



Smailes Goldie
Chartered Accountants

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Tollbar Multi Academy Trust

Financial Statements

31st August 2017



Tollbar Multi Academy Trust

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for the year ended 31st August 2017**

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Tollbar Multi Academy Trust

Acronyms used in the Financial Statements for the year ended 31st August 2017

BA	Business Arrangements
BP	Business Plan
CA	Cleethorpes Academy
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CXA	Cordeaux Academy
DCEO	Deputy CEO
DfE	Department for Education
EFA	Education Funding Agency
EH	Executive Headteacher
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
RA	Reynolds Academy
RMP	Risk Management Plan
RO	Resources Officer
SA	Somercotes Academy
SAA	Senior Academy Administrator
SDO	Staff Development Officer
SEF	Self-Evaluation Form
SLT	Senior Leadership Team
TBA	Tollbar Academy
TMAT	Tollbar Multi Academy Trust

Tollbar Multi Academy Trust

**Reference and Administrative Details
for the Year Ended 31st August 2017**

MEMBERS	Mrs J Aukett Mr P Bond Mr A Else
TRUSTEES	Mr P Bond (Chair) Mrs J Aukett (Vice Chair) Mr C Browne (resigned 16 January 2017) Mr P Cornford Mr A Else Mr D J Hampson OBE (Chief Executive and Accounting Officer) Mrs J C Hornby (Staff Trustee) (resigned 25 November 2016) Mr S Woolsey Mrs A Manders Mrs E Conolly Ms G Alton (appointed 1 January 2017)
COMPANY SECRETARY	Mr G Taylor
SENIOR MANAGEMENT TEAM	Mr D J Hampson, OBE (CEO) Mr M J Brown (Deputy CEO) Mrs A H Hampson (CFO) Mrs J E Freeman (HRO) Mr K N Blake (ICO)
COMPANY NAME	Tollbar Multi Academy Trust
REGISTERED OFFICE	Station Road New Waltham Grimsby N E Lincolnshire DN36 4RZ
REGISTERED COMPANY NUMBER	08085503 (England and Wales)
INDEPENDENT AUDITORS	Smailes Goldie Regent's Court Princess Street Hull East Yorkshire HU2 8BA
SOLICITORS	Wilkin Chapman PO Box 16 Town Hall Square Grimsby N E Lincolnshire DN31 1HE
INTERNAL AUDITORS	Forrester Boyd 26 South Saint Mary's Gate Grimsby N E Lincolnshire DN31 1LW
BANKERS	HSBC Bank PLC 53 Victoria Street Grimsby N E Lincolnshire DN31 1UX

Tollbar Multi Academy Trust

Trustees' Report for the year ended 31st August 2017

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period 1 September 2016 to 31 August 2017. 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 three secondary academies (one of which includes a sixth form), four in North East Lincolnshire and two in Lincolnshire. Its academies have a combined pupil capacity of 4513 and had a roll of 3992.

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 are also the directors of the charitable company for the purposes of company law. The charitable company is known as the Tollbar Family of Academies.

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

Members' Liability

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

Trustees' Indemnities

Method of Recruitment and Appointment or Election of Trustees

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

Policies and Procedures Adopted for the induction and Training of Trustees

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

Arrangements for setting pay and remuneration of key management personnel

Organisational Structure

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

Responsibilities and Functions of the Board

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

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

In order to increase flexibility and to enable more effective governance, approval was given by the Secretary of State to amend the Articles of Association from 2017. Note in particular paragraphs 100 – 104 in the amended Articles.

Tollbar Multi Academy Trust

Trustees' Report for the year ended 31st August 2017

The Board of Directors is responsible for:

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

Key Functions of the Board are to:

- Develop and keep under review the strategic vision of the Trust
- Consider and incorporate new constituent academies
- Appoint and set the pay and conditions of service of a clerk to the Board of Directors who also acts as Secretary to the Members of the Trust
- Establish a structure and terms of reference for committees of the Board and the Local Governing Bodies
- Develop and keep under review the annual business plan for the Trust
- Appoint a Chief Executive Officer
- Appoint an external auditor
- Put in place such internal audit measures as are necessary to assure internal control in accordance with the requirements of the Education 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)
- 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 admissions or exclusions appeals across all constituent academies
- Keep under review the effectiveness of the work of the Trust.

