TOL	Tollbar Academy
TMAT	Tollbar Multi Academy Trust
TTT	Timetabling Team
VfM	Value for Money

Tollbar Multi Academy Trust

Report of the Trustees – continued for the year ended 31 August 2019

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the 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

During the year, the Multi Academy trust made a surplus on restricted general funds (excluding pension reserves) and unrestricted funds of £62,000. At 31 August 2019 Sufficient cash is held in reserve to enable the Trust to support any financial issues that it may experience. Reviews of monthly financial reports enable any issues to be identified at an early stage. Despite the pension scheme being in deficit, it is not considered to impact on the Trust as this is underwritten by the DfE. The principal source of funding is General Annual Grant income from the ESFA. Expenditure of this fund has supported the key objectives of the Multi Academy Trust as set out in the Objectives and Activities section of the Report to Trustees.

The vast majority of the Multi Academy Trust's reserves at 31 August 2019, including amounts held as cash at bank, are committed to future projects. As at 31st August 2019, the Multi Academy Trust had £5,713,000 (2018: £5,651,000) of restricted and unrestricted general reserves (excluding pension reserves).

Reserves Policy

At 31 August 2019 the Multi Academy Trust's balances on unrestricted and restricted funds (excluding pension reserves and fixed asset reserves) amounted to £853,000 (2018: £756,000) and £4,860,000 (2018: £4,895,000) respectively. The Trustees review the free reserve levels of the Trust on a monthly basis. This takes account of income and expenditure streams and the requirement to match income with commitments.

The basic contingency for each constituent academy is set at £100,000 for most academies and £50,000 for the smallest academies. The contingency developments account varies throughout the year, dependent on levels of expenditure and income streams. These are unrestricted funds and can be spent on anything which further the objectives of the Trust.

The level of reserves is based on a clear understanding of what the money is to be used for and is an essential element of strategic planning.

At 31 August 2019 the Multi Academy Trust carried forward unspent capital funding of £645,000 (2018: £356,000). This is to be spent on capital projects in the academic year to August 2020.

Tollbar Multi Academy Trust
Report of the Trustees – continued
for the year ended 31 August 2019

Investment Policy

The aim of this policy is to ensure that funds which the Trust does not immediately need to cover anticipated expenditure are invested in such a way as to maximise its income without risk. This would be implemented according to the principles within this policy.

Principal Risks and Uncertainties

The risks and strategies for their mitigation over the period 2018-2019 have been reviewed (see below) and a revised risk management plan for the period 2019-2020 is included in Plans for Future Periods. See also the Governance Report.

RISK MANAGEMENT PLAN

The core business of our Multi Academy Trust (MAT) is to guarantee the best life chances to the students who attend our constituent academies by ensuring that they leave:

- Emotionally intelligent;
- Having made educational rates of progress above the national upper quartile rates;
- With a love of learning;
- With a commitment to healthy living;
- With an understanding of the world in which they live;
- Ready and able to function as a member of a community.

To achieve these core objectives each academy sets an annual business plan which is informed by a detailed evaluation of its current position and its future intentions. For each area of activity these academy plans propose measurable outcomes, known as key deliverables, and identifies possible threats to their achievement.

To enable and support academies in their work, the MAT executive team, at the centre of the organisation, sets its own business plan, with its own key deliverables and specifies possible threats to their achievement, and takes into account those identified at academy level.

The MAT priorities for 2018-2019 were:

1. To assure the effectiveness of constituent academies
2. To provide effective support services to the academies
3. To maintain the highest quality of internal controls
4. To develop the sustainability, effectiveness of the MAT
5. To ensure compliance with all regulations

Three key deliverables for each priority area were agreed by the Board, who held the Executive to account for their achievement.

Set out below are the possible threats, their likelihood of occurrence, their impact, their calculated priority and the measures for mitigation. Together these form our risk register, risk matrix and risk management plan.

**Report of the Trustees – continued
for the year ended 31 August 2019**

Tollbar Multi Academy Trust

**Report of the Trustees – continued
for the year ended 31 August 2019**

Scales used in this risk management plan

1. Likelihood

Criterion	Probability	Score
Almost certain	> 0.9	5
Likely	0.5 – 0.9	4
Possible	0.3 – 0.5	3
Unlikely	0.1 – 0.3	2
Rare	< 0.1	1

2. Impact

Criterion	Score
Catastrophic	5
Major	4
Moderate	3
Minor	2
Insignificant	1

3. Priority (Pr = Likelihood x Impact)

$pr \geq 10$	All mitigation measures in place and frequently reviewed. Actions reflected in business plan.
$9 \geq pr \geq 5$	All mitigation measures in place and reviewed annually

4 ≥ pr	All mitigation measures in place and reviewed at least every two years
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Risk area 1	Possible event	likelihood	impact	Priority	Actions <u>see also BP 1</u>	status
1. To assuring the effectiveness of constituency academies	i. Staff shortages and changes at academy level inhibit performance	3	4	12	<ul style="list-style-type: none"> Refer to <u>BP 2b</u> [HRT] 	Planned
	ii. Key personnel leave or are absent	3	4	12	<ul style="list-style-type: none"> Refer to <u>BP2b</u> [HRT] Succession plan prepared [DCEO] 	Planned Planned
	iii. Academy improvement strategies stall	2	4	8	<ul style="list-style-type: none"> Frequent and regular meeting between CEO and Principals Termly progress report to LGB and to the Board 	Schedule in place Not started
	iv. Changes in the ways attainment and progress are measured and reported	4	4	16	<ul style="list-style-type: none"> Keep up to date with all potential changes [Principals+ Executive Team] Model consequent curriculum changes in constituent academies [Principals + Executive Team] Keep under review cross-academy curriculum models [Principals + Executive Team] Model consequent student grouping changes in constituent academies [Principals + Executive Team] Adjust student level targets accordingly in constituent academies [Principals] 	In place Reviewed regularly Reviewed regularly Reviewed regularly Reviewed regularly In place

Risk area 1	Possible event	likelihood	impact	Priority	Actions <u>see also BP 1</u>	status
					<ul style="list-style-type: none"> Adjust academy academic targets accordingly in constituent academies [Principals] Keep students and parents informed of planned changes [Principals] Adjust academy academic targets accordingly in constituent academies [Principals] 	Reviewed regularly Reviewed annually
	v. Further changes to the way Ofsted and ESFA judges schools	4	4	16	<ul style="list-style-type: none"> Keep up to date with all potential changes [Principals + Executive Team] Keep students and parents informed of planned changes [Principals] Check academies are prepared for any new inspection arrangements [Principals + Executive Team] 	In place In place In place
	vi. Changes to student entry profiles	4	4	16	<ul style="list-style-type: none"> Undertake detailed analyses of student attainment on entry in constituent academies [Principals] Adjust curriculum accordingly in constituent academies [Principals + Executive Team] Adjust student groupings accordingly in constituent academies [Principals + Executive Team] 	Ongoing Prepared Prepared
	vii. Change in local and national landscape	4	4	16	<ul style="list-style-type: none"> Keep up to date with possible changes [Executive Team] Model consequences on existing provision [Executive Team] 	Ongoing Prepared

Risk area 1	Possible event	likelihood	impact	Priority	Actions <u>see also BP 1</u>	status
	viii. Business interruption at the centre or in constituent academies	2	4	8	<ul style="list-style-type: none"> See mitigation in Risk Area (RA) 3iv and policy 	In place
	ix. Ineffective leadership or key curriculum area in an academy	3	5	15	<ul style="list-style-type: none"> Regular performance monitoring and review of principals [CEO] Early intervention by CEO and MAT team [CEO] Ensure principals collaborate[CEO] 	In place In place In place
	x. Procedural slippage at academy level	3	3	9	<ul style="list-style-type: none"> Agenda item at Principals' meetings with CEO [CEO] Half-termly Compliance Committee meetings [CEO] 	In place

Risk area 2	event	likelihood	impact	Priority	Actions see also BP2	status
2. To providing effective support services to the academies	i. Service area leaders leave	2	5	10	<ul style="list-style-type: none"> Refer to BP 2b [HRT] 	In BP
	ii. Errors or delays in service provision affect the smooth running of academies	1	5	5	<ul style="list-style-type: none"> Ensure alignment of understanding between centre and constituent academies before any remedial measures applied [CEO + Principal] Agree measurable outcomes within an agreed time period so that measure may be evaluated [CEO + Principal] 	Underway Underway
	iii. Inability to recruit or retain staff with expertise in service areas particularly in light of changing national funding arrangements	4	4	16	<ul style="list-style-type: none"> Refer to BP 2b [HRT] 	In BP
	iv. Service provision found wanting in external inspection or review of an academy	1	4	4	<ul style="list-style-type: none"> Regularly feedback at MAT and Principals' meetings. constituent academies to ascertain continued effectiveness and any areas of concern [CEO] Ensure strategies in BP2 include success criteria that form the basis of leaders' performance objectives [DCEO] Ensure robust staff performance for all service leaders (targets, appraisal etc) [HRT] 	In place To do Procedure in place Procedure in place

Risk area 2	event	likelihood	impact	Priority	Actions see also BP2	status
					<ul style="list-style-type: none"> Keep the pay and conditions of staff who work at the centre under regular review [HRT] 	
	v. HR litigation	2	4	8	<ul style="list-style-type: none"> Detailed HR procedures, checked by legal, in place and followed to the letter [HRT] Policy on compromise agreements is in place [HRT] 	In place In place
	vi. Inadequate legal advice	1	5	5	<ul style="list-style-type: none"> Annual report by Executive Team on effectiveness of legal advice over the past 12 months is shared with the Board [CEO] 	Planned
	vii. Business interruption at the centre	1	4		<ul style="list-style-type: none"> See 3iv below and policy [CEO] 	In place
	viii. Insufficient capacity at the centre to respond quickly to academy needs	2	4	8	<ul style="list-style-type: none"> Deployment and effectiveness of service provision discussed at MAT meetings [HRT] Regularly check that management charge and particularly service charge to each constituent academy fully covers total centre costs [CEO+ CFO] 	In place In place
	ix. Poor value for money	2	3	6	<ul style="list-style-type: none"> Keep competitive tendering arrangements under review in the MAT's Financial Regulations [CEO/CFO] Ensure robust staff performance for all staff at the centre (targets, appraisal etc) [HRT] Keep the pay and conditions of staff who work at the centre under regular review [HRT] 	In place in BP In place In place

