



**Smailes Goldie Group**  
CREATING ADVANTAGE

REGISTERED NUMBER: 08085503



# **Tollbar MAT**

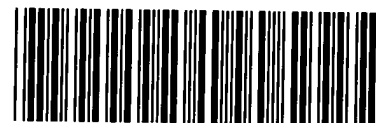
## **Family of Academies**

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

**Annual Report and Financial Statements**

**31 August 2020**

THURSDAY



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# **Tollbar Multi Academy Trust**

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## **Tollbar Multi Academy Trust**

### **Reference and Administrative Details**

<b>Members</b>	Mrs J Aukett Mr P Bond Mr M Chilvers Mr M Draper
<b>Trustees (Directors)</b>	Mr P Bond (Chair) Mrs J Aukett (Vice Chair) Ms G Alton Mr P Cornford Mrs A H Hampson (resigned 11 December 2019) Mr D J Hampson OBE (resigned 11 December 2019) Mrs A Manders Mr S Woolsey
<b>Chief Executive Officer and Accounting Officer</b>	Mr D J Hampson OBE (resigned 31 October 2020) Mr M J Brown (appointed 1 November 2020)
<b>Company Secretary</b>	Mr G Taylor
<b>Senior Management Team</b>	Mr D J Hampson, OBE, CEO (resigned 31 October 2020) Mr M J Brown, Deputy CEO (appointed as CEO 1 November 2020) Mrs A H Hampson, CFO (resigned 31 October 2020) Mr B Briggs, HRO Mr K N Blake, ICO
<b>Principal and Registered Office</b>	Station Road New Waltham Grimsby N E Lincolnshire DN36 4RZ
<b>Registration Number</b>	08085503
<b>Auditor</b>	Smailes Goldie Regent's Court Princess Street Hull East Yorkshire HU2 8BA

## **Tollbar Multi Academy Trust**

### **Reference and Administrative Details (continued)**

#### **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 2020**

BA	Business Arrangements
BP	Business Plan
CA	Cleethorpes Academy
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DCEO	Deputy CEO
DfE	Department for Education
ESFA	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 2020**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period 1 September 2019 to 31 August 2020. 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 4793 in the school census in January 2020.

## **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 and operates as Tollbar Multi Academy Trust.

Details of the trustees who served during the year, and to the date these accounts are approved 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**

During the year the Multi Academy Trust had in place third party indemnity provisions for the benefit of the Multi Academy Trust's Members and Trustees.

### **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. 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 2019.

### **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 2019
- 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 2020**

The Multi Academy Trust has the following committees and governing bodies in place as at 31 August 2020:

<b>FINANCE COMMITTEE</b>	Mrs J Aukett Mr S Woolsey Vice Chair  <b>Non-Director Committee Members:</b> Mr R Coleman Mrs J Hornby Mr J Stokes	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes
<b>AUDIT COMMITTEE</b>	Mr P Bond Mr P Cornford Chair Mr M Draper	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes
<b>PERSONNEL COMMITTEE</b>	Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mrs A Manders Mr S Woolsey	<b>QUORUM:3</b>  DELEGATED POWERS: Yes
<b>ADMISSIONS COMMITTEE</b>	Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mrs A Manders Mr S Woolsey	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes
<b>COMPLAINTS COMMITTEE</b>	Ms G Alton Mrs J Aukett Mr P Bond Mr P Cornford Mrs A Manders Mr S Woolsey	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes
<b>PAY AND PERFORMANCE COMMITTEE</b>	Mrs J Aukett Mr P Cornford Chair Mr P Bond	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes
<b>CEO'S AND DCEO'S PERFORMANCE COMMITTEE</b>	Mrs J Aukett Mr P Cornford Mr M Draper	<b>QUORUM: 3</b>  DELEGATED POWERS: Yes



### CONSTITUENT ACADEMY LOCAL GOVERNING BODIES

<b>TOLLBAR ACADEMY</b>	Mr P Bond      Chair Mrs J Aukett Mr G Cookson (appointed 13 November 2019) Mrs J Freeman Mr G Hammond Mr N Middleton Mr M Shadbolt Mr H Taylor (appointed 8 October 2019) Mrs C Yates	<b>QUORUM: 3</b>  <b>DELEGATED POWERS:</b> Yes
<b>CLEETHORPES ACADEMY</b>	Mr P Bond      Chair Mrs J Aukett Mr K Blake Mrs C Foster (appointed 9 October 2019) Mrs J Hornby Mrs M Odlin (appointed 15 October 2019) Mrs D Taylor Mrs M Toyne Mr K Vincent (appointed 9 October 2019)	<b>QUORUM: 3</b>  <b>DELEGATED POWERS:</b> Yes
<b>REYNOLDS ACADEMY AND PILGRIM ACADEMY</b>	Mrs J Aukett      Chair Mrs K Bevers (resigned 23 September 2019) Miss L Ciechanowski Mr A Clark Mrs T Garside Mrs A Manders Mrs M Portlock Mrs S Raven Mr W Weir	<b>QUORUM: 3</b>  <b>DELEGATED POWERS:</b> Yes
<b>SOMERCOTES ACADEMY AND THEDDLETHORPE ACADEMY</b>	Mr P Bond Mr W Porter Mr J Stokes Mr R Coleman Mr E Hughes-Jones	<b>QUORUM: 3</b>  <b>DELEGATED POWERS:</b> Yes
<b>LOUTH ACADEMY</b>	Mr P Bond      Chair Mrs J Aukett Mr D J Hampson Mr M J Brown Mrs J Freeman Mrs D Underwood Mr R Coles	<b>QUORUM: 3</b>  <b>DELEGATED POWERS:</b> Yes

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.

## 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 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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## **Tollbar Multi Academy Trust**

### **Report of the Trustees – continued for the year ended 31 August 2020**

#### **Related Parties and Other Connected Charities and Organisation**

The Multi Academy Trust currently has a contract with IT @ Spectrum Limited, in relation to printing services, for three of the Academies and Central Services within the Trust. This is a company in which Mr S Woolsey, a Trustee, is an employee and is the Account Manager for the contract. The contract was procured through a competitive tendering policy with value for money taken into consideration, and Mr S Woolsey was not involved in the decision making process and shall not be going forward. Mr S Woolsey does not personally benefit from this transaction and is neither a shareholder nor part of management for IT @ Spectrum Limited.

#### **Engagement with employees (including disabled persons)**

The Board of Trustees consider the Multi Academy Trust's employees to be integral to its continued success. The Board of Trustees makes use of the Senior Management Teams throughout the Multi Academy Trust to ensure that all employees are kept up to date with key and relevant information which may concern them as employees. Each academy location consults its employees as necessary when making material decisions which may affect them. Employees are encouraged to have an interest in the performance and success of the Multi Academy Trust. The Multi Academy Trust invests heavily in training to allow staff members to meet the needs of the Trust and deliver on its obligations to the UK educational sector and the Secretary of State for Education

The policy of the Multi Academy Trust is to support recruitment and retention of students and employees with disabilities. The Multi Academy Trust supports this by adapting the physical environment wherever possible, by making support resources available and through training and career development. New buildings and improvements to existing buildings all recognise the need to be fully DDA compliant.

#### **Engagement with suppliers, customers and others in a business relationship with the trust**

The Board of Trustees continuously consider key stakeholder relationships and develops them through the Senior Management Team. The Multi Academy Trust considers relationships with customers and suppliers on a local and national scale and maintains strong relationships at a local and national level.

## **Tollbar Multi Academy Trust**

### **Report of the Trustees – continued for the year ended 31 August 2020**

#### **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 2019/2020.

##### **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.

**STRATEGIC REPORT**



**Tollbar MAT**  
Family of Academies

# **BUSINESS PLAN**

**2019 – 2020**

## **REVIEWED WITH EVIDENCE**

**and an addendum summarising the commentary in line with  
Section 3.3, Academies Accounts Direction 2019/20, Supplementary  
Bulletin, July 2020**



**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 (2018-19)
- 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 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 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 (2019-20 reviewed)

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

- a. Schedule regular meetings so that Academy Principals meet with the Senior Executive Team to update on progress and issues **[CEO] started**
- b. Keep the LGB accountability meetings aligned with the academy cycle of termly recording and reporting progress **[CEO] started**
- 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] started**
- d. Schedule MAT-wide staff development programmes that are informed by MAT and academy priorities and identified staff needs **[HRT] started**
- e. Ensure academies apply phase-related consistent and accurate approaches to assessment and the evaluation of teaching and learning **[DCEO] started**
- f. Provide appropriate resources to meet need and benefit learning in the academies and ensure aspirational targets for learning are set **[CEO] started**
- 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 ways Ofsted and ESFA judge and regulate 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 in key curriculum areas in an academy
- X. Procedural slippage within the academies
- XI. Financial constraints based on national education funding formula

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

### KEY DELIVERABLES

#### WHERE WE WERE IN AUGUST 2019

- a) 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)
- b) One primary academy is Ofsted RI, one Ofsted good, one internal good; One secondary Ofsted outstanding, two Ofsted good and one internal RI
- c) 0 out of 7 academies have overall attendance rates above the national average

#### WHERE WE WILL BE BY AUGUST 2020

- a) The progress range across academies in each phase has reduced **VOID**
- b) Internal and external reports on academies show improvement **ACHIEVED**
- c) The proportion of academies with attendance rates over the year above national average has increased. **VOID**



## EVIDENCE TO SUPPORT THE EVALUATION OF MAT 1

Pilgrim OFSTED Jan 2020	Good
Cleethorpes OFSTED Jan 2020	Good

Earlier: Tollbar	Outstanding
Somercotes	Good
Reynolds	Good
Theddlethorpe	RI

Louth            Awaiting first inspection under TMAT.  
Independent inspector (Jan 2020) judges "Rapidly Improving School".

During Covid-19, students' access to remote learning and tutor-student communication was enabled through the use of FROG. Virtual meetings across staff were enabled through the use of Microsoft Teams and telephone conference calls.

After the full-school closure period, the proportion of eligible students attending TMAT academies was higher than that in other schools in the area. Feedback from students and parents during this phased-return period was positive.

A report on how academies responded to Covid-19 is summarised below

### Secondary Summary

#### What happened

- FROG established for in-school use prior to lockdown
- Students trained prior to lockdown how to use it remotely
- Bank of resources built prior to closure directed by curriculum leaders
- Work marked and feedback via FROG
- Analytics identified students who were non-participants who were then contacted by pastoral staff
- MAT-donated laptops & academy-created hard copy packs were distributed to those who needed them
- Some video lessons created in house
- Externally produced resources included Mathwatch, Mymaths, National Academy video lessons, You Tube and BBC Bitesize
- Use of email and telephone to respond to queries from students and parents
- Welfare checks undertaken by pastoral staff - online and telephone
- Signposting to support for those struggling
- During partial reopening Y10 attended on a one-day-per-week rota.
- Emphasis on core subjects with staggered access to some options
- Direct teaching on one day and via FROG on other four
- Support staff incorporated into the rota supporting student in class & helping to prepare remote materials

#### What we learnt and forward plan

- FROG works well
- In future, all lessons to be uploaded to FROG to be accessed by students absent for any reason
- Will develop materials on FROG that can be used by the many students with no printers
- More training for staff on use of FROG and development of more resources to build capacity and resilience
- Embed VLE into day-to-day practice
- Create student timetables to prevent periodic overload and ensure curriculum breadth

## Primary Summary

### What happened

- a) Initially, learning packs assembled (En, Ma and Theme) and sent home with children at point of closure
- b) Student zone created on school website onto which year-group specific work uploaded every week
- c) Initial focus on practising work already taught
- d) PE, mindfulness, art and DT projects as well as fun/educational activities at one academy
- e) Work set was "printer not needed"
- f) Used Twinkl, Plazoom, White Rose Maths, The National Academy, TES. (LCC resources at one academy)
- g) Hard copies delivered and/or TMAAT-donated laptops to those unable to access website from home
- h) Initial communication with home via letters on website and contact via "enquiries" academy email
- i) Migrated to FROG which allowed school-home interaction and feedback to students
- j) Teachers developed class-sites on FROG which went well
- k) Avoided making video-lessons because of TMAAT safeguarding policy
- l) In one academy the class teachers telephoned the children every two weeks, to keep in touch
- m) Those vulnerable children not attending were contacted weekly by the DSL
- n) Contacts with social workers has been maintained
- o) Throughout his period, those attending the school had the option of using FROG as well
- p) In Mid-June children from Nursery, Reception and Year 1 were able to attend their academies

### What we learnt and forward plan

- a) We have now learnt how to use FROG
- b) In future, all lessons to be uploaded to FROG to be accessed by students absent for any reason
- c) Will develop materials on FROG that can be used by the many students with no printers
- d) More training for staff on use of FROG and development of more resources to build capacity and resilience
- e) Embed VLE into day-to-day practice and develop self-learning
- f) Develop teaching clips

Application for places for 2020-21 shows increasing popularity of TMAAT academies in both phases and across both local authorities.