Trustees' Report
for the year ended 31st August 2017

The Multi Academy Trust has the following committees and governing bodies in place:

FINANCE COMMITTEE	Mrs J Aukett Mr C Browne Mr A Else Mr D J Hampson, OBE Mrs J C Hornby Mr S Woolsey	Chair Vice Chair	QUORUM: 3 DELEGATED POWERS: Yes
AUDIT COMMITTEE	Mr P Bond Mr P Cornford Mr A Else	Chair	QUORUM: 3 DELEGATED POWERS: Yes
PERSONNEL COMMITTEE	Ms G Alton Mrs J Aukett Mr P Bond Ms E Conolly Mr P Cornford Mr A Else Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey		QUORUM: 3 DELEGATED POWERS: Yes
ADMISSIONS COMMITTEE	Ms G Alton Mrs J Aukett Mr P Bond Ms E Conolly Mr P Cornford Mr A Else Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey		QUORUM: 3 DELEGATED POWERS: Yes
COMPLAINTS COMMITTEE	Ms G Alton Mrs J Aukett Mr P Bond Ms E Conolly Mr P Cornford Mr A Else Mr D J Hampson, OBE Mrs A Manders Mr S Woolsey		QUORUM: 3 DELEGATED POWERS: Yes
PAY AND PERFORMANCE COMMITTEE	Mrs J Aukett Mr P Cornford Mr A Else	Chair Vice Chair	QUORUM: 3 DELEGATED POWERS: Yes

CONSTITUENT ACADEMY LOCAL GOVERNING BODIES

TOLLBAR ACADEMY	Mr P Bond Chair Mr C Arthur (resigned 6 September 2016) Mrs J Aukett Mr A Else (resigned 6 February 2017) Mr G Hammond (appointed 13 February 2017) Mrs M Mathews Mrs J Mumby (resigned 31 January 2017) Mr N Middleton Mr S E Moon Mrs M Clayton Mrs S Birtwhistle (resigned 6 November 2016)	QUORUM: 3 DELEGATED POWERS: Yes
CLEETHORPES ACADEMY	Mr P Bond Mrs J Aukett Mr K Blake Ms E Conolly Mr M Draper Mr A Else (resigned 6 February 2017) Ms Z Nixon Mrs J Hornby Mrs D Taylor Mr J Read	QUORUM: 3 DELEGATED POWERS: Yes
REYNOLDS ACADEMY	Mrs J Aukett Mrs J Begley (appointed 30 January 2017) Miss L Ciechanowski Mr A Else (resigned 6 February 2017) Mrs T Garside (appointed 10 October 2016) Mrs A Manders Mrs S Raven	QUORUM: 3 DELEGATED POWERS: Yes
SOMERCOTES ACADEMY AND THEDDLETHORPE ACADEMY	Mr P Bond (appointed 17 February 2017) Cllr R Palmer (appointed 17 February 2017) Mr W Porter (appointed 17 February 2017) Mr J Stokes (appointed 20 February 2017)	QUORUM: 3 DELEGATED POWERS: Yes
PILGRIM ACADEMY	Mr P Bond Chair (appointed 1 April 2017) Mrs K Bevers (appointed 1 April 2017) Mr W Weir (appointed 1 April 2017) Mrs E Bell (appointed 1 April 2017) Ms J Coupland (appointed 1 April 2017, resigned 19 June 2017)	QUORUM: 3 DELEGATED POWERS: Yes

Arrangements for Setting Pay and Remuneration of Key Management Personnel

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

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

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

Related Parties and Other Connected Charities and Organisations

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

OBJECTIVES AND ACTIVITIES

Objectives and Aims

The company operates for charitable purposes to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools which offer a broad and balanced curriculum.

Objectives, Strategies and Activities

Details of the Multi Academy Trust objectives, strategies and activities are included below within the Strategic Report section of the Report of the Trustees 2016/2017.

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.

MAT 1 IMPROVE THE PROGRESS OF ALL LEARNERS IN THE FAMILY

RATIONALE

The core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people. Executive Headteachers (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 properly represented on the MAT central team. Constituent academies need to develop autonomous improvement strategies and collaborate to share successful practices.

ACTIONS

- a. Schedule regular meetings so that Academy Principals meet with the Senior Executive Team to evaluate learner progress **[CEO] STARTED**
- b. Keep the LGB accountability meetings aligned with the academy cycle of termly recording and reporting progress **[CEO] COMPLETE**
- c. Use the MAT-Academy regular meetings to identify and transfer successful practices across academies **[DCEO] PARTIALLY COMPLETE**
- d. Provide a MAT wide staff development programme that is informed by academy priorities and identified staff needs **[HRO]**
- e. Ensure academies have teaching and learning groups and quality assure the academies' teaching and learning evaluations **[DCEO] PARTIALLY COMPLETED**
- f. Provide appropriate resources to benefit learning in the academies **[CEO] COMPLETED**
- g. Arrange an annual working weekend to evaluate year-end cross-MAT performance and to plan improvement strategies **[CEO] COMPLETED**