Risk area 2	event	likelihood	impact	Priority	Actions see also <u>BP2</u>	status
	x. Ineffective control at academy level	1	5	5	<ul style="list-style-type: none"> Regularly monitor and review performance at academy level [CEO/DCEO] Ensure academy leaders follow all policies and procedures of the MAT [CEO/DCEO] Intranet provides information to all academies on all procedural issues [CEO/CFO/ICO] 	<p>In place</p> <p>In place</p> <p>In place</p>

Risk area 3	event	likelihood	impact	Priority	Actions see also <u>BP3</u>	status
3. To maintaining the highest quality of internal controls	i. Leaders of service areas leave	2	5	10	<ul style="list-style-type: none"> Accurate assessments based on current staff profile and future business needs inform staffing requirements over the near future [HRT] Development programme in place which grows internally some identified staff for positions described above [HRT] External recruitment where necessary [HRT] 	In place In place In place
	ii. Inability to recruit or retain staff with expertise in service areas	4	3	12	<ul style="list-style-type: none"> Robust staff performance management identifies development needs of staff not fully meeting their job requirements or performance targets [HRT + Principals] Targeted development programme in place for staff identified through PM [HRT] Recruit to replace staff who still fail to meet requirements and targets [HRT] 	In place In place In place

Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
	iii. Changes to ESFA requirements	4	2	8	<ul style="list-style-type: none"> Keep up to date with all potential changes [Executive Team] Model consequent procedural changes at the centre and in constituent academies [Executive Team] Model consequent organisational changes across the MAT [Principals + Executive Team] Compliance Committee assesses consequences of changes [CEO] 	On going Prepared Prepared
	iv. Business interruption especially ICT breakdown	1	5	5	<ul style="list-style-type: none"> Business interruption policies in place and reviewed annually for the Centre and constituent academies [CEO] Contingency plan for continued teaching for at least 3 days should all ICT fail [Principals] Contingency plan for continued Centre operations should all ICT fail [ICO] Maintain the development of the infrastructure of the academies [ICO + RO] 	In place & being revised In place & being revised In place & being revised On going
	v. Breaches of security and confidentiality or data control, GDPR and compliance	1	5	5	<ul style="list-style-type: none"> Check policies in place and conduct simulation exercises to check effectiveness of procedures [ICO] Ensure annual ICO registration and check compliance [ICO] See Business Plan Priority 5c 	In place In place
	vi. Insufficient financial	2	3	6	<ul style="list-style-type: none"> Regular training for the Board on financial regulations and internal procedures [CEO] 	In place In place

Risk area 3	event	likelihood	impact	Priority	Actions see also <u>BP3</u>	status
	expertise at director level				<ul style="list-style-type: none"> • Biennial health check on Board expertise [CEO] • Appoint directors with financial expertise [Board] 	In place
	vii. Undetected accounting errors	1	5	5	<ul style="list-style-type: none"> • Check method statement of internal audit to ascertain robustness of sampling [CEO] • Task internal audit to scrutinise areas of more likely error [CEO] 	In place In place
	viii. Theft or fraud	1	5	5	<ul style="list-style-type: none"> • Contingency plan in place to intervene quickly when theft or fraud are suspected, reported or discovered [CEO] • Whistle blowing policy in place [HRT] • Ensure there is no senior officer or director interest when appointing auditors [CEO] 	Procedures in place In place
	ix. Conflicts of interest not declared	1	3	3	<ul style="list-style-type: none"> • Ensure <u>policy</u> and procedures on conflict of interest conforms to Charity regulations [CEO] • The Clerk should brief the Board, Executive and LGBs on the interpretation of Conflicts of Interest [CLERK] 	In place Done

Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
	x. Audit sampling misses errors	1	4	4	<ul style="list-style-type: none"> Internal audit function detached from external audit and tasked by CEO and reporting to Audit committee [CEO] The Audit Committee receives internal audit reports [AC] Ensure through the Clerk that the Audit Committee fulfils its audit responsibilities [Chair of Audit] 	In place In place In place
	xi. Undetected misinterpretation of financial regulations	1	4	4	<ul style="list-style-type: none"> Regularly check MAT financial regulations and procedures conform with Company Law, Charitable Law, The Articles of Association, The Funding Agreement and the EFA Financial Handbook [CFO] Ensure training of all staff and members of the Board and ensure a current written version of the MAT financial regulations is in their possession [CFO] 	Completed In place
	xii. Student numbers (and income) fall or funding formula alters	2	4	8	<ul style="list-style-type: none"> Keep pre-compulsory numbers under review and model financial implications [CEO] Keep 5-11 student numbers under review and model financial implications [CEO] 	In place In place

Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
					<ul style="list-style-type: none"> Keep 11-16 student numbers under review and model financial implications [CEO] Keep post-compulsory student numbers under review and model financial implications [CEO] Keep up to date with national funding arrangements and model financial implications [CEO] 	In place In place In place
	xiii. Delayed unexpected events from re-brokered academies entering the MAT	4	4	16	<ul style="list-style-type: none"> Review due diligence process for deeper probes before agreeing new academies into the Trust [CEO] Block adoption of new academies who refuse to accept the DfE's standard commercial transfer agreements (CTA) [CEO] 	In place In place

Risk area 4	event	likelihood	impact	Priority	<u>Actions see also BP4</u>	status
4. To developing the sustainability and effectiveness of the MAT	i. LGB unable to respond to challenges from the Board	1	3	3	<ul style="list-style-type: none"> LGBs review regularly their academy's performance and Business Plan [Clerk] 	Planned
	ii. Local issues not adequately presented to the Board	1	3	3	<ul style="list-style-type: none"> Chair of LGB presents issue paper as agenda item at every Board meeting [Clerk] Prior to each Board meeting the Chair of the board meets with the Chairs of GBs to discuss upcoming issues papers [Clerk] 	Planned Planned
	iii. Inability to recruit governors	4	4	16	<ul style="list-style-type: none"> All MAT and academy publicity materials advertise for governors [DCEO] Websites contain recruitment materials for governors as for teachers [CEO] 	Planned Planned
	iv. Newly adopted academies threaten Value for Money (VfM) across the MAT	2	4	8	<ul style="list-style-type: none"> Robust business modelling assures at least 3 years financial viability of any proposed incoming academy [CEO] Where any academy is not sustainable and bringing significant financial liabilities into the MAT then consider closure or other measures [CEO + Members] 	In place In hand

Risk area 4	event	likelihood	impact	Priority	<u>Actions see also BP4</u>	status
	v. Overall disbenefits outweigh benefits when staff and/or resources are redeployed	2	4	8	<ul style="list-style-type: none"> Before any new academy is adopted the impact is considered by the senior executive team [CEO] 	In place
	vi. Change in national and local landscape	3	5	15	<ul style="list-style-type: none"> New academy adoption is informed by what is happening in neighbouring schools/academies [CEO] Use best endeavours and networks to ascertain national intentions to anticipate local landscape [CEO] Keep good relationships with the local authorities [CEO] Keep abreast of demographics [CEO] 	In place In place In place In place
	vii. Inability to recruit appropriate staff				<ul style="list-style-type: none"> 	

Risk area 5	event	likelihood	impact	Priority	Actions see also BP5	status
5. To ensuring compliance with all regulations	i. A serious H&S or safeguarding incident occurs before procedures are fully embedded	2	4	8	<ul style="list-style-type: none"> Ensure MAT Team are aware of their responsibilities based on current policies and procedures and alert to upcoming changes [CEO/DCEO] Ensure Principals are aware of their responsibilities based on current policies and procedures and alert to upcoming changes [CEO/DCEO] Move quickly to meet with staff at the Centre and in the Academies to show new "responsibilities and accountabilities" chart [RO] 	<p>In hand</p> <p>In hand</p>
	ii. Internal communication failure obscures full understanding of and access to compliance procedures	1	5	5	<ul style="list-style-type: none"> See RA 3iv above for business interruption mitigation measures [ICO] Ensure a last resort back-up of paper copies of policies, procedures and reports and keep this up-to date [ICO] Compliance Committee meetings ensure face-to-face communication [CEO] Develop a rolling programme of compliance inspections [DCEO] Report to the Board the annual schedule of compliance inspections and table consequent reports [DCEO] Ensure templates to be used in compliance inspections are shared with all staff [DCEO] 	<p>Completed</p> <p>Plans in place</p> <p>Planned</p> <p>Planned</p> <p>Planned</p>
	iii. Compliance information and	2	5	10	<ul style="list-style-type: none"> Staff to sign a "training completed" form after MAT-wide training on any new compliance policy [HRT] 	To do

Risk area 5	event	likelihood	impact	Priority	<u>Actions see also BP5</u>	status
	training has not reached all staff				<ul style="list-style-type: none"> Staff to sign a "training completed" form after academy-based training on the new procedures [HRT] Report to Executive team to show those not yet trained and "catch-up" programmes put in place [HRT] Regular report to the Board on percentages of staff having received all necessary compliance training [HRT] Briefing pack on H&S requirements approved by external H&S consultancy [RO] Ensure all procedure updates are available and publicised [ICO] 	To do Being planned Being planned Being planned Being planned
	iv. Lack of clarity of compliance expectations coming from different national inspection and regulatory bodies	2	4	8	<ul style="list-style-type: none"> Incorporate "compliance scanning" into the role of any MO with compliance responsibilities [CEO] Tap into national networks to establish common interpretations of compliance requirements [CEO] Arrange compliance training for the Board, Executive Team and Principals to be delivered by external experts [CEO] Make The Key available so that managers have access to information and advice [CEO] 	Being planned Being planned Being planned
	v. Time spent on compliance detracts from core purpose	1	5	5	<ul style="list-style-type: none"> Ensure one point of contact for all referrals regarding compliance to facilitate quick response to queries from managers [CEO/DCEO] Ensure managers have access to compliance checklists on the intranet [ICO] 	planned Planned

Risk area 5	event	likelihood	impact	Priority	Actions see also BP5	status
					<ul style="list-style-type: none"> Ensure rapid escalation process to deal with non-compliance events detected by managers [CEO] 	Planned
	vi. Internal inspections and audits fail to pick up a non-compliance event	1	5	5	<ul style="list-style-type: none"> Board agenda to include Compliance as a standard item [Clerk] Minutes of Compliance Committee presented for Board scrutiny [CEO] Principals report to LGB to include section on compliance [DCEO] Board to be regularly informed of compliance procedures and outcomes [CEO] Schedule varies each year to "major" on different areas [CEO] Arrange external scrutinies to validate internal process [CEO] 	Planned Planned Planned

Plans for Future Periods

The core purpose of Tollbar Multi Academy Trust is continually to improve provision and learner outcomes across the Tollbar Family of Academies. This annual business plan (2019 – 2020) (see below) sets out how this core purpose will be achieved. It is an enabling plan – enabling constituent academies to focus and deliver on their responsibility to improve educational standards.