The local good schools guide (secondary) shows Tollbar Academy at the top with Cleethorpes now 6<sup>th</sup> in the rank ordering.

## 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

- a. Evaluate and keep under review all support services **[CEO+CFO] ongoing**
- b. Recruit staff and provide training and HR services to academies **[HRT] started**
- c. Provide finance services to academies **[CFO] started**
- d. Provide core administrative services to academies **[CFO] started**
- e. Provide IT support and data services to academies **[ICO] started**
- f. Provide resource management services to academies **[RO] started**
- g. Provide estates management services to academies **[RO] started**
- h. Provide curriculum, timetabling, data analysis and pupil admission services to academies **[TTO] started**
- i. Provide marketing and PR services to academies **[HRT] started**

### 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 2019

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

#### WHERE WE WILL BE BY AUGUST 2020

- a) All academies are staffed and resourced to enable the teaching of a broad and balanced curriculum throughout the year **ACHIEVED**
- b) There is recorded evidence to show that centrally employed staff provide cost effective services **ACHIEVED**
- c) Any Ofsted inspection of a constituent academy reports beneficial support from the MAT **ACHIEVED**

## EVIDENCE TO SUPPORT THE EVALUATION OF MAT 2

A letter from RSC (4 Feb 2020) commends the CEO of the MAT for his personal and effective support for its academies.

HR reports to the Board throughout the year show full staffing enabling the teaching of a broad and balanced curriculum.

During Covid-19, there was no IT failure, and all the MAT business operations continued without interruption. The new data centre proved its value and effectiveness. Financial management and controls were never compromised. Invoices were raised and settled in the normal fashion. Initially, working remotely, the CFO ensured regular budget monitoring and reporting.

Initially, a proportion of pupils were unable to access learning materials at home. The MAT provided "hard copy" versions for these pupils and went on to provide, from their existing resources, recycled laptops, associated software and peripherals.

TMAT has ensured the provision of FSM throughout Covid-19. In collaboration with its contracted meals provider (Aspens) TMAT prepared FSM hampers for collection by all eligible students. The contractual relationship between MAT and provider has been sustained during this period with revised profit-sharing arrangements and top-up support for furloughed workers. (Finance Committee minutes 27/7/20)

TMAT purchased centrally and early all necessary PPE which was and continues to be distributed to individual academies. Stocks and distribution are all in place for the full opening of academies in September 2020. Deep cleaning protocols are embedded in practice.

All sites, and all teaching and administrative, locations have been arranged in Covid-19 secure configurations.

The locality-based model of TMAT allows for direct academy-centre interaction. To this end, interventions and support to academies throughout the Covid-19 episode has been prompt and visible. From co-ordinating remote teaching to the provision of PPE, the MAT centre has taken direct control to the benefit of pupils, their families, and staff. Feedback from families has been positive with high degrees of confidence in the MAT's arrangements for partial and full; re-openings.

Finance minutes confirm the regular, accurate and timely reporting to ESFA,

The two Ofsted reports of academies over 2019-20 have no criticism of support from the MAT.

The MAT's School Improvement Model remains fit for purpose – improving outcomes prove this point. It has been amended this year to reflect changes in personnel rather than changes in strategy.

### 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

- a. Update the risk management plan to relate to this annual business plan **[CEO] completed**
- b. 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] 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] completed**
- 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 under review **[CEO+CFO] completed**
- f. Ensure up-to-date asset management planning and reporting **[RO] partially completed**

#### RISKS

- I. Leaders of service areas leave
- II. Inability to recruit or retain staff with commitment and expertise in service areas
- III. Changes to ESFA requirements
- IV. Business interruption especially ICT 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, including those in the sixth form, (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 2019

- a) External audit has no qualifications.
- b) All risks are identified, and a plan is in place to mitigate them
- c) 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

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

## EVIDENCE TO SUPPORT THE EVALUATION OF MAT 3

Control area		Location of detail and evidence
1	Governance compliant with Articles of Association and Funding Agreement	Business arrangements
2	Strategic plans, approved by members and trustees, that indicate longer run intentions and inform annual operational plans	Five-year rolling strategic plan Annual operational plan
3	Financial forecasting (informed by strategic and operational plans), budgeting and reporting	Finance committee reports Sage winforecast
4	Financial planning linked to curriculum review which identifies staffing needs in relation to pupil numbers and level of funding available	Finance committee reports
5	Comprehensive budgeting and monitoring systems	CEO/CFO use of Access Dimensions
6	Annual budget formally agreed and regularly reviewed by the Trust	Finance committee reports
7	Regular financial reporting to the Trust which indicates financial performance against budget forecast.	Finance committee reports
9	Tendering processes informed by strategic and operational plans and monitoring of capital expenditure	TMAT Finance regulations compliant with latest ESFA requirements
10	Clearly defined purchasing procedures and internal financial regulations	TMAT Finance regulations compliant with ESFA requirements
11	Defined authorisation limits, delegation of authority and segregation of duties	TMAT Finance regulations/ appendix
12	Terms of reference for all committees	Business arrangements
13	Formal agendas and minutes for all meetings of the Trust and committees	Clerk's records
14	Defined organisational structures and lines of reporting and accountability	Business arrangements
15	Formal written policies	Intranet
16	Risk register review to identify and manage risks	Risk Management Plan
17	Vetting and recruitment procedures for the protection of students	Intranet
18	Appointment of Internal Auditor to examine the operation of the financial controls, and to report findings to the Trust	Internal auditor report Audit committee reports
19	Annual audit and systems review carried out by external auditors	External auditor report

All key controls have been identified in MAT documentation and operationalised through the business plan, risk management plan, policies and procedures.

A completed benchmarking exercise this year showed TMAT with its constituent academies continues to give good value for money.

External consultants have examined the risk management plan for 2019-20 and determined that, overall, its implementation has managed the risks as and when they arise in the manner stated in the plan.

The MAT with its constituent academies have achieved a balanced budget over the period 2019-20.

MAT 4 DEVELOP THE GOVERNANCE AND SUSTAINABILITY OF THE MAT	
RATIONALE	
<p>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.</p>	
ACTIONS	RISKS
<p>a. 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 <b>[Chair of Board] started</b></p> <p>b. 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 <b>[HRT] started</b></p> <p>c. Undertake due diligence and establish the business case before adopting any new academies into the Trust <b>[CEO] n/a</b></p> <p>d. Ensure all constituent academies are developing and supporting new leaders in the academies <b>[HRT] completed.</b></p> <p>e. Plan for appointing staff into positions on the MAT Executive Team <b>[CEO] completed</b></p> <p>f. Have regard to maintaining MAT sustainability and good governance in any planned change in the organisation <b>[Members] completed</b></p>	<p>I. LGB unable to respond to challenges from the Board</p> <p>II. Local issues not adequately presented to the Board</p> <p>III. Inability to recruit 'governors' at board and academy level</p> <p>IV. Legacy effects of previous academy incorporations threaten Value for Money (VfM) across the MAT</p> <p>V. Overall disbenefits outweigh benefits when staff and/or resources are redeployed</p> <p>VI. Change in the local and national educational landscape</p> <p><a href="#">Click here for risk matrix and mitigation</a></p>
KEY DELIVERABLES	
WHERE WE WERE IN AUGUST 2019	WHERE WE WILL BE BY AUGUST 2020
<p>a) Members have met twice but not to hold the directors directly to account</p> <p>b) This operational plan reflects the objectives set out in the strategic plan</p> <p>c) Members, Trustees and LGB appointees have not met together over the year</p>	<p>a) Members have met termly to hold the directors to account for the performance of the Trust <b>ACHIEVED</b></p> <p>b) 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 <b>ACHIEVED</b></p> <p>c) Members, Trustees and LGB appointees have met together at least once over the year to reaffirm the purpose and values of the Trust <b>VOID</b></p>

## EVIDENCE TO SUPPORT THE EVALUATION OF MAT 4

This operational plan is informed by the MAT 5-year strategic plan .

External consultants have examined the five-year strategic plan for 2018-23. They note that the current strategic phase 2 of Tollbar MAT is described as “sustainability”, phase 1, the first 5 years, having been described as “establishment”. They understand that with new MAT leadership, Members and Directors may wish to consider setting a third-phase strategic direction. Consultants’ advice is to retain the “sustainability” strategic priority until such time that Members and Directors are content that the capacity is in place to drive any new agenda through. For the time, being, therefore, consultants recommend keeping the strategic plan in its current wording and allowing it to inform the new 2020-21 operational plan.

Whilst Covid-19 has had significant impact of the implementation of annual operational planning, the longer run strategic plan has not been compromised. Purpose, vision and values remain intact.

The 2020-21 operational plan will include a specific section on continuity of personal safety, well-being, learning and business operations in the context of continued Covid-19 prevalence. (see draft 2020-21 operational plan)

A full programme of trustee training has not taken place this year, mostly because of Covid-19 interruptions.

Because TMAT was not engaged in incorporating any new academies this year, many of the actions related to due diligence and business case exercises were not used.

Succession planning related to changes of the senior executive leadership of the MAT was completed successfully.

There is partial success in the recruitment of new Members and Directors. This work is expected to continue into the next year, in line with the intentions of succession planning within the Board.



## 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

- a. Reaffirm and embed an understanding and culture of compliance across the MAT **[CEO] completed**
- b. Adopt appropriate audit tools to undertake regular compliance checks **[DCEO] completed**
- c. With reference to GDPR, support data protection compliance across the MAT and respond to the recommendations **[ICO] completed**
- d. Schedule and run the H&S committee with senior manager representation from each academy and deliver the requirements of the H&S Policy **[RO] partially completed**
- e. Provide information and training for those at the Centre and those in Academies on how they must discharge their compliance responsibilities **[DCEO] completed**
- f. Maintain and promote the MAT-wide Intranet as a repository for all up-to-date requirements, policies, procedures and report templates **[ICO] completed**
- g. Select compliance areas for internal auditors and consultants to investigate and report the schedule and outcomes to the Board **[CEO] completed**
- h. Maintain and promote the MAT website **[ICO] completed**

### RISKS

- I. A serious H&S or safeguarding incident occurs for which there is no procedure
- II. Internal communication failure obscures full understanding of 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 body
- V. Time spent on ensuring compliance detracts from core purpose
- VI. Internal inspections and audits fail to pick up a non-compliance event
- VII. Intranet not kept up to date or not used by staff
- VIII. Website not kept up to date

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

### KEY DELIVERABLES

#### WHERE WE WERE IN AUGUST 2019

- a) Concerns noted in compliance checks, inspections and audits have been acted on promptly
- b) Not all personnel are trained in appropriate and latest compliance procedures
- c) An annual health check of MAT compliance with its articles and funding agreement shows full compliance has been planned for the next period

#### WHERE WE WILL BE BY AUGUST 2020

- a) All compliance checks, inspections and audits show no major concerns **ACHIEVED**
- b) All personnel are trained in appropriate and latest compliance procedures **ACHIEVED**
- c) An annual health check of MAT compliance with its articles and funding agreement shows full compliance **ACHIEVED**

## **EVIDENCE TO SUPPORT THE EVALUATION OF MAT 5**

In spite of all the interruptions, all required reports and returns have been dispatched in an accurate form and timely manner.