RISKS

- I. Staff shortages and changes at academy level inhibit performance
- II. EH or SDO leaves or is absent
- III. EH academy improvement strategies stall
- IV. Changes in ways attainment and progress are measured and reported
- V. Further changes to the way Ofsted judges schools
- VI. Changes to student entry profiles
- VII. Change in the local and national landscape
- VIII. Business Interruption at the centre or constituent academies
- IX. Ineffective leadership of an academy

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

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2016

- a) Ofsted judge CLE good, TOL outstanding, REY good & SA judged good by consultants. THD as predecessor school in measures
- b) Overall progress rates at TOL, CLE, REY, SOM are above national
- c) Academy-based senior leaders have effected measurable improvements at CLE, SOM and REY
- d) TBA, CA, RA, SA have adopted and embedded phase-related TFA common approaches to improving progress to good effect

WHERE WE WILL BE BY AUGUST 2017

- a) All academies are judged by Ofsted inspectors/ consultants as at least good **PARTIALLY ACHIEVED**
- b) Overall progress rates at all academies have improved **PARTIALLY ACHIEVED**
- c) Phase related school improvement expertise at the centre benefits academy-based senior leaders **ACHIEVED**
- d) All academies have adopted phase-related TFA common approaches to improving progress **ACHIEVED**

MAT 2 DELIVER EFFECTIVE SUPPORT SERVICES TO THE ACADEMIES

RATIONALE

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

ACTIONS

- a. Evaluate and keep under review all support services **[CEO+CFO] STARTED**
- b. Provide HR and recruitment services to academies **[HRO+DHRO] COMPLETED**
- c. Provide finance services to academies **[CFO] COMPLETED**
- d. Provide core administrative services to academies **[CFO] COMPLETED**
- e. Provide IT services to academies **[ICO] COMPLETED**
- f. Provide resource management services to academies **[RO] COMPLETED**
- g. Provide estates management services to academies **[RO] COMPLETED**
- h. Provide curriculum, timetabling and data services to academies **[MO] COMPLETED**
- i. Provide marketing and PR services to academies **[SDO] COMPLETED**
- j. Clarify the procedures which define which tasks should be undertaken at academy level and not at the centre **[DCEO] 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
- 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 2016

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

WHERE WE WILL BE BY AUGUST 2017

- a) Support services to academies have supported continuous improvement **ACHIEVED**
- b) There is evidence to show how service provision has a direct impact on improved rates of learner progress
- c) All academy and MAT accounts are in credit **ACHIEVED**
- d) Working and learning environments have improved significantly over the year **ACHIEVED**

MAT 3 MAINTAIN THE HIGHEST QUALITY OF INTERNAL CONTROLS

RATIONALE

Audits of controls and risk management have consistently been unqualified. Changes to reporting and governance required by the Education 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 must always be at the forefront of a good MATs business plan.

ACTIONS TO ACHIEVE KEY DELIVERABLES

- a. Construct a new risk management plan which relates to this business plan **[CEO] COMPLETED**
- b. Design the 2016-17 programme for internal audit taking into account recommendations from the external auditors **[Chair of Board] COMPLETED**
- c. Benchmark key financial indicators and key educational measures to ascertain the MAT's position nationally & VfM and report to the Board **[CEO+DCEO] STARTED**
- d. Keep the MAT's financial procedures/ regulations under review to reflect changes to conduct and reporting requirements **[CFO] COMPLETED**
- e. Keep the principal risks, particularly student numbers and consequent income, under review **[CEO+CFO] COMPLETED**
- f. Strengthen the process of due diligence for prospective academies **[CEO] COMPLETED**
- g. Ensure up-to-date asset management planning and reporting **[RO] COMPLETED**

RISKS TO ACHIEVING KEY DELIVERABLES

- I. Leaders of Service areas leave
- II. Inability to recruit or retain staff with expertise in service areas
- III. Changes to EFA requirements
- IV. Business interruption especially IT breakdown
- V. Breaches of security and confidentiality
- VI. Insufficient financial expertise at director level
- VII. Undetected accounting errors
- VIII. Theft or fraud
- IX. Conflicts of interest not declared
- X. Audit sampling misses errors
- XI. Undetected misinterpretation of financial regulations
- XII. Student numbers (and income) fall

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

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2016

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

WHERE WE WILL BE BY AUGUST 2017

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

ACHIEVED

MAT 4 ENSURE STABLE AND HIGH QUALITY STAFFING

RATIONALE

Successful academies rely on high quality staffing. The MAT controls staff recruitment, deployment and development across its academies enabling deployment of teachers within the parameters of curriculum need and available resources. The MAT has a track record of successful recruitment, including the induction of new teachers, and intends to develop this across the hub. Legislation on the employment of apprentices will present both opportunities and challenges.