It is informed by:

- Our vision
- The MAT's key deliverables and the targets of the constituent academies (TBA, CA, SA, RA, TA, PA & LA)
- The self-evaluations of the constituent academies (TBA, CA, SA, RA, TA, PA & LA)
- Recommendations made in external reviews and inspections of the constituent academies (TBA, CA, SA, RA, TA, PA & LA)
- The evaluation of the previous annual plan

This plan (2019 – 2020) describes actions we will take in five priority areas:

1. To assure the effectiveness of constituent academies
2. To provide effective support services to the academies
3. To maintain the highest quality of internal controls
4. To develop the governance and sustainability of the MAT
5. To ensure compliance with all regulations

Within each priority area we have specified:

- The reasons for choosing this particular priority
- The key areas of activity for focus
- The key end-of-year deliverables, preceded by the current position
- The risks to the achievement of the KD's

This plan informs:

- The performance objectives for the CEO and top tier Executive Team
- The risk management plan
- The detailed plans of the MAT Executive Team and Academy Principals

2019 – 2020 MAT Business Plan



Tollbar MAT
Family of Academies

BUSINESS PLAN

2019 – 2020

V2



Tollbar MAT
Family of Academies

AN ANNUAL BUSINESS PLAN INFORMED BY THE FUTURE AS WELL AS THE PAST

SELF EVALUATION

At Academy and then whole Trust level;
derived from analyses of data,
recent stakeholder feedback &
performance management information

STRATEGIC PLAN

which clearly articulates a
long-term view of the
organisation, factoring in
community aspirations
and national trends

KEY DELIVERABLES

based on accurate &
detailed start positions
& ambitious / upper-quartile
minimum expectations

BUSINESS PLAN

What are our priorities
What we are going to do this year

PARAMETERS

calculating accurate
resource availability
& evaluating statutory frameworks
to determine possibilities

EVALUATION OF LAST YEAR'S PLAN

At Academy level and then Trust-wide
which takes out completed actions,
adjusts those that are incomplete &
reforms or aborts those that failed to deliver

RISK ASSESSMENT

which identifies exogenous
& endogenous threats to
existing quality, controls &
continuous improvement

EXTERNAL INSPECTIONS AND REVIEWS

Performance management through the year assures the success of the business plan

INTRODUCTION

The core purpose of Tollbar Multi Academy Trust is continually to improve provision and learner outcomes across the Tollbar Family of Academies. This annual business plan sets out how this core purpose will be achieved. It is an enabling plan – enabling constituent academies to focus and deliver on their first responsibility to improve standards.

It is informed by:

- The commitment statement of the Chief Executive
- The MAT's strategic plan
- The evaluations of the performance in each constituent academy and their proposed priorities and actions for improvement (CLE, LOU, PIL, REY, SOM, THE & TOL)
- The evaluation of the previous MAT annual business plan
- Recommendations made in external reviews and inspections of the constituent academies (CLE, LOU, PIL, REY, SOM, THE & TOL)

And set in the context of our policies, available for public scrutiny set out on:

- Our website

To deliver on our core purpose of improving educational standards and outcomes across our family of academies, we have chosen the following five priorities for action:

6. To assure the effectiveness of constituent academies
7. To provide effective support services to the academies
8. To maintain the highest quality of internal controls
9. To develop the governance and sustainability of the MAT
10. To ensure compliance with all regulations

Within each priority area we have specified:

- The reasons for choosing this particular priority
- The key end-of-year deliverables, preceded by the current position
- The key areas of activity
- The risks to the achievement of the KD's

This plan informs:

- The performance objectives for the CEO and top tier Executive Team
- The risk management plan
- The detailed plans of the MAT Executive Team and Academy Principals

David Hampson OBE
Chief Executive Officer
October 2019

MAT 1 ASSURE THE EFFECTIVENESS OF CONSTITUENT ACADEMIES

RATIONALE

The core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people. Executive Principals (as school improvers) on the MAT Executive Team have been deployed to very good effect to 'new academies' and 'academies in need'. There is a need to ensure that the school improvement function is maintained on the MAT central team so that the educational impact of decisions is always taken into account. Constituent academies are encouraged to develop improvement strategies and collaborate to share successful practices.

ACTIONS

- h. Schedule regular meetings so that Academy Principals meet with the Senior Executive Team to update on progress and issues [CEO]
- i. Keep the LGB accountability meetings aligned with the academy cycle of termly recording and reporting progress [CEO]
- j. Use the MAT-wide Academy collaborative and curriculum meetings to identify and transfer successful practices across academies and intervene in cases of weakness [DCEO]
- k. Schedule MAT-wide staff development programmes that are informed by MAT and academy priorities and identified staff needs [HRT]
- l. Ensure academies apply phase-related consistent and accurate approaches to assessment and the evaluation of teaching and learning [DCEO]
- m. Provide appropriate resources to meet need and benefit learning in the academies and ensure aspirational targets for learning are set [CEO]
- n. Arrange an annual working weekend for the Executive Team with Senior Leaders from all constituent academies to review and evaluate last year's outcomes and plan for the next year [CEO]

RISKS

- X. Staff shortages and changes at academy level inhibit performance
- XI. Key personnel leave or are absent
- XII. Academy improvement strategies stall
- XIII. Changes in ways attainment and progress are measured and reported nationally
- XIV. Further changes to the ways Ofsted and ESFA judge and regulate schools
- XV. Changes to student entry profiles
- XVI. Change in the local and national educational landscape
- XVII. Business interruption at the centre or constituent academies
- XVIII. Ineffective leadership in key curriculum areas in an academy
- XIX. Procedural slippage within the academies
- XX. Financial constraints based on national education funding formula

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2019

- e) The P8 range across secondaries is from -0.34 to +0.35 (0.69) and the total progress range across primaries is from -10.24 to -1.89 (8.30)
- f) One primary academy is Ofsted RI, one Ofsted good, one internal good; One secondary Ofsted outstanding, two Ofsted good and one internal RI
- g) 0 out of 7 academies have overall attendance rates above the national average

WHERE WE WILL BE BY AUGUST 2020

- e) The progress range across academies in each phase has reduced
- f) Internal and external reports on academies show improvement
- g) The proportion of academies with attendance rates over the year above national average has increased.

Provide curriculum, timetabling, data analysis and pupil admission services to academies

MAT 2 PROVIDE EFFECTIVE SUPPORT SERVICES TO THE ACADEMIES

RATIONALE

A strength of Tollbar Multi Academy Trust is the strategic and responsive provision of excellent and extensive support services from the centre to its constituent academies. From the academy side, this frees up academy-based senior leaders with their senior leadership teams to focus on the core business of raising standards. From the MAT side, this facilitates a control on the work of the constituent academies. All services are provided to benefit the MAT and its academies. Evaluations of each of the last five years' plans shows this work to be effective.

ACTIONS

RISKS

- | | |
|--|--|
| k. Evaluate and keep under review all support services [CEO+CFO] | XI. Service area leaders leave |
| l. Recruit staff and provide training and HR services to academies [HRT] | XII. Errors or delays in service provision affect the smooth running of academies |
| m. Provide finance services to academies [CFO] | XIII. Inability to recruit or retain staff with expertise in service areas particularly in the light of changing national funding arrangements |
| n. Provide core administrative services to academies [CFO] | XIV. Service provision found wanting in an external inspection or review of an academy |
| o. Provide IT support and data services to academies [ICO] | XV. HR litigation |
| p. Provide resource management services to academies [RO] | XVI. Inadequate legal advice |
| q. Provide estates management services to academies [RO] | XVII. Business interruption at the centre |
| r. Provide curriculum, timetabling, data analysis and pupil admission services to academies [TTO] | XVIII. Insufficient capacity at the centre to respond quickly to academy needs |
| s. Provide marketing and PR services to academies [HRT] | XIX. Poor value for money |
| | XX. Ineffective control at academy level |

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2019

WHERE WE WILL BE BY AUGUST 2020

- | | |
|--|--|
| e) All academies are staffed and resourced to enable the teaching of a broad and balanced curriculum throughout the year | e) All academies are staffed and resourced to enable the teaching of a broad and balanced curriculum throughout the year |
| f) There is insufficient recorded evidence to show that centrally employed staff provide cost effective services | f) There is recorded evidence to show that centrally employed staff provide cost effective services |
| g) All Ofsted inspections of constituent academies have reported beneficial support from the MAT | g) Any Ofsted inspection of a constituent academy reports beneficial support from the MAT |

MAT 3 MAINTAIN THE HIGHEST QUALITY OF INTERNAL CONTROLS

RATIONALE

Audits of controls and risk management have consistently been unqualified. Changes to regulation, governance and reporting and required by the Education & Skills Funding Agency have been accommodated without interruption to academy service provision. Whilst the purpose of the MAT is to raise standards in academies, the proper custodianship and effective use of public funds will always be a priority of a good MAT's business plan.

ACTIONS

- h. Update the risk management plan to relate to this annual business plan **[CEO]**
- i. Design the 2019-20 programme for internal audit taking into account the views of the Board and any recommendations from the external auditors **[Chair of Board]**
- j. Benchmark key financial indicators and key educational outcome measures to ascertain the MAT's VfM position nationally & report to the Board **[CEO+DCEO]**
- k. Keep the MAT's financial procedures/regulations under review to reflect changes to conduct and reporting requirements **[CFO]**
- l. Keep the principal risks under review **[CEO+CFO]**
- m. Ensure up-to-date asset management planning and reporting **[RO]**

RISKS

- XIV. Leaders of service areas leave
- XV. Inability to recruit or retain staff with commitment and expertise in service areas
- XVI. Changes to ESFA requirements
- XVII. Business interruption especially ICT breakdown
- XVIII. Breaches of security and confidentiality, data control or GDPR compliance
- XIX. Insufficient financial expertise at director level
- XX. Undetected accounting errors
- XXI. Theft or fraud
- XXII. Conflicts of interest not declared
- XXIII. Audit sampling misses errors
- XXIV. Undetected misinterpretation of financial regulations
- XXV. Student numbers, including those in the sixth form, (and income) fall or funding formula alters
- XXVI. Delayed unexpected events from re-brokered academies entering the MAT

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2019

- e) External audit has no qualifications.
- f) All risks are identified, and a plan is in place to mitigate them
- g) All reports to regulatory bodies conform to requirements, are approved by the board and are submitted on time

WHERE WE WILL BE BY AUGUST 2020

- e) External audit has no qualifications.
- f) All risks are identified, and a plan is in place to mitigate them
- g) All reports to regulatory bodies conform to requirements, are approved by the board and are submitted on time

MAT 4 DEVELOP THE GOVERNANCE AND SUSTAINABILITY OF THE MAT

RATIONALE

An ambition of the Trust is to share its proven successes in raising achievement to benefit learners across the region. Expansion brings risks to existing methods of achieving these successes. Mitigating these risks includes formalising the accountability of local governing bodies to the Board so that emerging concerns are noticed and addressed. In addition, there is a risk that new or struggling academies in the Tollbar MAT Family make demands on resources that adversely affect other family members. The defining of TMAT by DfE as an academy hub accorded with the views of the Board on remaining locality based. Good governance ensures the integrity, accountability and sustainability of the MAT.