Training programmes for staff related to compliance have continued online.

Though guidance and regulations from DfE have sometimes been last minute and other times opaque, TMAAT has managed to stay ahead of the game in achieving Covid-19 compliance.

The Board and its committees continued to meet throughout the year. Decisions were made in a timely fashion, and with regard to prevailing Covid-19 guidance. These decisions, along with their reasons, were recorded in the minutes of each meeting. Admissions and any appeals were progressed in accordance with temporary regulations. Exclusions were dealt with similarly.

The MAT intranet has continued through the year, to publish updated policies and procedures.

Though the programme of annual H & S tests has been interrupted, all tests undertaken have had satisfactory conclusions.

## 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. [For this Covid-19 year there is a "not valid" category - grey]*

The actions that drive the deliverables are assessed as:

*Completed; underway; or not started.*

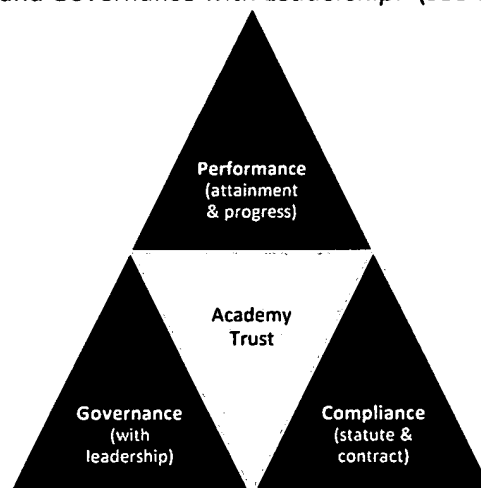
These assessments are included in the MAT's annual report which is available for public scrutiny.

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
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

Addendum summarising the commentary in line with Section 3.3, Academies Accounts Direction 2019/20, Supplementary Bulletin, July 2020

3.3 The following list is based on the advice and covers areas trustees may wish to consider when preparing their trustees' report (referencing relates to SORP paragraphs).

3.3.1. In reporting the main achievements of the academy trust (paragraph 1.20) explaining how the virus control measures affected their activities

Academy reports show that whilst normally expected end-of-year pupil attainment may have been compromised, academies used their best endeavours to ensure continuity of learning. (BPR1)

Attendance rates of key workers at each academy were higher than local averages. (Board Meeting Minutes)

Attendance rates during the phased return at each academy were higher than local averages. (Board Meeting Minutes)

At all times, there were sufficient staff to provide education to those at school and those working from home during Covid-19 (BPR1)

Lessons learnt during partial school closures are informing plans for the 2020-21 academic year (Academies Covid-19 report).

3.3.2. Taking the opportunity to explain any financial uncertainties regarding the academy trust's financial sustainability and consideration of going concern (paragraph 1.23) and the steps being taken to address these uncertainties

Finance committee met regularly (and virtually during April – May and physically thereafter).

With a long successful track record of astute and active financial management by the CEO and CFO, informed by forecasting curriculum requirements and staffing costs, the Board are content that TMAT remains financially sustainable.

- 3.3.3. Explaining how the contribution of volunteers, where appropriate, assisted the academy trust in its work in managing in the changed circumstances (paragraph 1.39)

Not applicable

- 3.3.4. The impact on the academy trust's ability to fundraise (paragraph 1.41) and how the trustees managed this situation

Not applicable

- 3.3.5. How the outbreak of the virus has affected staff, volunteers and beneficiaries (such as the academy trust's pupils) and the implications for the academy trust's operations and activities for the coming year (paragraph 1.45)

Teachers have learnt to incorporate virtual environments into their planning, teaching and assessment. There is a greater awareness of the risks and benefits associated with blended learning. This is informing MAT-wide plans for the upcoming year.

Initially, a proportion of pupils were unable to access learning materials at home. The MAT provided "hard copy" versions for these pupils and went on to provide, from their existing resources, recycled laptops, associated software and peripherals.

The learning platform, FROG, has been extended to enable communication between learners and teachers. Coupled with the use of the telephone, academies have been able to support all pupils, including those who may be vulnerable and unable to return to their academy. For the autumn term, MS Teams will be used by teachers who, for whatever reason are required to work from home, so that they may teach real-time interactive lessons to students in their classrooms in the academies. (BPR1) (Academies Covid-19 report).

TMAT has ensured the provision of FSM throughout Covid-19. In collaboration with its contracted meals provider (Aspens), TMAT prepared FSM hampers for collection by all eligible students. The contractual relationship between MAT and provider has been sustained during this period with revised profit-sharing arrangements and top-up support for furloughed workers. (Finance Committee minutes 27/7/20)

TMAT purchased centrally and early all necessary PPE which was and continues to be distributed to individual academies. Stocks

and distribution are all in place for the full opening of academies in September 2020. Deep cleaning protocols are embedded in practice.

All sites, and all teaching and administrative, locations have been arranged in Covid-19 secure configurations.

Arrangements are in place for all staff to receive the full range of available influenza vaccinations early in the autumn term.

- 3.3.6. How the financial and operational effects of the virus and the control measures relating to the virus affected the principal risks and uncertainties facing the academy trust during the reporting period (paragraph 1.46)

The risk management plan clearly identified and mitigated risks associated with business interruption. All business functions continued without interruption during Covid-19. By mid-April MAT central non-vulnerable staff were back at their desks in Covid-19 secure environments. Full operations continued in physical and virtual settings, enabling the MAT to respond quickly to ever-changing advice from DfE. (BPR 2)

Through the duration of externally changing circumstances the MAT's internal controls were never compromised. (BPR 3)

- 3.3.7. Give consideration whether there are any implications for any existing or potential defined benefit pension liability (paragraph 1.47) and investments the academy trust holds (paragraph 1.47)

Not applicable

- 3.3.8. Consider any impact on the academy trust's reserves policy, level of reserves and any change to funds set aside for future commitments (paragraph 1.48)

There has been no impact on TMAT's Reserves Policy.

TMAT has made a Coronavirus Exceptional Costs claim with respect to PPE and FSM additional strains on its revenue budget.

- 3.3.9. Consider the likely impact of the virus control measures and potential duration of the control measures on the future aims and activities of the academy trust (paragraph 1.49)

Whilst Covid-19 has had significant impact of the implementation of annual operational planning, the longer run strategic plan has not been compromised. Purpose, vision and values remain intact.

The 2020-21 operational plan will include a specific section on continuity of personal safety, well-being, learning and business operations in the context of continued Covid-19 prevalence. (see draft 2020-21 operational plan)

- 3.3.10. The impact of the virus-related control measures on any wider network of which the academy trust is a part and how this affects the academy trust's operations (paragraph 1.51)

TMAT is configured as an academy hub, not in response to DfE requirement, but in its initial intention and design.

This locality-based model allows for direct academy-centre interaction. To this end, interventions and support to academies throughout the Covid-19 episode have been prompt and visible. From co-ordinating remote teaching to the provision of PPE, the MAT centre has taken direct control to the benefit of pupils, their families, and staff.

Feedback from families has been positive with high degrees of confidence in the MAT's arrangements for partial and full; re-openings.



## **Tollbar Multi Academy Trust**

### **Report of the Trustees – continued for the year ended 31 August 2020**

#### **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.

#### **Promoting the success of the Multi Academy Trust**

The Board of Trustees have considered the matters set out in section 172 (1) (a) to (f) when performing their duty to promote the success of the Multi Academy Trust.

The Board of Trustees continue to ensure that any business decisions consider the long-term impact on all key stakeholders. During the period there has been a strong focus on the continued integration with all academies within the Multi Academy Trust to ensure that the Multi Academy Trust continues to function in a single consistent manner going forward.

This integration promotes employee development and allows supplier and customer relationships to be elevated to a MAT level.

Environmental issues continue to be a major focus of the Multi Academy Trust and are a key consideration as the Board compiles its strategy. The Board of Trustees encourage sharing of best practices between all academies within the Multi Academy Trust to ensure it operates at the highest possible standard and endeavours for all members to be treated fairly.

The Board of Trustees meet regularly to oversee implementation of the Multi Academy Trust's strategy. This includes, but is not limited to, reviewing the performance against forecasts, authorising and monitoring capital investment, assessing compliance with regulations and maintaining a high level of active training to promote a safe working environment, all of which contribute directly to the long term success of the Multi Academy Trust.

In addition, the Board of Trustees consider the Multi Academy Trust's employees, suppliers and customers to be integral to its continued success. The Trustees have reported on engagement with suppliers, customers and others within the Structure, Governance and Management section of this report.

## **Tollbar Multi Academy Trust**

### **Report of the Trustees – continued for the year ended 31 August 2020**

#### **FINANCIAL REVIEW**

During the year, the Multi Academy Trust made a surplus on restricted general funds (excluding pension reserves) and unrestricted funds of £1,578,000. At 31 August 2020, 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 2020, including amounts held as cash at bank, are committed to future projects. As at 31 August 2020, the Multi Academy Trust had £7,291,000 (2019: £5,713,000) of restricted and unrestricted general reserves (excluding pension reserves).

#### **Reserves Policy**

At 31 August 2020, the Multi Academy Trust's balances on unrestricted and restricted funds (excluding pension reserves and fixed asset reserves) amounted to £919,000 (2019: 853,000) and £6,372,000 (2019: £4,860,000) 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 2020, the Multi Academy Trust carried forward unspent capital funding of £1,283,000 (2019: £645,000). This is to be spent on capital projects in the academic year to August 2021.

#### **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.

**Report of the Trustees – continued  
for the year ended 31 August 2020**

**Principal Risks and Uncertainties**

The risks and strategies for their mitigation over the period 2019-2020 have been reviewed (see below) and a revised risk management plan for the period 2020-2021 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 2019-2020 were:

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

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.

## 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)

<b>pr ≥ 10</b>	All mitigation measures in place and frequently reviewed. Actions reflected in business plan.
<b>9 ≥ pr ≥ 5</b>	All mitigation measures in place and reviewed annually
<b>4 ≥ pr</b>	All mitigation measures in place and reviewed at least every two years

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	4	4	16	<ul style="list-style-type: none"> <li>Refer to <u>BP 2b</u> [HRT]</li> </ul>	Planned
	ii. Key personnel leave or are absent	4	4	16	<ul style="list-style-type: none"> <li>Refer to <u>BP2b</u> [HRT]</li> <li>Succession plan prepared [CEO for Members]</li> </ul>	Planned Planned
	iii. Academy improvement strategies stall	2	4	8	<ul style="list-style-type: none"> <li>Frequent and regular meeting between CEO and Principals [CEO]</li> <li>Termly progress reports from Principals to LGB and through to the Board [Principals]</li> </ul>	Schedule in place Underway
	iv. Changes in ways attainment and progress are measured and reported nationally	3	4	12	<ul style="list-style-type: none"> <li>Keep up to date with all potential changes [Principals+ Executive Team]</li> <li>Model consequent curriculum changes in constituent academies [Principals + Executive Team]</li> <li>Keep under review cross-academy curriculum models [Principals + Executive Team]</li> <li>Model consequent student grouping changes in constituent academies [Principals + Executive Team]</li> <li>Adjust student level targets accordingly in constituent academies [Principals]</li> </ul>	In place Reviewed regularly Reviewed regularly Reviewed regularly Reviewed regularly