ACTIONS

- a. Keep recruitment and retention strategies under review in order to recruit high quality staff **[HRO] COMPLETED**
- b. Develop links with HE to "home train" new teachers using the Graduate Teacher Scheme and School Direct initiatives **[SDO] COMPLETED**
- c. Extend the overseas and national recruitment strategies through the use of recruitment agencies **[HRO] COMPLETED**
- d. Appoint apprentices to fulfil our obligations under statutory regulations **[HRO] STARTED**
- e. Develop staff and leadership at all levels across all establishments in the MAT **[HRO] COMPLETED**
- f. Extend the capacity and expertise of senior leadership teams of the academies **[CEO] COMPLETED**
- g. Over-staff the academies' teaching complement to mitigate the effects of sickness absence, maternity leave and changes to staffing **[CEO] COMPLETED**

RISKS

- I. Staff instability continues and inhibits improvement in the academies
- II. Key leaders in support and teaching leave
- III. Inability to recruit suitably experienced personnel in teaching and support
- IV. Competitor MATs develop more effective retention and recruitment measures
- V. Best teachers move away from the classroom
- VI. A changing economy leads to a reduction of entrants into teaching
- VII. Serious incident affects the reputation of the MAT
- VIII. Apprentice scheme may cause operational disruption

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

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2016

- a) 81% of observed lessons are at least good
- b) Full staff complement in place
- c) Variations in quality of provision across subjects in some academies

WHERE WE WILL BE BY AUGUST 2017

- a) Over 80% of observed lessons are at least good **ACHIEVED**
- b) Full staff complement in place **ACHIEVED**
- c) No significant variations in quality of provision across subjects in all academies in the 2016 hub **NOT ACHIEVED**

MAT 5 DEVELOP A SUCCESSFUL REGIONAL HUB

RATIONALE

An ambition of the Trust is to share its proven successes in raising achievement to benefit learners across the region. Expansion in itself 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.

ACTIONS

RISKS

- a. Establish a schedule of 'challenge' meetings for Directors to meet LGBs to review progress towards academy KDs and report back to CEO **[Chair of Board] NOT STARTED**
- b. Provide training to ensure governors are able to interpret statistics, understand current inspection requirements and up to date with any new issues **[DCEO] COMPLETED**
- c. Undertake due diligence and establish the business case before adopting any new academies into the Trust **[CEO] COMPLETED**
- d. Undertake impact assessments before deploying staff and resources from one academy to another **[CEO] PARTIALLY COMPLETED**
- e. Ensure all constituent academies are "growing" leaders in anticipation of taking leadership roles in new academies **[DCEO] COMPLETED**
- f. Have due regard to the proposed changes to governance arrangements **[CEO] COMPLETED**
- g. Investigate, in conjunction with the RSC, new sponsor possibilities **[CEO] COMPLETED**

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

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

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2016

WHERE WE WILL BE BY AUGUST 2017

- a) Evidence of the Board holding LGBs to account for academy performance
- b) Business cases for prospective academies are made and presented
- c) The MAT was able over the year to place experienced leaders into its new academies
- d) 4 constituent academies

- a) Agenda and minutes of the Board prove challenge to LGBs **NOT ACHIEVED**
- b) A formal procedure for presenting business cases is in place **ACHIEVED**
- c) The MAT, over the year, ensured competent senior leadership at its new academies **ACHIEVED**
- d) An increase in the number of academies while retaining MAT viability **ACHIEVED**

MAT 6 MAINTAIN ROBUST HEALTH AND SAFETY MANAGEMENT SYSTEMS

RATIONALE

Whilst the core purpose of Tollbar Multi Academy Trust is to improve the educational outcomes and life chances of young people (see MAT1), the first duty of this organisation is to assure the safety of all those who work and learn with us. Tollbar MAT understands the imperative of compliance with all H&S regulations and requirements and this is assured by regular updating of policies and procedures informed by site audits and inspections. This section of the business plan schedules these key activities. We strive to be an organisation that goes further than following rules through its policies and procedures to an organisation that demonstrates its commitment to H&S through its ethos.