ACTIONS

- i. Schedule for 2019-20 the 'challenge' meetings for Members to meet with the Board to review progress towards meeting the key deliverables in this business plan **[Chair of Board]**
- j. Provide training to ensure members, trustees and LGB appointees are able to interpret statistics, understand inspection expectations and are up to date with any regulatory requirements **[HRT]**
- k. Undertake due diligence and establish the business case before adopting any new academies into the Trust **[CEO]**
- l. Ensure all constituent academies are developing and supporting new leaders in the academies **[HRT]**
- m. Plan for appointing staff into positions on the MAT Executive Team **[CEO]**
- n. Have regard to maintaining MAT sustainability and good governance in any planned change in the organisation **[Members]**

RISKS

- VIII. LGB unable to respond to challenges from the Board
- IX. Local issues not adequately presented to the Board
- X. Inability to recruit 'governors' at board and academy level
- XI. Legacy effects of previous academy incorporations threaten Value for Money (VfM) across the MAT
- XII. Overall disbenefits outweigh benefits when staff and/or resources are redeployed
- XIII. Change in the local and national educational landscape

[Click here for risk matrix and mitigation](#)

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2019

- d) Members have met twice but not to hold the directors directly to account
- e) This operational plan reflects the objectives set out in the strategic plan
- f) Members, Trustees and LGB appointees have not met together over the year

WHERE WE WILL BE BY AUGUST 2020

- d) Members have met termly to hold the directors to account for the performance of the Trust
- e) In order to meet the sustainability objective set out in the strategic plan this operational plan has completed actions that anticipate changes to the top executive team
- f) Members, Trustees and LGB appointees have met together at least once over the year to reaffirm the purpose and values of the Trust

MAT 5 ENSURE COMPLIANCE WITH ALL REGULATIONS

RATIONALE

Whilst the core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people (see MAT1), this purpose should be achieved in ways that comply with regulations. For example: matters related to health, safety and safeguarding have a direct impact on staff and student welfare; matters relating to governance demonstrate the accountability of the MAT for its spending of public money; educational legislation frames the organisation and running of academies. Given that the three strategic components of a MAT are performance, governance and compliance, this priority considers compliance. Compliance is increasingly emphasised in Ofsted inspections and EFSA reviews.

ACTIONS	RISKS
<ul style="list-style-type: none"> b. Reaffirm and embed an understanding and culture of compliance across the MAT [CEO] h. Adopt appropriate audit tools to undertake regular compliance checks [DCEO] i. With reference to GDPR, support data protection compliance across the MAT and respond to the recommendations [ICO] j. Schedule and run the H&S committee with senior manager representation from each academy and deliver the requirements of the H&S Policy [RO] k. Provide information and training for those at the Centre and those in Academies on how they must discharge their compliance responsibilities [DCEO] l. Maintain and promote the MAT-wide Intranet as a repository for all up-to-date requirements, policies, procedures and report templates [ICO] m. Select compliance areas for internal auditors and consultants to investigate and report the schedule and outcomes to the Board [CEO] n. Maintain and promote the MAT website [ICO] 	<ul style="list-style-type: none"> VIII. A serious H&S or safeguarding incident occurs for which there is no procedure IX. Internal communication failure obscures full understanding of and access to compliance procedures X. Compliance information and training has not reached all staff XI. Lack of clarity of compliance expectations coming from more than one national inspection or regulatory body XII. Time spent on ensuring compliance detracts from core purpose XIII. Internal inspections and audits fail to pick up a non-compliance event XIV. Intranet not kept up to date or not used by staff XV. Website not kept up to date <p style="text-align: right;">Click here for risk matrix and mitigation</p>
KEY DELIVERABLES	
WHERE WE WERE IN AUGUST 2019	WHERE WE WILL BE BY AUGUST 2020
<ul style="list-style-type: none"> d) Concerns noted in compliance checks, inspections and audits have been acted on promptly e) Not all personnel are trained in appropriate and latest compliance procedures f) An annual health check of MAT compliance with its articles and funding agreement shows full compliance has been planned for the next period 	<ul style="list-style-type: none"> d) All compliance checks, inspections and audits show no major concerns e) All personnel are trained in appropriate and latest compliance procedures f) An annual health check of MAT compliance with its articles and funding agreement shows full compliance

EVALUATION OF THE TRUST'S EFFECTIVENESS

3. OPERATIONAL LEVEL

Each year, each of the key deliverables in the annual MAT business plan is assessed as:

Fully achieved; partially achieved; or not achieved.

The actions that drive the deliverables are assessed as:

Completed; underway; or not started.

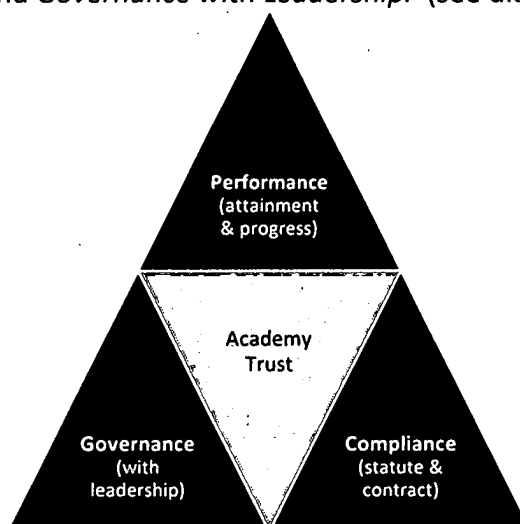
These assessments are included in the MAT's annual report which is available for public scrutiny.

These assessments are undertaken by the Senior Executive Team and led by the Chief Executive, who may commission external consultants to support the process and bring in additional experience and objectivity.

4. STRATEGIC LEVEL

Every two years, the overall effectiveness of the MAT is assessed under the three headings of:

Performance, Compliance and Governance with Leadership. (see diagram below)



Each is graded 1 – 4 in line with Ofsted categories.

- Assessment of the performance strand is informed by the operational assessments above and the evaluations of outcomes from the constituent academies.
- Assessment of the compliance strand is enabled through use of the compliance audit tool to be found on "The Key" or through the use of other checklists.
- Assessment of the governance strand is facilitated through use of an experimental adaptation of the NHS Well-Led Review self-evaluation tool.

These assessments are undertaken by the Board and led by the Chair, who may commission external consultants to support the process and bring in additional experience and objectivity.

Acronyms used in this Document

BA	Business Arrangements
BP	Business Plan
CLE	Cleethorpes Academy
CEO	Chief Executive Officer
CFO	Chief Finance Officer
DAP	Detailed Action Plan
DCEO	Deputy CEO
DfE	Department for Education
ESFA	Education & Skills Funding Agency
EP	Executive Principal
GDPR	General data protection regulation
HRO	Human Resources Officer
HRT	HR Team
HSC	Health and Safety Committee
ICO	Information and Communications Officer
KD	Key Deliverable
LGB	Local Governing Body
LOU	Louth Academy
MAT	Multi Academy Trust
OfSTED	Office for Standards in Education
PIL	Pilgrim Academy
PPS	Pupil Premium Strategy
REY	Reynolds Academy
RMP	Risk Management Plan
RO	Resources Officer
SOM	Somercotes Academy
SDO	School Development Officer
SEF	Self-Evaluation Form
SLT	Senior Leadership Team
THD	Theddlethorpe Academy
TOL	Tollbar Academy
TMAT	Tollbar Multi Academy Trust
TTT	Timetabling Team
VfM	Value for Money

Tollbar Multi Academy Trust

**Report of the Trustees – continued
for the year ended 31 August 2019**

AUDITORS

Insofar 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 auditors are aware of that information.

The auditors, Smailes Goldie, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The report of the Trustees, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 6 December 2019 and signed on the Board's behalf by:



P Bond
Chair

Tollbar Multi Academy Trust

Governance Statement for the year ended 31 August 2019

Scope of Responsibility

As Trustees we acknowledge we have overall responsibility for ensuring that Tollbar Multi Academy Trust Limited 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 Chief Executive Officer, 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 Tollbar 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 breakdown 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 5 times during the year. Attendance at the meetings of the Board of Trustees was as follows:

DIRECTORS ATTENDANCE 2018/2019

Director	AGM Possible Attendance	AGM Actual Attendance	Internal Audit Possible Attendance	Internal Audit Actual Attendance	Board Meeting Possible Attendance	Board Meeting Actual Attendance	Complaints Committee Possible Attendance	Complaints Committee Actual Attendance	Finance Committee Possible Attendance	Finance Committee Actual Attendance	Pay and Performance Committee Possible Attendance	Pay and Performance Committee Actual Attendance	TOTAL POSSIBLE ATTENDANCE	TOTAL ACTUAL ATTENDANCE
Ms G Alton	1	1	1	1	4	1	0	0					5	5
Mrs J Aukett	1	1	1	1	4	3	1	1	11	10	1	1	18	15
Mr P Bond	1	1	1	1	4	4	0	0			1	1	6	6
Mr P Cornford	1	1	1	1	4	4	0	0			1	1	6	6
Mr A Else (deceased 18 May 2019)	1	1	1	1	3	3	0	0	8	8	1	0	13	12
Mrs A Hampson (appointed 1 January 2019)					2	2	0	0	7	7			9	9
Mr D J Hampson	1	1	1	1	4	4	0	0	11	11			16	16
Mrs A Manders	1	1	1	1	4	2	0	0					5	3
Mr S Woolsey	1	0	1	0	4	1	0	0	11	8			16	9

**Governance Statement – continued
for the year ended 31 August 2019**

Governance Reviews

Formal self-evaluation on the constituent academies includes section on governance within the leadership and management section.