Risk area 1	Possible event	likelihood	Impact	Priority	Actions <u>see also BP 1</u>	status
					<ul style="list-style-type: none"> <li>Adjust academy academic targets accordingly in constituent academies [Principals]</li> <li>Keep students and parents informed of planned changes [Principals]</li> </ul>	In place  Reviewed regularly
	v. Further changes to the ways Ofsted and ESFA judge and regulate schools	4	4	16	<ul style="list-style-type: none"> <li>Keep up to date with all potential changes [Principals + Executive Team]</li> <li>Keep students and parents informed of planned changes [Principals]</li> <li>Check academies are prepared for any new inspection arrangements [Principals + Executive Team]</li> </ul>	In place  In place  In place
	vi. Changes to student entry profiles	4	4	16	<ul style="list-style-type: none"> <li>Undertake detailed analyses of student attainment on entry in constituent academies [Principals]</li> <li>Adjust curriculum accordingly in constituent academies [Principals + Executive Team]</li> <li>Adjust student groupings accordingly in constituent academies [Principals + Executive Team]</li> </ul>	Ongoing  Prepared  Prepared
	vii. Change in local and national educational landscape	4	4	16	<ul style="list-style-type: none"> <li>Keep up to date with possible changes [Executive Team]</li> <li>Model consequences on existing provision [Executive Team]</li> </ul>	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 constituent academies	2	4	8	<ul style="list-style-type: none"> <li>See mitigation in Risk Area (RA) 3iv and policy</li> </ul>	In place
	ix. Ineffective leadership in key curriculum areas in an academy	4	5	20	<ul style="list-style-type: none"> <li>Regular performance monitoring and review of the work of principals [CEO]</li> <li>Early intervention by CEO and MAT team [CEO]</li> <li>Ensure principals share information and collaborate when addressing staff performance [CEO]</li> <li>Provide middle management training for potential curriculum leaders [HRT]</li> <li>Provide CPD for middle leaders [HRT]</li> </ul>	In place In place In place In place In place
	x. Procedural slippage within the academies	3	3	9	<ul style="list-style-type: none"> <li>Issues regarding the implementation of procedures is an agenda item at Principals' meetings with CEO [CEO]</li> </ul>	In place
	xi. Financial constraints based on national education funding formula	4	4	16	<ul style="list-style-type: none"> <li>Effective forward planning [CEO]</li> <li>Continue to achieve Best Value in procuring goods and services [CEO]</li> <li>Continue to provide goods and services through the centre and not the academies [CEO]</li> </ul>	In place In place 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"> <li>Refer to BP 2b [HRT]</li> </ul>	In BP
	ii. Errors or delays in service provision affect the smooth running of academies	1	5	5	<ul style="list-style-type: none"> <li>Ensure alignment of understanding between centre and constituent academies before any remedial measures applied [CEO + Principals]</li> <li>Agree measurable outcomes within an agreed time period so that measures may be evaluated [CEO + Principals]</li> </ul>	Underway  Underway
	iii. Inability to recruit or retain staff with expertise in service areas particularly in the light of changing national funding arrangements	4	4	16	<ul style="list-style-type: none"> <li>Refer to BP 2b [HRT]</li> </ul>	In BP
	iv. Service provision found wanting in an external inspection or review of an academy	1	4	4	<ul style="list-style-type: none"> <li>Principals regularly feedback on service provision at MAT and Principals' meetings. [CEO + Principals]</li> <li>Ensure detailed action plans for each service referred to in BP2 include clearly defined tasks whose completion forms the basis of service leaders' performance objectives [DCEO]</li> <li>Ensure robust staff performance for all service leaders (targets, appraisal etc) [HRT]</li> <li>Keep the pay and conditions of staff who work at the</li> </ul>	In place  To do  Procedure in place  Procedure in place



Risk area 2	event	likelihood	Impact	Priority	Actions see also <b>BP2</b>	status
					centre under regular review [CEO]	In place
	v. HR litigation	2	4	8	<ul style="list-style-type: none"> <li>Detailed HR procedures, checked by legal, in place and followed to the letter [HRT]</li> <li>Policy on compromise agreements is in place [HRT]</li> </ul>	In place In place
	vi. Inadequate legal advice	1	5	5	<ul style="list-style-type: none"> <li>Executive Team will annually report the effectiveness of legal advice over the past 12 months and share this with the Board [CEO]</li> </ul>	Planned
	vii. Business interruption at the centre	1	4	4	<ul style="list-style-type: none"> <li>See <b>3iv</b> below and policy [CEO]</li> </ul>	In place
	viii. Insufficient capacity at the centre to respond quickly to academy needs	2	4	8	<ul style="list-style-type: none"> <li>Discuss at MAT meetings the deployment and effectiveness of service provision [HRT]</li> <li>Regularly check that management charge and particularly service charge to each constituent academy fully covers total centre costs [CEO+ CFO]</li> </ul>	In place In place
	ix. Poor value for money	2	3	6	<ul style="list-style-type: none"> <li>Keep competitive tendering arrangements under review in the MAT's Financial Regulations [CEO/CFO]</li> <li>Ensure robust staff performance for all staff at the centre (targets, appraisal etc) [HRT]</li> <li>Keep the pay and conditions of staff who work at the centre under regular review [HRT]</li> </ul>	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	9	<ul style="list-style-type: none"> <li>Regularly monitor and review performance at academy level [CEO/DCEO]</li> <li>Ensure academy leaders follow all policies and procedures of the MAT [CEO/DCEO]</li> <li>Provide on the Intranet up-to-date information to all academies on all procedural issues [CEO/CFO/ICO]</li> </ul>	<p>In place</p> <p>In place</p> <p>In place</p>

Risk area 3	event	likelihood	Impact	Priority	Actions see also <b>BP3</b>	status
3. To maintaining the highest quality of internal controls	i. Leaders of service areas leave	3	5	15	<ul style="list-style-type: none"> <li>Accurate assessments based on current staff profile and future business needs inform staffing requirements over the near future [HRT]</li> <li>A development programme is in place which grows internally identified staff for positions described above [HRT]</li> <li>Use external recruitment where necessary [HRT]</li> </ul>	In place  In place  In place
	ii. Inability to recruit or retain staff with commitment and expertise in service areas	4	3	12	<ul style="list-style-type: none"> <li>Robust staff performance management identifies development needs of staff not fully meeting their job requirements or performance targets [HRT + Principals]</li> <li>Put in place a targeted development programme for staff identified through performance management [HRT]</li> <li>Recruit to replace staff who still fail to meet requirements and targets [HRT]</li> </ul>	In place  In place  In place
	iii. Changes to ESFA requirements	4	2	8	<ul style="list-style-type: none"> <li>Keep up to date with all potential changes [Executive Team]</li> <li>Model consequent procedural changes at the centre and in constituent academies [Executive Team]</li> <li>Model consequent organisational changes across the MAT [Principals + Executive Team]</li> <li>Compliance Committee assesses consequences of</li> </ul>	On going  Prepared  Prepared

Risk area 3	event	likelihood	Impact	Priority	Actions see also <b>BP3</b>	status
					changes [CEO]	
	iv. Business interruption especially ICT breakdown	1	5	5	<ul style="list-style-type: none"> <li>Business interruption policies are in place and reviewed annually for the Centre and constituent academies [CEO]</li> <li>A contingency plan is in place for continued teaching and administration for at least 3 days should all ICT fail [Principals]</li> <li>A contingency plan is in place for continued Centre operations should all ICT fail [ICO]</li> <li>Maintain the development of the infrastructure of the academies [ICO + RO]</li> </ul>	In place & being revised  To do  In place  On going
	v. Breaches of security and confidentiality, data control or GDPR compliance	1	5	5	<ul style="list-style-type: none"> <li>Check policies in place and conduct simulation exercises to check effectiveness of procedures [ICO]</li> <li>Ensure annual ICO registration and check compliance [ICO]</li> <li>See Business Plan Priority <u>5c</u></li> </ul>	In place  In place
	vi. Insufficient financial expertise at	2	3	6	<ul style="list-style-type: none"> <li>Provide regular training for the Board on financial regulations and internal procedures [CEO]</li> </ul>	In place

Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
	director level				<ul style="list-style-type: none"> <li>Ensure a biennial health check on Board expertise [CEO]</li> <li>Appoint directors with financial expertise [Board]</li> </ul>	In place In place
	vii. Undetected accounting errors	1	5	5	<ul style="list-style-type: none"> <li>Check the method statement provided by internal audit to ascertain robustness of sampling [CEO]</li> <li>Task internal audit to scrutinise areas of more likely error [CEO]</li> </ul>	In place In place
	viii. Theft or fraud	1	5	5	<ul style="list-style-type: none"> <li>A Contingency plan is in place to intervene quickly when theft or fraud is suspected, reported or discovered [CEO]</li> <li>The whistle blowing policy in place and known by all staff [HRT]</li> <li>Ensure there is no senior officer or director interest when appointing auditors [CEO]</li> </ul>	Procedures in place In place
	ix. Conflicts of interest not declared	1	3	3	<ul style="list-style-type: none"> <li>Ensure <u>policy</u> and procedures on conflict of interest conform to Charity regulations [CEO]</li> <li>The Clerk should brief the Board, Executive and LGBs on the interpretation of Conflicts of Interest [CLERK]</li> </ul>	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"> <li>Ensure that the internal audit function is detached from external audit and tasked by CEO to report to the Audit committee [CEO]</li> <li>Ensure that the Audit Committee receives and discusses all internal audit reports [AC]</li> <li>Ensure through the Clerk that the Audit Committee fulfils its audit responsibilities [Chair of Audit]</li> </ul>	<p>In place</p> <p>In place</p> <p>In place</p>
	xi. Undetected misinterpretation of financial regulations	1	4	4	<ul style="list-style-type: none"> <li>Regularly check MAT financial regulations to ensure procedures conform with Company Law, Charitable Law, The Articles of Association, The Funding Agreement and the ESFA Financial Handbook [CFO]</li> <li>Provide appropriate financial training to staff and trustees and ensure a current written version of the MAT financial regulations is in their possession [CFO]</li> </ul>	<p>Completed</p> <p>In place</p>
	xii. Student numbers, including those in the sixth form, (and income) fall or funding	4	4	16	<ul style="list-style-type: none"> <li>Keep pre-compulsory numbers under review and model financial implications [CEO]</li> <li>Keep 5-11 student numbers under review and model financial implications [CEO]</li> </ul>	<p>In place</p> <p>In place</p>

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

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



Risk area 4	event	likelihood	impact	Priority	Actions see also BP4	status
	v. Overall disbenefits outweigh benefits when staff and/or resources are redeployed	2	4	8	<ul style="list-style-type: none"> <li>Before any new academy is adopted the impact is considered by the senior executive team [CEO]</li> <li>Undertake SWOT analyses when redeploying staff and other resources across the academies [CEO]</li> </ul>	In place
	vi. Change in the local and national educational landscape	3	5	15	<ul style="list-style-type: none"> <li>Take into account what is happening in neighbouring schools/academies when considering any academy adoption [CEO]</li> <li>Use best endeavours and networks to ascertain national intentions when appraising changes to the local educational landscape [CEO]</li> <li>Keep good relationships with the local authorities [CEO]</li> <li>Keep abreast of demographics [CEO]</li> </ul>	In place  In place  In place  In place

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 for which there is no procedure	2	4	8	<ul style="list-style-type: none"> <li>Ensure MAT Team are aware of their responsibilities based on current policies and procedures and they are alert to upcoming changes [CEO/DCEO]</li> <li>Ensure Principals are aware of their responsibilities based on current policies and procedures and they are alert to upcoming changes [CEO/DCEO]</li> <li>Keep the responsibilities and accountabilities charts up to date and posted on the Intranet [RO]</li> <li>Ensure an appropriate procedure is written after an unexpected event[CEO/DCEO]</li> </ul>	<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"> <li>See RA 3iv above for business interruption mitigation measures [ICO]</li> <li>Ensure a last resort back-up of paper copies of policies, procedures and reports and keep this up-to date [ICO]</li> <li>Develop a rolling programme of compliance inspections [DCEO]</li> <li>Report to the Board the annual schedule of compliance inspections and table consequent reports [DCEO]</li> <li>Ensure templates to be used in compliance inspections are shared with all staff [DCEO]</li> </ul>	<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"> <li>Staff to sign a "training completed" form after MAT-wide training on any new compliance policy</li> </ul>	In place

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

Risk area 5	event	likelihood	impact	Priority	Actions see also BP5	status
					<ul style="list-style-type: none"> <li>Ensure rapid escalation process to deal with non-compliance events detected by managers [CEO]</li> </ul>	In place
	vi. Internal inspections and audits fail to pick up a non-compliance event	1	5	5	<ul style="list-style-type: none"> <li>Board agenda to include Compliance as a standard item [Clerk]</li> <li>Principals' reports to LGB to include section on compliance [DCEO]</li> <li>Board to be regularly informed of compliance procedures and outcomes [CEO]</li> <li>Arrange external scrutinies to validate internal process [CEO]</li> </ul>	In place In place In place In place
	vii. Intranet not kept up to date	1	5	5	<ul style="list-style-type: none"> <li>Regular maintenance checks on content [CEO/CFO]</li> <li>Updates in response to policy changes [CEO/CFO]</li> </ul>	In place In place
	viii. Intranet not used by staff	2	5	10	<ul style="list-style-type: none"> <li>Requirement for staff to comply with the MAT policies and procedures held on the intranet [HRT]</li> <li>Include in induction programme for new staff [HRT]</li> <li>Remind staff to refer to the intranet on a regular basis [HRT]</li> </ul>	In place In place In place

	ix. Website not kept up to date	1	5	5	<ul style="list-style-type: none"> <li>• Ensure Principals comply with DfE regulations [CEO/ICO]</li> <li>• Respond to prompts and alerts of any updates [Exec Team]</li> </ul>	In place  In place
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## Tollbar Multi Academy Trust

### Report of the Trustees – continued for the year ended 31 August 2020

#### Fundraising

The Multi Academy Trust does not use any external fundraisers. All fundraising undertaken during the year was monitored by the Trustees.