The Finance Committee is a committee of the main Board of Trustees and meets generally on a monthly basis. Its terms of reference are as follows:

Finance (Quorum of Directors 3)

- 1 The Board delegates the regular detailed monitoring of budget income and expenditure to this committee.
- 2 Four trustees and three non-trustees are members of this committee.
- 3 The Board appoints a Chair and Vice Chair from the non-executive trustees of the Board.
- 4 Membership includes the CEO, DCEO and CFO.
- 5 The committee may invite Principals of constituent academies to attend.
- 6 The Committee is required to:
 - Meet at regular intervals (monthly if feasible) to review in detail the budget monitoring reports of the Centre and constituent academies along with associated papers presented by the CEO.
 - Agree all budget amendments including virements over the Chief Executive's delegated financial limits which are to be countersigned by the Chair of Finance.
 - Authorise the disposal of assets beyond the delegated limits to the CEO.
 - Deal with all matters pertaining to tendering for services, arranging quotations, letting contracts where the potential cost exceeds the limit delegated to the CEO and in accordance with the tendering policy.

The Audit Committee is a committee of the main Board of Trustees. See below (capacity to handle risk) for its terms of reference.

Review of Value for Money

The Chief Executive Officer (Accounting Officer) has responsibility for ensuring that the Multi Academy Trust delivers good value for money 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. The Accounting Officer has delivered improved value for money during the year as follows:

CURRICULUM BASED FINANCIAL PLANNING

I have been using curriculum based financial planning for 29 years, since Local Management of Schools (LMS) was introduced in 1990.

Now academies have increased autonomy this model is even more critical to effective financial and budgetary control.

Tollbar Multi academy Trust is a family of Academies which has a central curriculum model which is shared between the academies. This means that the Trust can review the staffing of the academies and share staffing resources to meet the needs of each academy. This holistic approach and the close proximity of academies allows us to move resources to where they are needed to ensure that staffing is efficiently deployed to maximise the outcomes for students, but at the same time providing a high quality, cost efficient education.

The MAT has dedicated functions in Curriculum Planning and Timetabling, Human Resources and Finance. This allows the academies to focus on the delivery of education whilst the MAT provides support in these key areas.

As the curriculum is the same in each academy, both primary and secondary, planning and assessment is shared. Principals and Curriculum Leaders from across the Family meet regularly to ensure that the needs of the academies are met. All staff are required to have focus on the collective benefit for the all students within the Trust without duplication of tasks.

Primary and Secondary Principals meet with the MAT team on a fortnightly basis so that curriculum, human resources and finance can be discussed on a collective basis so colleagues at each phase are aware of the issues across the MAT.

The Trust ensures that high quality teaching provision in specialist areas is provided to primaries in areas such as PE and Languages. This reduces the requirement for external agencies and provides PPA cover for primary colleagues.

There is a total integration between curriculum, staffing, building resources and site and facilities management, eg our SCA grant is totally curriculum-need driven.

This model assumes that in times of budget constraint, as now, we have the ability to make continuous adjustments throughout the year to respond, eg flexing the curriculum model to significantly reduce the staffing costs and respond to national staff shortages in specific subject areas, eg technology, science, maths, etc.

MAT CENTRALISED SUPPORT SERVICE TO THE ACADEMIES

A very particular strength of Tollbar MAT is the strategic and extensive provision of excellent and responsive support services from the centre to its constituent academies. This centralised infrastructure provides outstanding Value for Money.

Our academies benefit from the following central services:

- 1 HR support, staff recruitment and staff training when required:
 - i. Utilise the DfE recruitment platform and continue to use the TES year-round Gold Package to maximise local and national recruitment networks. Arrange bespoke Tollbar MAT recruitment events and attend training.
 - ii. Maintain and develop links with HEIs and partner institutions to facilitate internal Teacher Training programmes. Allow Initial Teacher Training candidates to successfully attend and complete placements across all 7 academies within the Trust. Provide ongoing support to all Initial Teacher Training candidates.
 - iii. Retain legal and HR advice including developments in employment law. Remain legally compliant to effectively and efficiently deal with all aspects of ineffective staffing and HR scenarios.

- iv. Work with service leads to ensure their teams are fully staffed. Analyse and evaluate staffing requirements with the CEO in conjunction with the centralised Timetabling team.
- v. Continue to offer career progression and appropriate training across the MAT in order to retain good teachers, managers and leaders. Develop and deliver training courses to middle and senior management to maximise cost effective internal promotions.

2 Financial services:

- i. All financial planning at academy level, setting, monitoring and control of academy budgets
- ii. Provide monthly academy statements to ensure Principals understand the financial implications of their suggested spending.
- iii. Co-ordinate and process all academy requisitions and orders.
- iv. Update and validate all pupil level census data across the MAT.

3 Core administrative services:

- i. All policies and procedures are provided and posted on our MAT intranet service.
- ii. Training is provided for all academy administrative staff.
- iii. Core administrative services provide efficiency and alleviate pressure on academies.

4 IT support and data services:

- i. Provide centralised software systems to:
 - a) Support teaching and learning, eg Frog VLE
 - b) Support non-teaching academy-based functions
 - c) Support for assessment and reporting processes.
- ii. Manage the installation and maintenance of all academy computer hardware and infrastructure.
- iii. Provide Helpdesk services to the academies.
- iv. Provide telephony services across the academies.
- v. Provide IT inductions for all new teaching and support staff.
- vi. Provide all IT related security measures for the academies, eg CCTV.
- vii. Provide a design service for all the academies' plant and refurbishments
- viii. Review and implement system security to the MAT network infrastructure to comply with GDPR.
- ix. Provide and monitor the MAT centralised Data Centre and consolidate SAN and server infrastructure for the academies.

5 Curriculum, timetabling, data analysis and pupil admission services:

- i. Provide a curriculum framework for Key Stages 1, 2 and 3.
- ii. Provide an agreed MAT curriculum model for Key Stage 4 and Key Stage 5.
- iii. Model and assess the availability and expertise of staff and subsequently redefine the curriculum model.
- iv. Use all available pupil-level attainment data to inform the curriculum organisation.
- v. Provide admission and appeals services which are legally compliant.

6 Resource management and estate management services:

- i. Forward planning for building improvement works and new teaching accommodation across the MAT.
- ii. Health and Safety procedures and monitoring.
- iii. Prompt day to day maintenance services.
- iv. Employment of MAT specialist building and maintenance teams: electrical and IT, fabrication, joinery, painting and plastering.
- v. Staff training to offer further development for specialist team members.
- vi. Tendering for framework contractors.
- vii. Oversight of all framework contractors to ensure quality of works, compliance and Value for Money.
- viii. Management, oversight and provision of caretaking teams for all the academies.

7 Marketing and public relations services:

- i. Review and refresh academy websites.
- ii. Organise and promote high profile events.
- iii. Oversight of all academy publications.
- iv. Liaise with Principals to raise the academies' profile.
- v. Contract for external PR consultancy.

The centralisation of all these services provided by our own MAT employees ensures very effective Value for Money by:

- 1 Preventing duplication of roles, responsibility and services within our academies.
- 2 Providing an advantageous combination of cost, quality and sustainability.

- 3 Being tailored to meet the needs of our academies' requirements.
- 4 Achieving the desired outcome at the best possible price, and ensures the maximum efficiency and effectiveness.
- 5 Enabling our academies' Principals and staff to spend the maximum amount of time of their core purpose of raising educational standards and achievements for our pupils.

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 Multi 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 Tollbar Multi Academy Trust Limited for the period 1 September 2018 to 31 August 2019 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 Multi Academy Trust is exposed (see above) 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 Multi 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 financial statements. This process is regularly reviewed by the Board of Trustees.

The Audit Committee meets as appropriate. Its terms of reference are as follows:

Audit (Quorum of Directors 3)

- 1 This is a statutory committee responsible for providing assurance to the Board on the system of internal controls, risk management and financial probity.
- 2 The Board delegates the regular and detailed monitoring of internal controls.
- 3 The Board appoints a Chair and Vice Chair from the non-executive directors of the Board.
- 4 The CEO, DCEO and CFO should normally be invited.
- 5 The Committee may invite Principal of constituent academies to attend.
- 6 The Auditor/Accountant will be invited to attend meetings of the Committee.
- 7 The Committee is required to:
 - Inform the work plan for the audit reviews
 - Receive reports from the Internal Auditor on the effectiveness of the financial procedures and control of the centre and constituent academies
 - Receive from the CEO the reports on the effectiveness of the financial procedures and control of the MAT in accordance with the MAT Financial Regulations and the current Academies' Financial Handbook.

The Risk and Control Framework

The Multi 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 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 decided to appoint a suitably qualified professional company to carry out this function.

The auditor's role includes giving advice on financial matters and performing a range of checks on the Multi Academy Trust's financial systems. In particular, the checks carried out in the current period included:

- 1 Purchasing and procurement controls and procedures
- 2 Banking controls and procedures
- 3 Payroll controls and procedures
- 4 Petty cash transactions
- 5 Audit a Schools Direct grant

On an annual basis, the auditor reports to the Board of Trustees, through the appropriate committees, on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

Review of Effectiveness

As Accounting Officer, the Chief Executive 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 internal auditors
- The work of the external auditor
- The financial management and governance self-assessment process
- The work of the executive managers within the Multi 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 the review of the system of internal control to ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 6 December 2019 and signed on its behalf by:



P Bond
Chair



D J Hampson OBE
Accounting Officer

Tollbar Multi Academy Trust

Statement on Regularity, Propriety and Compliance

As Accounting Officer of Tollbar Multi Academy Trust I have considered my responsibility to notify the Multi Academy Trust Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Multi Academy Trust, under the funding agreement in place between the Multi Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2018.

I confirm that I and the Multi Academy Trust Board of Trustees are able to identify any material irregular or improper use of funds by the Multi Academy Trust, or material non-compliance with the terms and conditions of funding under the Multi Academy Trust's funding agreement and the Academies Financial Handbook 2018.

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 the ESFA.



Mr D J Hampson OBE
Accounting officer

6 December 2019

Tollbar Multi Academy Trust

Statement of Trustees' Responsibilities

The Trustees (who 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 published by the Education & Skills 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 Multi Academy Trust 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- 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 Multi Academy Trust will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Multi Academy Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Multi Academy Trust 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 Multi Academy Trust 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 Multi Academy Trust 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 ESFA/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 Multi Academy Trust's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 6 December 2019 and signed on its behalf by:



Mr P Bond
Chair

Tollbar Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of Tollbar Multi Academy Trust

Opinion

We have audited the financial statements of Tollbar Multi Academy Trust (the 'Multi Academy Trust') for the year ended 31 August 2019, which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019 issued by the Education & Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Multi Academy Trust's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019 issued by the Education & Skills Funding Agency.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Multi Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Multi Academy Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. Other information includes the Trustees' report (incorporating the Strategic Report and the Directors' Report), the governance statement, and the Accounting Officer's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Tollbar Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of Tollbar Multi Academy Trust (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (incorporating the Strategic Report and Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Multi Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the .

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities [set out on page 4], the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Multi Academy Trust ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Multi Academy Trust to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Tollbar Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of Tollbar Multi Academy Trust (continued)

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Multi Academy Trust's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Multi Academy Trust members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Multi Academy Trust and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Luke Taylor BSc(Hons) ACA (Senior Statutory Auditor)
For and on behalf of Smailes Goldie
Chartered Accountants
Statutory Auditor
Regent's Court
Princess Street
Hull
East Yorkshire
HU2 8BA

6 December 2019

Note:

The maintenance and integrity of the Tollbar Multi Academy Trust website is the responsibility of the Trustees; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Tollbar Multi Academy Trust

Independent Reporting Accountant's Report on Regularity to Tollbar Multi Academy Trust and the Education & Skills Funding Agency

In accordance with the terms of our engagement letter dated 29 November 2016 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2018 to 2019, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Tollbar Multi Academy Trust during the period 1 September 2018 to 31 August 2019 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Tollbar Multi Academy Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we may state to Tollbar Multi Academy Trust and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Tollbar Multi Academy Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Tollbar Multi Academy Trust's accounting officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of the Tollbar Multi Academy Trust's funding agreement with the Secretary of State for Education dated 23 January 2013 and the Academies Financial Handbook extant from 1 September 2018, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2018 to 2019. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year from 1 September 2018 to 31 August 2019 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2018 to 2019 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Multi Academy Trust's income and expenditure.

Tollbar Multi Academy Trust

Independent Reporting Accountant's Report on Regularity to Tollbar Multi Academy Trust and the Education & Skills Funding Agency (continued)

The work undertaken to draw to our conclusion includes:

- Ensuring value for money is sought for all goods/services procured by the Multi Academy Trust, including those procured from related parties of the Multi Academy Trust.
- Ensuring that fixed asset additions are made in line with the terms of the funding received and that fixed asset disposals are properly authorised by the DfE.
- Ensuring that expenditure incurred through the Multi Academy Trust bank account and debit card is appropriate for the purposes of the Multi Academy Trust and that there has been no personal expenditure from the Multi Academy Trust's funds.
- Ensuring pension contributions are paid to the respective schemes in a timely manner.
- Ensuring returns required by regulatory or funding authorities are completed on a timely basis.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year from 1 September 2018 to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

.....
Smailes Goldie
Chartered Accountants
Regent's Court
Princess Street
Hull
East Yorkshire
HU2 8BA

6 December 2019

Tollbar Multi Academy Trust

Statement of Financial Activities for the Year Ended 31 August 2019 (including Income and Expenditure Account)

	Note	Unrestricted Funds £ 000	Restricted General Funds £ 000	Restricted Fixed Asset Funds £ 000	2018/19 Total £ 000	2017/18 Total £ 000
Income and endowments from:						
Voluntary income						
Donations and capital grants	2	25	-	1,152	1,177	27,649
Transfer from local authority on conversion		-	-	-	-	17,565
<i>Charitable activities:</i>						
Funding for the Multi Academy Trust's educational operations	3	-	28,289	-	28,289	29,223
Other trading activities	4	23	-	-	23	15
Investments	5	57	-	-	57	30
Total		105	28,289	1,152	29,546	74,482
Expenditure on:						
Raising funds	6	8	-	-	8	52
<i>Charitable activities:</i>						
Multi Academy Trust's educational operations	7	-	27,948	3,024	30,972	30,186
Total		8	27,948	3,024	30,980	30,238
Net income/(expenditure)		97	341	(1,872)	(1,434)	44,244
Transfers between funds		-	(1,345)	1,345	-	-
Other recognised gains and losses						
Actuarial gains on defined benefit pension schemes	22	-	(3,930)	-	(3,930)	2,224
Net movement in funds/(deficit)		97	(4,934)	(527)	(5,364)	46,468
Reconciliation of funds						
Total funds/(deficit) brought forward at 1 September 2018		756	(244)	114,833	115,345	68,877
Total funds/(deficit) carried forward at 31 August 2019		853	(5,178)	114,306	109,981	115,345


Tollbar Multi Academy Trust

(Registration number: 08085503)

Balance Sheet as at 31 August 2019

	Note	2019 £ 000	2018 £ 000
Fixed assets			
Tangible assets	13	113,661	114,477
Current assets			
Debtors	14	520	295
Cash at bank and in hand		6,095	5,808
		<u>6,615</u>	<u>6,103</u>
Creditors: Amounts falling due within one year	15	<u>(257)</u>	<u>(96)</u>
Net current assets		<u>6,358</u>	<u>6,007</u>
Total assets less current liabilities		<u>120,019</u>	<u>120,484</u>
Net assets excluding pension liability		120,019	120,484
Pension scheme liability	22	<u>(10,038)</u>	<u>(5,139)</u>
Net assets including pension liability		<u>109,981</u>	<u>115,345</u>
Funds of the Academy:			
Restricted funds			
Restricted general fund		(5,178)	(244)
Restricted fixed asset fund		114,306	114,833
		<u>109,128</u>	<u>114,589</u>
Unrestricted funds			
Unrestricted general fund		853	756
Total funds		<u>109,981</u>	<u>115,345</u>

The financial statements on pages 10 to 37 were approved by the Board of Trustees, and authorised for issue on 6 December 2019 and signed on their behalf by:



 Mr P Bond
 Chair

Tollbar Multi Academy Trust

Statement of Cash Flows for the Year Ended 31 August 2019

	Note	2019 £ 000	2018 £ 000
Cash flows from operating activities			
Net cash provided by operating activities	18	1,223	2,368
Cash inflows/(outflows) from investing activities	19	(936)	(88)
Change in cash and cash equivalents in the year		287	2,280
Cash and cash equivalents at 1 September		5,808	3,528
Cash and cash equivalents at 31 August	20	6,095	5,808

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019

1 Accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

Basis of preparation

The financial statements of the Multi Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2018 to 2019 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006.

Tollbar Multi Academy Trust meets the definition of a public benefit entity under FRS 102.

Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Multi Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Multi Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All incoming resources are recognised when the Multi Academy Trust has entitlement to the funds, when the receipt is probable and when the amount can be measured reliably.

Grants

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the balance sheet in the restricted fixed asset fund. Capital grants are spent on capital projects in line with the terms and conditions of the grant. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

1 Accounting policies (continued)

Sponsorship income

Sponsorship income provided to the Multi Academy Trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other income

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the Multi Academy Trust has provided the goods or services.

Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

Transfer on conversion

Where assets and liabilities are received by the Multi Academy Trust on conversion to an Academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Multi Academy Trust. An equal amount of income is recognised as transfer on conversion within Donations and capital grant income to the net assets received.

Transfer of existing academies into the trust

Where assets and liabilities are received on the transfer of an existing Academy into the Multi Academy Trust, the transferred net assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Multi Academy Trust. An equal amount of income is recognised for the transfer of an existing Academy into the Multi Academy Trust within Donations and capital grant income to the net assets acquired.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

1 Accounting policies (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

This includes all expenditure incurred by the Multi Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Charitable activities

These are costs incurred on the Multi Academy Trust's educational operations, including support costs and costs relating to the governance of the Multi Academy Trust apportioned to charitable activities.

Tangible fixed assets

Assets costing £2,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of Financial Activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets other than freehold land and assets under construction, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful lives, per the table below.

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

1 Accounting policies (continued)

Asset class	Depreciation method and rate
Freehold Buildings	10 - 50 years straight line
Long Leasehold Buildings	50 years straight line
Plant and Machinery	5 years straight line
Fixtures and Fittings	4 years straight line
Computer Equipment	3 years straight line

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Multi Academy Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions

Provisions are recognised when the Multi Academy Trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Leased assets

Rentals under operating leases are charged on a straight line basis over the lease term.

Financial Instruments

The Multi Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Multi Academy Trust and their measurement basis are as follows:

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

1 Accounting policies (continued)

Taxation

The Multi Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Multi Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Pension benefits

Retirement benefits to employees of the Multi Academy Trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Multi Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Multi Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Multi Academy Trust at the discretion of the trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Education & Skills Funding Agency and the Department for Education Group.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

1 Accounting policies (continued)

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Multi Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in the pension and similar obligations note, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2019. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2 Donations and capital grants

	Unrestricted funds £ 000	Restricted funds £ 000	2018/19 Total £ 000	2017/18 Total £ 000
Other voluntary income				
Capital grants	-	1,152	1,152	3,339
Transfer from existing academy	-	-	-	24,240
Other donations	25	-	25	70
	25	1,152	1,177	27,649

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

3 Funding for the Academy Trust's educational operations

	Unrestricted funds £ 000	Restricted funds £ 000	Restricted fixed asset funds £ 000	2018/19 Total £ 000	2017/18 Total £ 000
DfE/ESFA revenue grants					
General Annual Grant (GAG)	-	24,571	-	24,571	25,411
Other DfE/ ESFA grants	-	2,306	-	2,306	2,304
	-	26,877	-	26,877	27,715
Other government grants					
Local authority grants	-	1,319	-	1,319	1,413
Non-government grants and other income					
Other income from the academy trust's operations	-	93	-	93	95
Total grants	-	28,289	-	28,289	29,223

4 Other trading activities

	Unrestricted funds £ 000	Restricted funds £ 000	2018/19 Total £ 000	2017/18 Total £ 000
Hire of facilities	1	-	1	2
Other income	22	-	22	13
	23	-	23	15

5 Investment income

	Unrestricted funds £ 000	Restricted funds £ 000	2018/19 Total £ 000	2017/18 Total £ 000
Short term deposits	42	-	42	14
Rent received	15	-	15	16
	57	-	57	30

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

6 Expenditure

	Non Pay Expenditure			2018/19	2017/18
	Staff costs	Premises	Other costs	Total	Total
	£ 000	£ 000	£ 000	£ 000	£ 000
Expenditure on raising funds					
Allocated support costs	-	-	8	8	52
Academy's educational operations					
Direct costs	18,145	1,357	1,417	20,919	20,676
Allocated support costs	5,268	3,072	1,713	10,053	9,510
	<u>23,413</u>	<u>4,429</u>	<u>3,138</u>	<u>30,980</u>	<u>30,238</u>

Net income/(expenditure) for the year includes:

	2018/19	2017/18
	£ 000	£ 000
Depreciation	2,987	2,813
(Gain)/loss on disposal of fixed assets	(26)	-
Auditors' remuneration - audit services	18	17
Auditors' remuneration - other services	<u>11</u>	<u>10</u>

7 Charitable activities

	2018/19	2017/18
	£ 000	£ 000
Direct costs - educational operations	20,919	20,676
Support costs - educational operations	<u>10,053</u>	<u>9,510</u>
	<u>30,972</u>	<u>30,186</u>

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

7 Charitable activities (continued)

	2018/19 Total £ 000	2017/18 Total £ 000
Analysis of support costs		
Support staff costs	5,268	5,153
Depreciation	1,632	1,506
Technology costs	431	398
Premises costs	1,440	1,101
Other support costs	1,205	1,269
Governance costs	77	83
Total support costs	10,053	9,510

8 Staff

Staff costs

	2018/19 £ 000	2017/18 £ 000
Staff costs during the year were:		
Wages and salaries	18,042	17,457
Social security costs	1,528	1,494
Operating costs of defined benefit pension schemes	3,726	3,637
Apprenticeship levy	75	72
	23,371	22,660
Supply staff costs	27	97
Staff restructuring costs	15	157
	23,413	22,914

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

8 Staff (continued)

	2019 £ 000	2018 £ 000
Staff restructuring costs comprise:		
Settlement payments	15	126
Other restructuring costs	-	31
	<u>15</u>	<u>157</u>

Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £15,173 (2018: £125,582). Individually, the payments were: £1,711, £1,183 £6,840, £3,939 and £1,500.