#### STREAMLINED ENERGY AND CARBON REPORTING

UK Greenhouse gas emissions and energy use data for the period 1 April 2019 to 31 March 2020	
Energy consumption used to calculate emissions (kWh)	6,878,819
Energy consumption breakdown (kWh) optional	
• Gas	4,031,753
• Oil	406,964
• Electricity	2,299,809
• Transport fuel	140,293
<u>Scope 1 emissions in metric tonnes CO2e</u>	
Gas consumption	741.32
Oil consumption	103.82
Owned transport – Fleet vehicles	35.07
<u>Total scope 1</u>	880.21
<u>Scope 2 emissions in metric tonnes CO2e</u>	
Purchased electricity	536.18
<u>Scope 3 emissions in metric tonnes CO2e</u>	
Business travel in employee owned vehicles	0.22
<u>Total gross emissions in metric tonnes CO2e</u>	1,416.61
<u>Intensity ratio</u>	
Tonnes CO2e per pupil	0.3
<b>Quantification and Reporting Methodology:-</b> We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol - Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.	
<b>Intensity measurement</b> The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per pupil, the recommended ratio for the sector.	
<b>Measures taken to improve energy efficiency</b> <ul style="list-style-type: none"> <li>• Installation smart meters across all sites and increased video conferencing technology for staff meetings, to reduce the need for travel between sites.</li> <li>• Installation of LED lighting upgrades at 4No Academies</li> <li>• Installation of automatic lighting controls at 4No Academies</li> <li>• Lowering of ceilings in classrooms and circulation areas at 3No Academies</li> <li>• Replacement gas boilers a 1No Academy</li> <li>• Upgrades to boilers (new burners) at 1No Academy</li> <li>• Upgrades to radiators and thermostatic controls at 2 No Academies</li> <li>• Replacement pitched roof with improved loft insulation at 1No Academy</li> </ul>	

## **Tollbar Multi Academy Trust**

### **Report of the Trustees – continued for the year ended 31 August 2020**

#### **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 (2020 – 2021) (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 (2020 – 2021) describes actions we will take in five priority areas:

1. Adapt systems and practices to mitigate interruptions to full-time schooling
2. Collaborate to improve provision and outcomes
3. Build closer and mutually beneficial links between each academy and the community it serves
4. Reform MAT service provision
5. Develop governance and local accountability

Within each priority area we will specify:

- 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 will inform:

- 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



Welcome to the MAT Development Plan (MDP) for  
2020/21

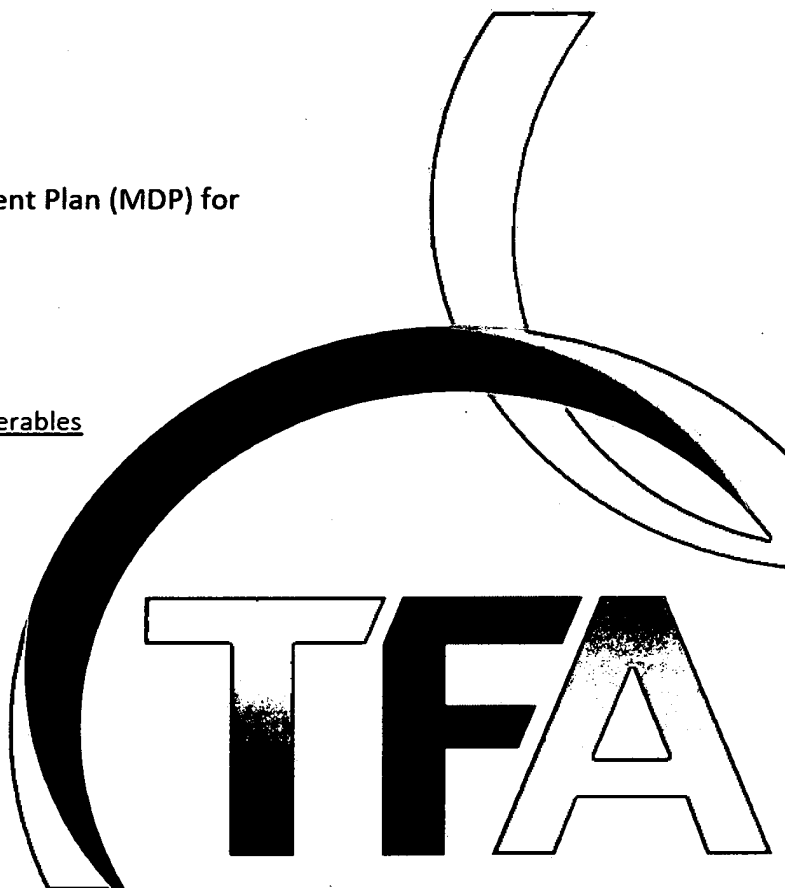
Introduction

Priorities for 2020/21 with Key Deliverables

Organisational Control Measures

Summary of Principal Risks

Strategic Plan 2020-2025





## INTRODUCTION

The MAT Development Plan (MDP) is informed by:

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 (2019/20) and previous constituent academy plans (2019/20)

Recommendations made in external reviews and inspections of the constituent academies (CLE, LOU, PIL, REY, SOM, THE & TOL)

This plan informs:

The performance objectives for the CEO and top tier Executive Team

The performance objectives of the Principals

Constituent academies management plans

The risk management plan

Each priority

has a clear rationale for its inclusion in 2020/21

is attributed to a member of the MAT executive team

identifies action to be taken, resources required and how it will be monitored

identifies the risks to not achieving desired outcomes. These are linked to our annual risk management plan.

has measurable key performance indicators (KPIs) that are reviewed termly.

RAG rating for KPIs

Green = On track/Achieved

Amber = At risk/Partially achieved

Red = Off track/Not achieved

Please click below for our priorities

[Priorities 2020/21](#)

## Priorities 2020/21

<b>MAT 1</b>	<b><u>Adapt systems and practices to mitigate interruptions to full-time schooling</u></b>
<b>MAT 2</b>	<b><u>Collaborate to improve provision and outcomes</u></b>
<b>MAT 3</b>	<b><u>Build closer and mutually beneficial links between each academy and the community it serves</u></b>
<b>MAT 4</b>	<b><u>Reform MAT service provision</u></b>
<b>MAT 5</b>	<b><u>Develop governance and local accountability</u></b>

## Informed by Strategic Plan

<b>4.1b</b>	<b>4.2d</b>	<b>4.3a</b>	<b>4.4d</b>	<b>4.5a</b>	<b>4.6a</b>	<b>4.6b</b>			
<b>4.1b</b>	<b>4.1c</b>	<b>4.2</b>	<b>4.3a</b>	<b>4.3c</b>	<b>4.4d</b>	<b>4.7b</b>	<b>4.7c</b>	<b>4.7d</b>	
<b>4.1c</b>	<b>4.2a</b>	<b>4.2c</b>	<b>4.4d</b>	<b>4.6c</b>	<b>4.7</b>				
<b>4.1</b>	<b>4.2a</b>	<b>4.3c</b>	<b>4.3d</b>	<b>4.4</b>	<b>4.5</b>	<b>4.6b</b>	<b>4.7b</b>	<b>4.7c</b>	
<b>4.1a</b>	<b>4.1c</b>	<b>4.3b</b>	<b>4.4</b>	<b>4.7b</b>	<b>4.7f</b>				

## Informed by our key deliverables (where we aim to be by July 2021)

<b>MAT 1</b>	<ul style="list-style-type: none"> <li>a. the end-of-ES4 basic measure and the end-of-ES4 EWM measure in 2021 are at least as good as in 2019</li> <li>b. progress measures P8 and P22PM are at least as good as over the 2018-2019 period</li> <li>c. Proportion of learners able to access remote learning has increased over the previous academic year</li> <li>d. 75% of pupil survey returns in each academy show agreement with the statement that the provision for their learning whilst working from home has been good</li> </ul>
<b>MAT 2</b>	<ul style="list-style-type: none"> <li>a. progress rates over both periods have improved on 2019 comparative measures in all academies</li> <li>b. number of minutes cross-academy curriculum meetings (real or virtual) over the year is greater than over 2019-20</li> <li>c. there are at least 3 cross-academy joint action research projects</li> </ul>
<b>MAT 3</b>	<ul style="list-style-type: none"> <li>a. Curriculum each shows evidence of links with locality being taught in all academies</li> <li>b. 75% of pupil survey returns show agreement with the statement that they learn about the area in which they live</li> <li>c. ES4 options offer in 2021 shows more variation across academies than in 2020</li> <li>d. 70%+ of parent survey returns in each academy show agreement with the statement that the curriculum is relevant to their children's needs and ambitions</li> <li>e. 70%+ of pupil survey returns in each academy show agreement with the statement that what they are taught is useful</li> </ul>
<b>MAT 4</b>	<ul style="list-style-type: none"> <li>a. the MAT revised financial procedures appendix 1 show planned 2021-2022 delegated funding to all academies has increased on agreed 2020-21</li> <li>b. internal auditors report that the MAT revised financial procedures show fewer permissions required for academy managers to spend their delegated funding</li> <li>c. finance system modernised and internal auditors confirm the MAST's assessment that principal financial risks have lessened in the interim</li> <li>d. all HQ service leads have appropriate qualifications in their specialism</li> <li>e. 100% of academy managers' survey returns show agreement with the statement that overall service provision has improved</li> <li>f. the planned budget for 2021-22 shows a proportional reduction in the cost of MAT centre services and operation compared with 2020-21</li> </ul>
<b>MAT 5</b>	<ul style="list-style-type: none"> <li>a. External consultant evaluation of the reviewed governance arrangements report compliance and fitness for purpose</li> <li>b. internal audit reports no qualifications on their scrutiny of internal controls</li> <li>c. 100% of academies with a NoR greater than 150 have their own fully constituted LGB</li> <li>d. LGBs have met on site for the vast majority of meetings over the year</li> <li>e. One or more LGB governors have spent time observing the academy at work on at least 3 occasions</li> <li>f. 70%+ of parent survey returns in each academy show agreement with the statement that they are aware of how the local governing body is representing their views</li> <li>g. At least once a term the board meeting minutes show their consideration of and response to matters raised at LGB meeting minutes for each academy</li> </ul>

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**MAT 1**

Adapt systems and practices to mitigate interruptions to full-time schooling

**Why? The rationale**

The Covid-19 pandemic tested the resilience of the MAT and its constituent academies. The trust will continue to support academies particularly in the first term to ensure that they are in a position to open safely, plan and teach an effective curriculum (including recovery curriculum) and have the resources to use the catch-up funding effectively. The trust intends to build upon the successes of remote learning during lockdown to be in a position to provide live video linked lessons in the event of any closures or staff/student absences due to Covid-19.