Staff numbers

The average number of persons employed by the Multi Academy Trust during the year was as follows:

	2018/19 No	2017/18 No
Charitable Activities		
Teachers	361	357
Administration and support	315	309
Management	29	29
	<u>705</u>	<u>695</u>

Higher paid staff

The number of employees whose emoluments exceeded £60,000 was:

	2019 No	2018 No
£60,001 - £70,000	5	3
£70,001 - £80,000	2	2
£80,001 - £90,000	2	3
£100,001 - £110,000	1	1
£180,001 - £190,000	1	1

Key management personnel

The key management personnel of the Multi Academy Trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) in respect of key management personnel for their services to the Multi Academy Trust was £574,396 (2018: £568,763).

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

9 Central services

The Multi Academy Trust has provided the following central services to its academies during the year:

- Personnel
- Finance
- School Improvement
- ICT
- Buildings and Resource Management

The Multi Academy Trust charges for these services on the following basis:

- Management Charges are made based on 5-6% of pupil-related ESFA funding
- Time spent by the Education Welfare Officers and School Improvement Officers
- Time spent by the Catering Manager and extra staffing as and when costs are incurred

The actual amounts charged during the year were as follows:

	31 August 2019	31 August 2018
	£ 000	£ 000
Tollbar Academy	1,463	1,782
Cleethorpes Academy	593	649
Reynolds Academy	229	312
Somercotes Academy	333	300
Theddlethorpe Academy	58	46
Pilgrim Academy	151	157
Louth Academy	574	325
Cordeaux Academy	-	219
	<u>3,401</u>	<u>3,790</u>

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

10 Related party transactions - trustees' remuneration and expenses

One or more Trustees has been paid remuneration or has received other benefits from employment with the Multi Academy Trust. The principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment.

The value of trustees' remuneration and other benefits was as follows:

Mr D J Hampson OBE (Chief Executive and Trustee):

Remuneration: £190,000 - £195,000 (2018 - £190,000 - £195,000)

Employer's pension contributions: £Nil (2018 - £Nil)

Mrs A H Hampson (Chief Finance Officer) (Appointed 1 January 2019):

Remuneration: £55,000 - £60,000 (2018 - N/A)

Employer's pension contributions: £5,000 - £10,000 (2018 - N/A)

Included in the salary above for Mr D J Hampson OBE and Mrs A H Hampson, respectively, is £5,000 (2018: £9,000) and £5,000 relating to an honorarium payment authorised in the year ended 31 August 2019.

During the year ended 31 August 2019, travel and subsistence expenses totalling £471 (2018 - £533) were reimbursed or paid directly to 3 trustees (2018 - 3).

Other related party transactions involving the trustees are set out in note 23.

11 Trustees' and officers' insurance

In accordance with normal commercial practice the Multi Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the year ended 31 August 2019 was £1,686 (2018 - £1,686). The cost of this insurance is included in the total insurance cost.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

12 Statement of financial activities for prior year

	Note	Unrestricted Funds £ 000	Restricted General Funds £ 000	Restricted Fixed Asset Funds £ 000	2017/18 Total £ 000
Income and endowments from:					
Voluntary income					
Donations and capital grants	2	70	(1,489)	29,068	27,649
Transfer from local authority on conversion		-	(785)	18,350	17,565
<i>Charitable activities:</i>					
Funding for the Multi Academy Trust's educational operations	3	-	29,223	-	29,223
Other trading activities	4	15	-	-	15
Investments	5	30	-	-	30
Total		115	26,949	47,418	74,482
Expenditure on:					
Raising funds	6	52	-	-	52
<i>Charitable activities:</i>					
Multi Academy Trust educational operations	7	-	27,373	2,813	30,186
Total		52	27,373	2,813	30,238
Net income/(expenditure)		63	(424)	44,605	44,244
Transfers between funds		-	(143)	143	-
Other recognised gains and losses					
Actuarial gains on defined benefit pension schemes	22	-	2,224	-	2,224
Net movement in funds		63	1,657	44,748	46,468
Reconciliation of funds					
Total funds/(deficit) brought forward at 1 September 2017		693	(1,901)	70,085	68,877
Total funds/(deficit) carried forward at 31 August 2018		756	(245)	114,833	115,345

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

13 Tangible fixed assets

	Freehold land and buildings £ 000	Leasehold land and buildings £ 000	Plant and machinery £ 000	Furniture and equipment £ 000	Computer equipment £ 000	Total £ 000
Cost						
At 1 September 2018	77,821	40,562	1,010	768	3,277	123,438
Additions	769	5	323	195	892	2,184
Disposals	-	-	(80)	-	-	(80)
At 31 August 2019	78,590	40,567	1,253	963	4,169	125,542
Depreciation						
At 1 September 2018	3,042	2,255	588	537	2,539	8,961
Charge for the year	1,355	744	189	124	575	2,987
Eliminated on disposals	-	-	(67)	-	-	(67)
At 31 August 2019	4,397	2,999	710	661	3,114	11,881
Net book value						
At 31 August 2019	74,193	37,568	543	302	1,055	113,661
At 31 August 2018	74,779	38,307	422	231	738	114,477

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

14 Debtors

	2019	2018
	£ 000	£ 000
Sundry debtors	6	4
VAT recoverable	127	239
Prepayments and accrued income	387	52
	<u>520</u>	<u>295</u>

15 Creditors: amounts falling due within one year

	2019	2018
	£ 000	£ 000
Other creditors	-	3
Accruals and deferred income	257	93
	<u>257</u>	<u>96</u>

	2019	2018
	£ 000	£ 000
Deferred income		
Deferred income at 1 September 2018	48	1,125
Resources deferred in the period	209	48
Amounts released from previous periods	(48)	(1,125)
Deferred income at 31 August 2019	<u>209</u>	<u>48</u>

Deferred income relates to monies received in advance for the 2019-20 academic year and is entirely in relation to Pupil Statements and additional revenue funding from the Local Authority.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

16 Funds

	Balance at 1 September 2018 £ 000	Incoming resources £ 000	Resources expended £ 000	Gains, losses and transfers £ 000	Balance at 31 August 2019 £ 000
Restricted general funds					
General Annual Grant (GAG)	4,895	24,571	(23,491)	(1,345)	4,630
Other DfE/ESFA restricted funds	-	2,306	(2,076)	-	230
Other restricted funds	-	1,412	(1,412)	-	-
Pension fund	(5,139)	-	(969)	(3,930)	(10,038)
	(244)	28,289	(27,948)	(5,275)	(5,178)
Restricted fixed asset funds					
Devolved Formula Capital and School Condition Allocation grant	356	1,152	(62)	(801)	645
Assets acquired with PFS Grant	7,449	-	(903)	-	6,546
Other fixed assets on conversion/acquired	107,028	-	(2,059)	2,146	107,115
	114,833	1,152	(3,024)	1,345	114,306
Total restricted funds	114,589	29,441	(30,972)	(3,930)	109,128
Unrestricted funds					
Unrestricted general funds	756	105	(8)	-	853
Total funds	115,345	29,546	(30,980)	(3,930)	109,981

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

16 Funds (continued)

Comparative information in respect of the preceding period is as follows:

	Balance at 1 September 2017 £ 000	Incoming resources £ 000	Resources expended £ 000	Gains, losses and transfers £ 000	Balance at 31 August 2018 £ 000
Restricted general funds					
General Annual Grant (GAG)	2,183	25,878	(23,023)	(143)	4,895
Other DfE/ESFA restricted funds	-	1,866	(1,866)	-	-
Other restricted funds	-	1,508	(1,508)	-	-
Pension fund	(4,084)	(2,303)	(976)	2,224	(5,139)
	<u>(1,901)</u>	<u>26,949</u>	<u>(27,373)</u>	<u>2,081</u>	<u>(244)</u>
Restricted fixed asset funds					
Devolved Formula Capital and School Condition Allocation grant	332	900	-	(876)	356
Assets acquired with PFS Grant	7,449	-	-	-	7,449
Other fixed assets on conversion/acquired	62,304	46,518	(2,813)	1,019	107,028
	<u>70,085</u>	<u>47,418</u>	<u>(2,813)</u>	<u>143</u>	<u>114,833</u>
Total restricted funds	68,184	74,367	(30,186)	2,224	114,589
Unrestricted funds					
Unrestricted general funds	693	115	(52)	-	756
Total funds	<u>68,877</u>	<u>74,482</u>	<u>(30,238)</u>	<u>2,224</u>	<u>115,345</u>

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

16 Funds (continued)

A current year 12 months and prior year 12 months combined position is as follows:

The specific purposes for which the funds are to be applied are as follows:

General Funds represent those resources which may be used towards meeting any of the objects of the Trust at the discretion of the trustees. These are not currently designated for particular purposes.

General Annual Grant is made up of a number of different funding streams all of which are to be used to cover the running costs of the Trust. There are no limits on the amounts that can be carried forward in these funding streams.

Other DfE/ESFA Restricted Funds represent funding received from the Df/ESFA for specific projects.

Other Restricted Funds represent all other restricted funds received which must be used for the purpose intended.

Pension Reserve represents the current deficit balance of the Local Government Pension Scheme.