**To what end? The key deliverables**

- the end-of-KS4 basics measure and the end-of-KS2 RWM measure in 2021 are at least as good as in 2019
- progress measures PB and KS2PM are at least as good as over the 2018-2019 period
- Proportion of learners able to access remote learning has increased over the previous academic year
- 75% of pupil survey returns in each academy show agreement with the statement that the provision for their learning whilst working from home has been good

**How will we do it? Key activities**

	person	Strategy
1.1	FMO	Maintain adequate supplies of PPE and cleaning materials for all academies (FMO)
1.2	CEO	Ensure academies have robust and effective plans in place for the full opening of schools and these continue to be effective throughout year (CEO)
1.3	CEO	Ensure academies have effective plans in place for a recovery curriculum (CEO)
1.4	CEO	Ensure academies are prepared for any external inspection as Ofsted (CEO)
1.5	ICO	Support academies in planning for embedding remote learning into the curriculum (ICO)
1.6	ICO	Develop infra-structure and train staff in use of video-conferencing software (MS Teams) to deliver lessons in the event of closure or staff/student absence (ICO)
1.7	CEO	Support academies to provide information for parents and ensure good communication with them (ICO/CEO)

**What are the principal risks to not achieving the key deliverables?**

MAT1 Risk area	L	I	R	Mitigation
Dedining outcomes lead to community losing confidence in the academies	2	5	(10)	1.3, 1.3.3, 1.1
Severe virus outbreak leads to insufficient staff to provide for learning	3	4	(12)	1.6.2, 1.6.5, 1.6.6
Pupils working from home have insufficient access to the provided teaching resources	3	4	(12)	
Breaches in Covid-19 security procedures lead to litigation	2	3	6	1.1

**Return to Priorities**

**MAT 2**

Collaborate to improve provision and outcomes

**Why? The rationale**

A fundamental principle of our trust is working together and sharing good practice. As a local MAT we should be at the forefront of educational innovation and development. This can mean trialling initiatives in an Academy to roll out in others when successful or working collaboratively on developments to action together. Consistency across Academies helps staff move between sites for their development and gives parents an understanding of the values and ethos of the trust. It is also critical that leaders and staff support one another to be creative and innovative as well as working to reduce workload and ensure the greatest levels of efficiency.

**To what end? The key deliverables**

- progress rates over both phases have improved on 2019 comparative measures in all academies
- number of minuted cross academy curriculum meetings (real or virtual) over the year is greater than over 2019-20
- there are at least 5 cross-academy joint action research projects

**How will we do it? Key activities**

	Person	Strategy
<u>2.1</u>	HRO	<u>Ensure Principals/Leaders/Curriculum Leads work together by convening regular meetings focussed on Academy development (HRO)</u>
<u>2.2</u>	HRO	<u>HR Team to facilitate MAT-wide training and development opportunities and instil MAT philosophy and ethos (HRO)</u>
<u>2.3</u>	HRO	<u>Plan and co-ordinate MAT-wide programmes for NQT and ITT provision ensuring consistency across the Trust (HRO)</u>
<u>2.4</u>	HRO	<u>Ensure regular communication with all staff to promote MAT-wide initiatives and opportunities (HRO)</u>
<u>2.5</u>	HRO	<u>Liaise with CEO, Principals and MAT Executive Team to ensure Trust perspective is paramount in the recruitment, deployment and support of staff and to ensure</u>

**What are the principal risks to not achieving the key deliverables?**

Risk area	L	I	R	Mitigation			
Covid-19 prevents collaboration and improved practices	3	4	12	1.6.6			
Academy managers unable to prioritise time for collaboration	2	4	8	2.1			

**Return to Priorities**
**MAT 2**

5 of 8

### Why? The rationale

**To what end? The key deliverables**

- ### How will we do it? Key activities

Responsible

**What are the principal risks to not achieving the key deliverables?**

### Return to Priorities

**MAT 4**

**Reform MAT service provision**

**Why? The rationale**

To develop the MAT, it is necessary that the core functions of the central team are configured and provided in the most efficient and effective manner. We need to purchase and incorporate new technologies to ensure that the Finance, HR and Resources teams give the most useful service to our academies, whilst promoting and assuring compliance with all regulations. The Trust needs to develop an effective school improvement function to drive and support outcomes that compare with best national in its academies.

**To what end? The key deliverables**

- the MAT revised financial procedures appendix 1 show planned 2021-2022 delegated funding to all academies has increased on agreed 2020-21
- internal auditors report that the MAT revised financial procedures show fewer permissions required for academy managers to spend their delegated funding
- finance system modernised and internal auditors confirm the MAST's assessment that principal financial risks have lessened in likelihood
- all HQ service leads have appropriate qualifications in their specialism
- 100% of academy managers' survey returns show agreement with the statement that overall service provision has improved
- the planned budget for 2021-22 shows a proportional reduction in the cost of MAT centre services and operation compared with 2020-21

**How will we do it? Key activities**

	Person	Strategy
4.1	CFO	Modernise, rationalise and streamline all functions relating to finance using IT solutions wherever possible (CFO)
4.2	HRO	Modernise, rationalise and streamline all HR procedures to improve efficiency using IT solutions wherever possible (HRO)
4.3	FMO	Define and create a Facilities Management department to efficiently and cost effectively support all academies (FMO)
4.4	HRO	Create an Academy Development Team (ADT) from educational professionals within the trust to develop staff and lead on improvement (HRO)

**What are the principal risks to not achieving the key deliverables?**

Risk area	L	I	R	Mitigation
During reorganisation organisational controls are breached	3	4	12	4.1.2 4.1.5
Those to whom responsibilities are delegated are unable to exercise them	2	4	8	4.1.5 4.4.3 4.4 4.4.6
Cost reductions at the centre do not match the increased funds delegated to academies	3	4	12	4.1.2 4.1.5

**Return to Priorities**

**MAT 4**

**MAT 5 Develop governance and local accountability**

**Why? The rationale**

Whilst governors are skilled, effective and experienced, the governance arrangements are in need of review. Current arrangements put most decision making at the centre with an associated conformity of practice across the academies. New strategic priorities seek to give more control to the academies whilst strengthening their accountability to their local governing bodies. At the same time, the MAT seeks to strengthen the accountability of local governing bodies to the communities they serve as well as to the MAT board who appointed them. In reforming governance arrangements, it will be necessary to ensure controls remain secure and that local governors are recruited and trained into their new role.

**To what end? The key deliverables**

- External consultants' evaluation of the reviewed governance arrangements report compliance and fitness for purpose
- Internal audit reports no qualifications on their scrutiny of internal controls
- 100% of academies with a No greater than 250 have their own fully constituted LGB
- LGBs have met on site for the vast majority of meetings over the year
- One or more LGB governors have spent time observing the academy at work on at least 3 occasions
- 70%+ of parent survey returns in each academy show agreement with the statement that they are aware of how the local governing body is representing their views
- At least once a term the board meeting minutes show their consideration of and response to matters raised at LGB meeting minutes for each academy

**How will we do it? Key activities**

	Responsible person	Strategy
5.1	CEO	<u>Support the Board review its strategic plan.</u>
5.2	CEO	<u>Undertake a fundamental review of the governance arrangements</u>
5.3	CEO	<u>Evaluate and revise all internal controls</u>
5.4	CEO	<u>Recruit and define the role of local governors</u>
5.5	CEO	<u>Develop communications between local governors and the parent body and local community</u>

**What are the principal risks to not achieving the key deliverables?**

Risk area	L	I	R	Mitigation
(i) Internal controls compromised in changes to governance arrangements	3	3	15	5.3.2 5.3.4
(ii) Inability to recruit local governors	3	3	9	5.4.4 5.5

**Return to Priorities**

**Tollbar Multi Academy Trust**

**Report of the Trustees – continued  
for the year ended 31 August 2020**

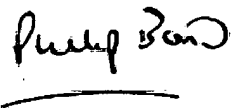
**AUDITOR**

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 trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 4 December 2020 and signed on the Board's behalf by:



.....  
Mr P Bond  
Chair

4 December 2020



## **Tollbar Multi Academy Trust**

### **Governance Statement for the year ended 31 August 2020**

#### **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.

As trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

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:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr P Bond (chair)	5	5
Ms G Alton	2	5
Mrs J Aukett	5	5
Mr P Cornford	3	5
Mrs A Hampson (resigned 11 December 2019)	2	2
Mr D J Hampson (Chief Executive and Accounting Officer) (resigned 11 December 2019)	2	2
Mrs A Mänders	0	5
Mr S Woolsey	3	5

#### **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:

## **Tollbar Multi Academy Trust**

### **Governance Statement – continued for the year ended 31 August 2020**

#### **Governance reviews**

##### **Finance (Quorum of Directors 3)**

- 1 The Board delegates the regular detailed monitoring of budget income and expenditure to this committee.
- 2 Two 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.

Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr S Woolsey (chair)	10	10
Mrs J Aukett	10	10
Mrs A Hampson (resigned 11 December 2019)	2	2
Mr D J Hampson (Chief Executive and Accounting Officer) (resigned 11 December 2019)	2	2
Mrs J Hornby (staff governor)	5	10
Mr J Stokes (parent governor)	7	10
Mrs R Coleman (governor)	5	10

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

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:

## **Tollbar Multi Academy Trust**

### **Governance Statement – continued for the year ended 31 August 2020**

#### **Governance reviews - continued**

- 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 2019.

Attendance at meetings during the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr P Bond (chair)	1	1
Mr P Cornford	0	1
Mr M Draper (member)	1	1
Mr M Chilvers (member)	1	1

#### **Review of Value for Money**

As accounting officer, the Chief Executive 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 where appropriate. The Accounting Officer for the Trust has delivered improved value for money during the year by:

## **Tollbar Multi Academy Trust**

### **Governance Statement – continued for the year ended 31 August 2020**

#### **CURRICULUM BASED FINANCIAL PLANNING**

I have been using curriculum based financial planning for 30 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.

## **Tollbar Multi Academy Trust**

### **Governance Statement – continued for the year ended 31 August 2020**

#### **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 2019 to 31 August 2020 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 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

## **Tollbar Multi Academy Trust**

### **Governance Statement – continued for the year ended 31 August 2020**

#### **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 appointed Smailes Goldie to carry out the internal audit function in the year to 31 August 2020. As a result of the revised FRS Ethical Standard, the Board of Trustees are in the process of appointing a new internal auditor for the forthcoming year.

The internal 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. Income recognition procedures
5. Fixed asset controls and procedures

The internal auditor conducts reviews on a termly basis and reports to the Board of Trustees, through the Audit Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities on an annual basis and annually prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.



**Tollbar Multi Academy Trust**

**Governance Statement – continued  
for the year ended 31 August 2020**

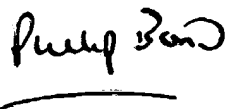
**Review of Effectiveness**

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 or the school resource management of self-assessment tool
- 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 by the Audit Committee to ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 4 December 2020 and signed on its behalf by:



.....  
Mr P Bond  
Chair



.....  
Mr M J Brown  
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 2019.

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 2019.

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.

On 31 October 2020 Mr D J Hampson OBE resigned from the position of CEO and Accounting Officer and Mr M J Brown was subsequently appointed on 1 November 2020.



.....  
Mr M J Brown  
Accounting officer

4 December 2020

## **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:

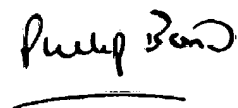
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 4 December 2020 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 2020, 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 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and 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 2020 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 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and 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 Strategic Report and Trustees' Report.