PFS Grant represents the amount of funding received from PFS to be spent in future years.

Assets Acquired with PFS Grant represents the net book value of property and computer equipment purchased to date using PFS funding.

Devolved Formula Capital and School Condition Allocations Grants represents funding received for capital projects which remains unspent at the end of the period.

Other Fixed Assets on Conversion / Acquired represents the net book value of assets acquired on conversion and during the period.

Under the funding agreement with the Secretary of State, the Trust was not subject to a limit on the amount of GAG that it could carry forward at 31st August 2019.

During the year, transfers of £1,345,000 from General Annual Grants to the restricted fixed asset fund was incurred to cover significant repairs across the Multi-Academy Trust. Any subsequent capital expenditure out of Devolved Formula Capital and School Condition Allocation grant funding has been transferred to Other fixed assets acquired.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

16 Funds (continued)

Analysis of academies by fund balance

Fund balances at 31 August 2019 were allocated as follows:

	2019 £ 000	2018 £ 000
Tollbar Academy	1,573	1,530
Cleethorpes Academy	808	670
Reynolds Academy	431	427
Somercotes Academy	315	244
Theddlethorpe Academy	168	139
Pilgrim Academy	339	182
Louth Academy	926	280
Cordeaux Academy	-	307
Central Services	1,153	1,872
Total before fixed assets and pension reserve	5,713	5,651
Restricted fixed asset fund	114,306	114,833
Pension reserve	(10,038)	(5,139)
Total	109,981	115,345

On 1 September 2018, Louth Academy and Cordeaux Academy merged to become a single Academy within the MAT (Louth Academy).

Analysis of academies by cost

Expenditure incurred by each academy during the year was as follows:

	Teaching and Educational Support Staff Costs £ 000	Other Support Staff Costs £ 000	Educational Supplies £ 000	Other Costs (excluding Depreciation) £ 000	Total 2019 £ 000	Total 2018 £ 000
Tollbar Academy	6,626	1,305	425	763	9,118	8,683
Cleethorpes Academy	3,330	593	270	364	4,557	4,263
Reynolds Academy	1,272	302	57	237	1,869	1,832
Somercotes Academy	1,566	253	115	244	2,152	1,944
Theddlethorpe Academy	296	61	27	72	450	411
Pilgrim Academy	859	234	58	150	1,300	1,242
Louth Academy	3,502	686	234	583	4,960	2,696
Cordeaux Academy	-	-	-	-	-	2,832
Central services	694	1,834	231	828	3,588	3,523
Multi Academy Trust	18,145	5,268	1,417	3,241	27,994	27,426

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

17 Analysis of net assets between funds

Fund balances at 31 August 2019 are represented by:

	Unrestricted funds £ 000	Restricted general funds £ 000	Restricted fixed asset funds £ 000	Total funds £ 000
Tangible fixed assets	-	-	113,661	113,661
Current assets	853	5,117	645	6,615
Current liabilities	-	(257)	-	(257)
Pension scheme liability	-	(10,038)	-	(10,038)
Total net assets	853	(5,178)	114,306	109,981

Comparative information in respect of the preceding period is as follows:

	Unrestricted funds £ 000	Restricted general funds £ 000	Restricted fixed asset funds £ 000	Total funds £ 000
Tangible fixed assets	-	-	114,477	114,477
Current assets	756	4,991	356	6,103
Current liabilities	-	(96)	-	(96)
Pension scheme liability	-	(5,139)	-	(5,139)
Total net assets	756	(244)	114,833	115,345

18 Reconciliation of net (expenditure)/income to net cash inflow/(outflow) from operating activities

	2018/19 £ 000	2017/18 £ 000
Net (expenditure)/income	(1,434)	44,244
Depreciation	2,987	2,814
Capital grants from DfE and other capital income	(1,152)	(3,339)
Interest receivable	(42)	(14)
Rents received	(15)	(16)
Defined benefit pension scheme cost less contributions payable	812	807
Defined benefit pension scheme finance cost	157	169
Transfer from existing academy	-	(24,240)
Transfer from local authority on conversion	-	(17,565)
(Increase)/decrease in debtors	(225)	572
Increase/(decrease) in creditors	161	(1,093)
Profit on disposal of tangible fixed assets	(26)	-
Cash transferred on conversion to an academy trust	-	29
Net cash provided by Operating Activities	1,223	2,368

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

19 Cash flows from investing activities

	2018/19	2017/18
	£ 000	£ 000
Rents received	15	16
Purchase of tangible fixed assets	(2,184)	(3,463)
Proceeds from sale of tangible fixed assets	39	6
Capital funding received from sponsors and others	1,152	3,339
Interest received	42	14
Net cash used in investing activities	<u>(936)</u>	<u>(88)</u>

20 Analysis of cash and cash equivalents

	2019	2018
	£ 000	£ 000
Cash at bank and in hand	<u>6,095</u>	<u>5,808</u>
Total cash and cash equivalents	<u>6,095</u>	<u>5,808</u>

21 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.

22 Pension and similar obligations

The Multi Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by both East Riding of Yorkshire Council and Lincolnshire County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS and of the LGPS related to the period ended 31 March 2016.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

22 Pension and similar obligations (continued)

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014 (as amended). Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic too for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019.

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- an employer cost cap of 15.1% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 2.8% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2% in excess of assumed CPI. The assumed nominal rate of return is 4.45%.

During the year the employer contribution rate was 16.4%. The TPS valuation for 2016 determined an employer rate of 23.6% from 1 September 2019, which will be payable during the implementation period until the next valuation as at March 2020. The next valuation of the TPS is currently scheduled to be based on April 2020 data and implemented in April 2023, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £2,075,100 (2018: £2,001,211).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in Financial Reporting Standard 102 (FRS 102), the TPS is an unfunded multi-employer pension scheme. The Multi Academy Trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Multi Academy Trust has set out above the information available on the scheme.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

22 Pension and similar obligations (continued)

Local government pension scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2019 was £1,097,000 (2018 - £1,082,000), of which employer's contributions totalled £842,000 (2018 - £840,000) and employees' contributions totalled £255,000 (2018 - £242,000). The agreed contribution rates for future years are 16.5% to 21.0% for employers and 5.5% to 12.5% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy trust closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

The Multi-Academy Trust made additional contributions of £77,000 in 2018/19 and is expected to make additional annual contributions totalling £80,000 in 2019/20, in respect of past service debt.

Principal actuarial assumptions

	2019 %	2018 %
Rate of increase in salaries	2.59	2.68
Rate of increase for pensions in payment/inflation	2.30	2.37
Discount rate for scheme liabilities	1.85	2.80

The current mortality assumptions include sufficient allowance for future improvements in the mortality rates. The assumed life expectations on retirement age 65 are:

	2019	2018
Retiring today		
Males	21.0	21.9
Females	23.4	24.3
Retiring in 20 years		
Males	22.2	23.9
Females	25.0	26.5

Sensitivity analysis

	2019 £000	2018 £000
0.5% decrease in discount rate	3,589	2,538
0.5% increase in salary increase rate	520	428
0.5% increase in pension increase rate	2,995	2,080

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

22 Pension and similar obligations (continued)

The Multi Academy Trusts share of the assets in the scheme were:

	2019 £ 000	2018 £ 000
Equities	11,553	10,546
Corporate bonds	2,445	1,967
Property	1,780	1,718
Cash and other liquid assets	472	369
Total market value of assets	16,250	14,600

The actual return on scheme assets was £725,000 (2018 - £929,000).

Amounts recognised in the statement of financial activities

	2018/19 £ 000	2017/18 £ 000
Current service cost	1,654	1,647
Interest income	(421)	(331)
Interest cost	578	500
Total amount recognised in the SOFA	1,811	1,816

Changes in the present value of defined benefit obligations were as follows:

	2018/19 £ 000	2017/18 £ 000
At start of period	19,738	14,420
Conversion of academy trusts	-	1,311
Transferred in on existing academies joining the trust	-	3,466
Current service cost	1,607	1,632
Interest cost	578	500
Employee contributions	255	242
Actuarial (gain)/loss	4,234	(1,626)
Benefits paid	(171)	(222)
Past service cost	47	15
At 31 August	26,288	19,738

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

22 Pension and similar obligations (continued)

Changes in the fair value of academy's share of scheme assets:

	2018/19 £ 000	2017/18 £ 000
At start of period	14,599	10,336
Conversion of academy trusts	-	497
Transferred in on existing academies joining the trust	-	1,977
Interest income	421	331
Actuarial gain/(loss)	304	598
Employer contributions	842	840
Employee contributions	255	242
Benefits paid	(171)	(222)
At 31 August	16,250	14,599

On 26 October 2018 the High Court handed down a judgment involving the Lloyds Banking Group's defined benefit pension schemes. The judgment concluded the schemes should be amended to equalise pension benefits for men and women in relation to guaranteed minimum pension benefits. The issues determined by the judgment arise in relation to many other defined benefit pension schemes. Under the ruling, schemes are required to backdate benefit adjustments in relation to GMP equalisation and provide interest on the backdated amounts. In response to this judgment HM Treasury stated that the High Court ruling "does not impact on the current method used to achieve equalisation and indexation in public service pension schemes". The Trustees are aware that the issue may affect the scheme however, based on information published by the scheme actuary and an initial assessment of the likely backdated amounts and related interest, the general expectation is that a 'trigger event' is yet to occur in the LGPS and the Trustees do not expect any future impact, to be material to the financial statements and therefore have not included a liability in respect of these matters.

Tollbar Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2019 (continued)

23 Related party transactions

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions. The following related party transactions took place in the financial period:

A Hampson, spouse of D Hampson, a trustee, is employed by the Multi Academy Trust as Chief Finance Officer. A Hampson's appointment was made in open competition and D Hampson was not involved in the decision making process. A Hampson is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a trustee. On 1 January 2019, A Hampson was appointed as a trustee, as such her remuneration from this date has been disclosed in note 10.

J Hampson, son of D Hampson, a trustee, is employed by the Multi Academy Trust as Deputy Site Manager. J Hampson's appointment was made in open competition and D Hampson was not involved in the decision making process. J Hampson is paid within the normal pay scale for his role and receives no special treatment as a result of his relationship to a trustee.

A Brown, spouse of M Brown, Deputy CEO, is employed by the Multi Academy Trust as Head of English and Assistant Head of Louth Academy. A Brown's appointment was made in open competition and M Brown was not involved in the decision making process. A Brown is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to the Deputy CEO.

There were no other related party transactions in the year, other than certain Trustees' remuneration and expenses already disclosed in note 10.