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 71], 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's 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](http://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 Trustees, 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 Trustees, 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

4 December 2020

#### **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 25 September 2019 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, 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 2019 to 31 August 2020 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 the Governing Body'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 19 October 2015 and the Academies Financial Handbook 2019 extant from 1 September 2019, 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 2019 to 2020. 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 2019 to 31 August 2020 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 2019 to 2020 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 2019 to 31 August 2020 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

4 December 2020



## Tollbar Multi Academy Trust

### Statement of Financial Activities for the Year Ended 31 August 2020 (including Income and Expenditure Account)

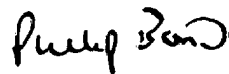
	Note	Unrestricted Funds £ 000	Restricted General Funds £ 000	Restricted Fixed Asset Funds £ 000	2019/20 Total £ 000	2018/19 Total £ 000
<b>Income and endowments from:</b>						
Donations and capital grants	2	13	-	1,254	1,267	1,177
<i>Charitable activities:</i>						
Funding for the Multi Academy Trust's educational operations	3	-	28,684	-	28,684	28,289
Other trading activities	4	10	-	-	10	23
Investments	5	46	-	-	46	57
<b>Total</b>		<b>69</b>	<b>28,684</b>	<b>1,254</b>	<b>30,007</b>	<b>29,546</b>
<b>Expenditure on:</b>						
Raising funds	6	3	-	-	3	8
<i>Charitable activities:</i>						
Multi Academy Trust's educational operations	7	-	28,036	3,581	31,617	30,972
<b>Total</b>		<b>3</b>	<b>28,036</b>	<b>3,581</b>	<b>31,620</b>	<b>30,980</b>
<b>Net income/(expenditure)</b>		<b>66</b>	<b>648</b>	<b>(2,327)</b>	<b>(1,613)</b>	<b>(1,434)</b>
Transfers between funds		-	(457)	457	-	-
<b>Other recognised gains and losses</b>						
Actuarial gains on defined benefit pension schemes	23	-	73	-	73	(3,930)
<b>Net movement in funds/(deficit)</b>		<b>66</b>	<b>264</b>	<b>(1,870)</b>	<b>(1,540)</b>	<b>(5,364)</b>
<b>Reconciliation of funds</b>						
Total funds/(deficit) brought forward at 1 September 2019		853	(5,178)	114,306	109,981	115,345
Total funds/(deficit) carried forward at 31 August 2020		919	(4,914)	112,436	108,441	109,981

# Tollbar Multi Academy Trust

(Registration number: 08085503)  
Balance Sheet as at 31 August 2020

	Note	2020 £ 000	2019 £ 000
<b>Fixed assets</b>			
Tangible assets	13	111,153	113,661
<b>Current assets</b>			
Debtors	14	854	520
Cash at bank and in hand		7,916	6,095
		<u>8,770</u>	<u>6,615</u>
Creditors: Amounts falling due within one year	15	(196)	(257)
Net current assets		<u>8,574</u>	<u>6,358</u>
Total assets less current liabilities		<u>119,727</u>	<u>120,019</u>
Net assets excluding pension liability		119,727	120,019
Pension scheme liability	23	(11,286)	(10,038)
Net assets including pension liability		<u>108,441</u>	<u>109,981</u>
<b>Funds of the Academy:</b>			
<b>Restricted funds</b>			
Restricted general fund		6,372	4,860
Pension reserve		(11,286)	(10,038)
Restricted fixed asset fund		<u>112,436</u>	<u>114,306</u>
		<u>107,522</u>	<u>109,128</u>
<b>Unrestricted funds</b>			
Unrestricted general fund		<u>919</u>	<u>853</u>
Total funds		<u>108,441</u>	<u>109,981</u>

The financial statements on pages 79 to 107 were approved by the Board of Trustees, and authorised for issue on 4 December 2020 and signed on their behalf by:



.....  
Mr P Bond  
Chair

## **Tollbar Multi Academy Trust**

### **Statement of Cash Flows for the Year Ended 31 August 2020**

	<b>Note</b>	<b>2020 £ 000</b>	<b>2019 £ 000</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	18	1,520	1,223
Cash inflows/(outflows) from investing activities	19	301	(936)
Change in cash and cash equivalents in the year		1,821	287
Cash and cash equivalents at 1 September		6,095	5,808
Cash and cash equivalents at 31 August	20	7,916	6,095

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020**

#### **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 2019 to 2020 issued by 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 have taken note of the guidance issued by the Financial Reporting Council on Going Concern Assessments in determining that this is the appropriate basis of preparation of the financial statements and have considered a number of factors. The Trustees considered plausible downside scenarios resulting from the impact of the COVID-19 outbreak and its effect on the general position of the Multi Academy Trust and its longer term viability. This has specifically included reviewing the levels of surplus cash and reserves and detailed forecasting using sensitivity analysis to ensure that the worst case scenario does not put the going concern concept at risk. 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 2020 (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 2020 (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 2020 (continued)**

#### **1 Accounting policies (continued)**

<b>Asset class</b>	<b>Depreciation method and rate</b>
Freehold Buildings	10 - 50 years straight line
Long Leasehold Land	Over the period of the lease
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 receivable within one year are basic financial instruments and are debt instruments measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be received. 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 payable within one year are financial instruments, and are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid as detailed in note 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 2020 (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 2020 (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 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. 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	2019/20 Total £ 000	2018/19 Total £ 000
Capital grants	-	1,254	1,254	1,152
Other donations	13	-	13	25
	13	1,254	1,267	1,177

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 3 Funding for the Multi Academy Trust's educational operations

	Unrestricted funds £ 000	Restricted funds £ 000	Restricted fixed asset funds £ 000	2019/20 Total £ 000	2018/19 Total £ 000
<b>DfE/ESFA revenue grants</b>					
General Annual Grant (GAG)	-	24,031	-	24,031	24,571
Other DfE/ ESFA grants	-	3,031	-	3,031	2,306
	-	27,062	-	27,062	26,877
<b>Other government grants</b>					
Local authority grants	-	1,495	-	1,495	1,319
<b>Exceptional government funding</b>					
Coronavirus exceptional support	-	32	-	32	-
<b>Non-government grants and other income</b>					
Other income from the Multi Academy Trust's operations	-	95	-	95	93
<b>Total grants</b>	-	28,684	-	28,684	28,289

Other DfE / ESFA grants includes amounts received in respect of Pupil Premium and Service Premium, Universal Infant Free School Meals, PE and Sports Grant and Year 7 Catch Up Grants.

The Multi Academy Trust has been eligible to claim additional funding in the year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under "exceptional government funding".

- The funding received for coronavirus exceptional support covers £31,995 of additional cleaning costs. These costs are included in notes 7 and 9 below as appropriate.

#### 4 Other trading activities

	Unrestricted funds £ 000	Restricted funds £ 000	2019/20 Total £ 000	2018/19 Total £ 000
Hire of facilities	-	-	-	1
Other income	10	-	10	22
	10	-	10	23

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 5 Investment income

	Unrestricted funds £ 000	Restricted funds £ 000	2019/20 Total £ 000	2018/19 Total £ 000
Short term deposits	30	-	30	42
Rent received	16	-	16	15
	<u>46</u>	<u>-</u>	<u>46</u>	<u>57</u>

#### 6 Expenditure

	Non Pay Expenditure			2019/20 Total £ 000	2018/19 Total £ 000
	Staff costs £ 000	Premises £ 000	Other costs £ 000		
<b>Expenditure on raising funds</b>					
Direct costs	-	-	3	3	8
<b>Academy's educational operations</b>					
Direct costs	18,783	1,794	968	21,545	20,919
Allocated support costs	<u>5,572</u>	<u>3,060</u>	<u>1,440</u>	<u>10,072</u>	<u>10,053</u>
	<u>24,355</u>	<u>4,854</u>	<u>2,411</u>	<u>31,620</u>	<u>30,980</u>

#### Net income/(expenditure) for the year includes:

	2019/20 £ 000	2018/19 £ 000
Depreciation	3,509	2,987
(Gain)/loss on disposal of fixed assets	(2)	(26)
Auditors' remuneration - audit services	18	18
Auditors' remuneration - other services	<u>11</u>	<u>11</u>

#### 7 Charitable activities

	2019/20 £ 000	2018/19 £ 000
Direct costs - educational operations	21,545	20,919
Support costs - educational operations	<u>10,072</u>	<u>10,053</u>
	<u>31,617</u>	<u>30,972</u>

# **Tollbar Multi Academy Trust**

## **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

### **7 Charitable activities (continued)**

	<b>2019/20 Total £ 000</b>	<b>2018/19 Total £ 000</b>
<b>Analysis of support costs</b>		
Support staff costs	5,572	5,268
Depreciation	1,714	1,632
Technology costs	187	431
Premises costs	1,346	1,440
Legal costs - other	6	22
Other support costs	1,205	1,205
Governance costs	42	55
<b>Total support costs</b>	<b>10,072</b>	<b>10,053</b>

### **8 Staff**

#### **Staff costs**

	<b>2019/20 £ 000</b>	<b>2018/19 £ 000</b>
<b>Staff costs during the year were:</b>		
Wages and salaries	17,778	18,042
Social security costs	1,561	1,528
Operating costs of defined benefit pension schemes	4,913	3,726
Apprenticeship levy	73	75
	<b>24,325</b>	<b>23,371</b>
Supply staff costs	30	27
Staff restructuring costs	-	15
	<b>24,355</b>	<b>23,413</b>

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 8 Staff (continued)

	2020 £ 000	2019 £ 000
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#### Staff restructuring costs comprise:

Settlement payments	-	15
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#### Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £Nil (2019: £15,173).

#### Staff numbers

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

	2019/20 No	2018/19 No
--	---------------	---------------

#### Charitable Activities

Teachers	341	361
Administration and support	297	315
Management	27	29
	<hr/> 665	<hr/> 705

#### Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020 No	2019 No
--	------------	------------

£60,001 - £70,000	4	5
£70,001 - £80,000	4	2
£80,001 - £90,000	2	2
£100,001 - £110,000	1	1
£180,001 - £190,000	1	1
	<hr/> 1	<hr/> 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 £588,587 (2019: £574,396).

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020 (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:

	<b>31 August 2020 £ 000</b>	<b>31 August 2019 £ 000</b>
Tollbar Academy	1,488	1,463
Cleethorpes Academy	624	593
Reynolds Academy	249	229
Somercotes Academy	353	333
Theddlethorpe Academy	65	58
Pilgrim Academy	174	151
Louth Academy	577	574
	<b>3,530</b>	<b>3,401</b>

#### **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:

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

#### **10 Related party transactions - Trustees' remuneration and expenses (continued)**

Mr D J Hampson OBE (Chief Executive and Trustee (resigned 11 December 2019)

Remuneration: £50,000 - £55,000 (2019 - £190,000 - £195,000)

Employer's pension contributions: £Nil (2019 - £Nil)

Mrs A H Hampson (Chief Finance Officer (appointed 1 January 2019, resigned 11 December 2019)

Remuneration: £25,000 - £30,000 (2019 - £55,000 - £60,000)

Employer's pension contributions: £Nil - £5,000 (2019 - £5,000 - £10,000)

Included in the salary above for Mr D J Hampson OBE and Mrs A H Hampson, respectively, is £Nil (2019: £5,000) and £Nil (2019: £5,000) relating to an honorarium payment authorised in the year ended 31 August 2020.

During the year ended 31 August 2020, travel and subsistence expenses totalling £173 (2019 - £471) were reimbursed or paid directly to 3 trustees (2019 - 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 2020 was £1,121 (2019 - £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 2020 (continued)

#### 12 Statement of financial activities for prior year

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



**Tollbar Multi Academy Trust**

**Notes to the Financial Statements for the Year Ended 31 August 2020  
(continued)**

**13 Tangible fixed assets**

	<b>Freehold land and buildings £ 000</b>	<b>Leasehold land and buildings £ 000</b>	<b>Plant and machinery £ 000</b>	<b>Furniture and equipment £ 000</b>	<b>Computer equipment £ 000</b>	<b>Total £ 000</b>
<b>Cost</b>						
At 1 September 2019	78,590	40,567	1,253	963	4,169	125,542
Additions	507	41	15	134	309	1,006
Disposals	-	-	(8)	-	(2,251)	(2,259)
At 31 August 2020	79,097	40,608	1,260	1,097	2,227	124,289
<b>Depreciation</b>						
At 1 September 2019	4,397	2,999	710	661	3,114	11,881
Charge for the year	1,796	789	174	132	618	3,509
Eliminated on disposals	-	-	(3)	-	(2,251)	(2,254)
At 31 August 2020	6,193	3,788	881	793	1,481	13,136
<b>Net book value</b>						
At 31 August 2020	72,904	36,820	379	304	746	111,153
At 31 August 2019	74,193	37,568	543	302	1,055	113,661

Included within plant and machinery are motor vehicles with a net book value of £155,606 (2019: £251,767).

# **Tollbar Multi Academy Trust**

## **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

### **14 Debtors**

	<b>2020</b>	<b>2019</b>
	<b>£ 000</b>	<b>£ 000</b>
Sundry debtors	1	6
VAT recoverable	96	127
Prepayments and accrued income	757	387
	<u>854</u>	<u>520</u>

### **15 Creditors: amounts falling due within one year**

	<b>2020</b>	<b>2019</b>
	<b>£ 000</b>	<b>£ 000</b>
Other creditors	29	-
Accruals and deferred income	167	257
	<u>196</u>	<u>257</u>

	<b>2020</b>	<b>2019</b>
	<b>£ 000</b>	<b>£ 000</b>
<b>Deferred income</b>		
Deferred income at 1 September 2019	209	48
Resources deferred in the period	54	209
Amounts released from previous periods	(209)	(48)
Deferred income at 31 August 2020	<u>54</u>	<u>209</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 2020 (continued)

### 16 Funds

	Balance at 1 September 2019 £ 000	Incoming resources £ 000	Resources expended £ 000	Gains, losses and transfers £ 000	Balance at 31 August 2020 £ 000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	4,630	24,031	(22,064)	(457)	6,140
Other restricted funds	-	1,622	(1,622)	-	-
Other ESFA restricted funds	230	3,031	(3,029)	-	232
Pension fund	(10,038)	-	(1,321)	73	(11,286)
	<u>(5,178)</u>	<u>28,684</u>	<u>(28,036)</u>	<u>(384)</u>	<u>(4,914)</u>
<b>Restricted fixed asset funds</b>					
Devolved Formula Capital and School Condition Allocation grant	645	1,254	(74)	(542)	1,283
Assets acquired with PFS Grant	6,546	-	(145)	-	6,401
Other fixed assets on conversion/acquired	107,115	-	(3,362)	999	104,752
	<u>114,306</u>	<u>1,254</u>	<u>(3,581)</u>	<u>457</u>	<u>112,436</u>
Total restricted funds	109,128	29,938	(31,617)	73	107,522
<b>Unrestricted funds</b>					
Unrestricted general funds	853	69	(3)	-	919
Total funds	<u>109,981</u>	<u>30,007</u>	<u>(31,620)</u>	<u>73</u>	<u>108,441</u>

# Tollbar Multi Academy Trust

## Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

### 16 Funds (continued)

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

	Balance at 1 September 2018 £ 000	Incoming resources £ 000	Resources expended £ 000	Gains, losses and transfers £ 000	Balance at 31 August 2019 £ 000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	4,895	24,571	(23,491)	(1,345)	4,630
Other restricted funds	-	1,412	(1,412)	-	-
Other ESFA restricted funds	-	2,306	(2,076)	-	230
Pension fund	(5,139)	-	(969)	(3,930)	(10,038)
	<u>(244)</u>	<u>28,289</u>	<u>(27,948)</u>	<u>(5,275)</u>	<u>(5,178)</u>
<b>Restricted fixed asset funds</b>					
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
	<u>114,833</u>	<u>1,152</u>	<u>(3,024)</u>	<u>1,345</u>	<u>114,306</u>
Total restricted funds	114,589	29,441	(30,972)	(3,930)	109,128
<b>Unrestricted funds</b>					
Unrestricted general funds	756	105	(8)	-	853
Total funds	<u>115,345</u>	<u>29,546</u>	<u>(30,980)</u>	<u>(3,930)</u>	<u>109,981</u>

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

#### **16 Funds (continued)**

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 ESFA Restricted Funds represent funding received from the 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.

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 2020.

During the year, transfers of £455,851 from General Annual Grants to 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 2020 (continued)

#### 16 Funds (continued)

##### Analysis of academies by fund balance

Fund balances at 31 August 2020 were allocated as follows:

	2020 £ 000	2019 £ 000
Tollbar Academy	2,052	1,573
Cleethorpes Academy	1,033	808
Reynolds Academy	451	431
Somercotes Academy	423	315
Theddlethorpe Academy	190	168
Pilgrim Academy	337	339
Louth Academy	1,228	926
Central Services	1,577	1,153
Total before fixed assets and pension reserve	7,291	5,713
Restricted fixed asset fund	112,436	114,306
Pension reserve	(11,286)	(10,038)
Total	108,441	109,981

##### 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 2020 £ 000	Total 2019 £ 000
Tollbar Academy	6,994	1,511	247	673	9,425	9,118
Cleethorpes Academy	3,444	621	192	357	4,614	4,557
Reynolds Academy	1,324	328	40	215	1,907	1,869
Somercotes Academy	1,582	268	77	209	2,136	2,152
Theddlethorpe Academy	365	70	21	64	520	450
Pilgrim Academy	913	268	29	131	1,341	1,300
Louth Academy	3,668	700	125	507	5,000	4,960
Central services	493	1,806	235	633	3,167	3,588
Multi Academy Trust	18,783	5,572	966	2,789	28,110	27,994

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 17 Analysis of net assets between funds

Fund balances at 31 August 2020 are represented by:

	Unrestricted funds £ 000	Restricted general funds £ 000	Restricted fixed asset funds £ 000	Total funds £ 000
Tangible fixed assets	-	-	111,153	111,153
Current assets	919	6,568	1,283	8,770
Current liabilities	-	(196)	-	(196)
Pension scheme liability	-	(11,286)	-	(11,286)
Total net assets	919	(4,914)	112,436	108,441

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	-	-	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

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

	2019/20 £ 000	2018/19 £ 000
Net expenditure	(1,613)	(1,434)
Depreciation	3,509	2,987
Capital grants from DfE and other capital income	(1,254)	(1,152)
Interest receivable	(30)	(42)
Rents received	(16)	(15)
Defined benefit pension scheme cost less contributions payable	1,125	812
Defined benefit pension scheme finance cost	196	157
Increase in debtors	(334)	(225)
(Decrease)/increase in creditors	(61)	161
Profit on disposal of tangible fixed assets	(2)	(26)
Net cash provided by Operating Activities	1,520	1,223

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 19 Cash flows from investing activities

	2019/20 £ 000	2018/19 £ 000
Rents received	16	15
Purchase of tangible fixed assets	(1,006)	(2,184)
Proceeds from sale of tangible fixed assets	7	39
Capital funding received from sponsors and others	1,254	1,152
Interest received	30	42
Net cash provided by/(used in) investing activities	301	(936)

#### 20 Analysis of cash and cash equivalents

	2020 £ 000	2019 £ 000
Cash at bank and in hand	7,916	6,095
Total cash and cash equivalents	7,916	6,095

#### 21 Analysis of changes in net debt

	At 1 September 2019 £ 000	Cash flows £ 000	Other non- cash changes £ 000	At 31 August 2020 £ 000
Cash and cash equivalents	6,095	1,821	-	7,916
Total	6,095	1,821	-	7,916

#### 22 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.

#### 23 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 and 31 March 2019 respectively.

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 2020 (continued)**

#### **23 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 to which both the member and employer makes contributions, as a percentage of salary - these contributions 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 every 4 years. 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. 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% administration levy)
- 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
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023

The employer's pension costs paid to TPS in the period amounted to £2,955,104 (2019: £2,075,100).

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 2020 (continued)

#### 23 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 2020 was £1,085,000 (2019 - £1,097,000), of which employer's contributions totalled £830,000 (2019 - £842,000) and employees' contributions totalled £255,000 (2019 - £255,000). The agreed contribution rates for future years are between 17.5% to 21.5% 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 deficit contributions of £80,000 in 2019/20 and is expected to make additional annual deficit contributions totalling £74,000 in 2020/21, £76,000 in 2021/22 and £77,000 in 2022/23, in respect of past service debt.

##### Principal actuarial assumptions

	2020 %	2019 %
Rate of increase in salaries	2.88	2.59
Rate of increase for pensions in payment/inflation	2.20	2.30
Discount rate for scheme liabilities	1.70	1.85

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

	2020	2019
<b>Retiring today</b>		
Males	21.1	21.0
Females	23.5	23.4
<b>Retiring in 20 years</b>		
Males	22.0	22.2
Females	25.0	25.0

##### Sensitivity analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	Approximate increase to defined benefit obligation	
	2020 £000	2019 £000
<b>Change in assumptions</b>		
0.5% decrease in discount rate	3,431	3,589
0.5% increase in salary increase rate	315	520
0.5% increase in pension increase rate	3,055	2,995

## Tollbar Multi Academy Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)

#### 23 Pension and similar obligations (continued)

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

	2020 £ 000	2019 £ 000
Equities	10,950	11,553
Corporate bonds	2,779	2,445
Property	1,894	1,780
Cash and other liquid assets	794	472
Total market value of assets	16,417	16,250

The actual return on scheme assets was a loss of £561,000 (2019 - gain £725,000).

#### Amount recognised in the Statement of Financial Activities

	2019/20 £ 000	2018/19 £ 000
Current service cost	1,955	1,654
Interest income	(306)	(421)
Interest cost	502	578
Total amount recognised in the SOFA	2,151	1,811

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

	2019/20 £ 000	2018/19 £ 000
At start of period	26,288	19,738
Current service cost	1,955	1,607
Interest cost	502	578
Employee contributions	255	255
Actuarial (gain)/loss	(940)	4,234
Benefits paid	(357)	(171)
Past service cost	-	47
At 31 August	27,703	26,288

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

#### **23 Pension and similar obligations (continued)**

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

	<b>2019/20</b>	<b>2018/19</b>
	<b>£ 000</b>	<b>£ 000</b>
At start of period	16,250	14,599
Interest income	306	421
Actuarial gain/(loss)	(867)	304
Employer contributions	830	842
Employee contributions	255	255
Benefits paid	(357)	(171)
At 31 August	<u>16,417</u>	<u>16,250</u>

#### **24 Related party transactions**

Owing to the nature of the Multi 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 Academies Financial Handbook 2019 and with the Multi Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

J Hampson, son of D J Hampson, CEO, is employed by the Multi Academy Trust as Deputy Site Manager. J Hampson's appointment was made in open competition and D J 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 the CEO.

A Brown, spouse of M J Brown, Deputy CEO (CEO from 1 November 2020), 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 J 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.

During the year, the Multi Academy Trust sold a number of old mobile phones to members of staff, including members of key management and one of the Trustees. The phones were sold at market rate using quoted prices.

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

#### **25 Capital commitments**

	<b>2020</b>	<b>2019</b>
	<b>£ 000</b>	<b>£ 000</b>
Contracted for, but not provided in the financial statements	<u>223</u>	<u>-</u>

The Multi Academy Trust has committed to capital expenditure in relation to the new humanities block at Tollbar Academy.

## **Tollbar Multi Academy Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2020 (continued)**

#### **26 Agency arrangements**

The Multi Academy Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2020 the Multi Academy Trust received £22,201 and disbursed £14,746 from the fund. An amount of £28,823 is included in other creditors relating to undistributed funds that is repayable to ESFA. Comparatives for the accounting period ending 31 August 2019 are £28,286 received, and £23,070 disbursed.