ACTIONS

RISKS

- a. Undertake a thorough review and rewrite of the MAT H&S policy **[HSC] COMPLETED**
- b. Ensure that the revised policy is translated into appropriate academy-level procedures **[HSC] STARTED**
- c. Make clear who has responsibility for what at both MAT and Academy levels and show lines of accountability **[HSC]**
- d. Provide training for those at the Centre and those in Academies on how they must discharge their H&S responsibilities **[HSC]**
- e. Devise and publish an annual schedule for H&S checks, audits and inspections identifying the persons responsible **[HSC] NOT STARTED**
- f. Establish MAT-wide templates for H&S inspecting and reporting **[HSC] NOT STARTED**
- g. Establish a MAT-wide Intranet as a repository for all H&S policies, procedures and reports **[HSC] STARTED**

- I. A serious H&S incident occurs before the MAT policy and Academy-level procedures are complete
- II. A serious H&S incident occurs before responsibilities and accountabilities have been finalised
- III. H&S information and training has not reached all staff
- IV. Site audits fail to recognise a H&S risk
- V. External environmental shock affects student and/or staff safety
- VI. Internal communication failure inhibits H&S management systems

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

KEY DELIVERABLES

WHERE WE WERE IN AUGUST 2016

WHERE WE WILL BE BY AUGUST 2017

- a) External H&S audit includes 3 high and 5 medium priority level recommendations on documentation (not practice)
- b) There have been no serious H&S breaches over the last 12 months
- c) The MAT H&S policy has not been externally reviewed in the last three years
- d) There is no single common repository for MAT policies

- a) External H&S audit includes no high priority level recommendations ?????
- b) There have been no serious H&S breaches over the past 12 months **ACHIEVED**
- c) The MAT H&S policy has been reviewed, scrutinised externally, and approved by the Board in the last 12 months **NOT ACHIEVED**
- d) There is a single common and MAT-wide accessible Intranet for all MAT policies **PARTIALLY ACHIEVED**
- e) External consultant used to audit policies and train staff **PARTIALLY ACHIEVED**

Tollbar Multi Academy Trust

Trustees' Report for the year ended 31st August 2017

Going Concern

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

FINANCIAL REVIEW

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. The principal source of funding is General Annual Grant income from the EFA. 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 2017 are committed to future projects.

Reserves Policy

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.

Investment Policy

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

Principal Risks and Uncertainties

The risks and strategies for their mitigation over the period 2016-2017 have been reviewed (see below) and a revised risk management plan for the period 2017-2018 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.

**Trustees' Report
for the year ended 31st August 2017**

The MAT priorities for 2016-2017 were:

1. To improve the progress of all learners in the family
2. To deliver effective support services to the academies
3. To maintain the highest quality of internal controls
4. To ensure stable high quality staff teams
5. To develop a successful regional hub
6. To maintain robust health and safety systems

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

[REDACTED]		
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

[REDACTED]	
Catastrophic	5
Major	4
Moderate	3
Minor	2
Insignificant	1

3. Priority (Pr = Likelihood x Impact)

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

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2016 – 2017 Risk Management Plan						
Risk area 1	Possible event	likelihood	impact	Priority	Actions <u>see also BP 1</u>	status
1. To improve the progress of all learners in the family	i. Staff shortages and changes at academy level inhibit performance	3	4		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 	
	ii. EH or SDO leaves or is absent	3	4		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 Succession plan prepared [DCEO] 	Planned
	iii. Executive Headteacher's academy improvement strategies stall	2	4	8	<ul style="list-style-type: none"> Frequent and regular meeting between CEO and EHs Half termly progress report to LGB and through to the Board 	Schedule in place Not started
	iv. Changes in the ways attainment and progress are measured and reported	4	4		<ul style="list-style-type: none"> Keep up to date with all potential changes [Principals+ Executive Team] Model consequent curriculum changes in constituent academies [Principals + Executive Team] Model consequent student grouping changes in constituent academies [Principals + Executive Team] Adjust student level targets accordingly in constituent academies [Principals] Adjust academy academic targets accordingly in constituent academies [Principals] Keep students and parents informed of planned changes [Principals] Adjust academy academic targets accordingly in constituent academies [Principals] 	In place Reviewed regularly Reviewed regularly Reviewed regularly In place Reviewed regularly

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2016 – 2017 Risk Management Plan						
Risk area 1	Possible event	likelihood	impact	Priority	Actions <u>see also BP 1</u>	status
	v. Further changes to the way Ofsted judges schools	3	4		<ul style="list-style-type: none"> Keep up to date with all potential changes [Principals + Executive Team] Keep students and parents informed of planned changes [Principals] Check academies are prepared for any new inspection arrangements 	<p>In place</p> <p>In place</p> <p>In place</p>
	vi. Changes to student entry profiles	4	4		<ul style="list-style-type: none"> Undertake detailed analyses of student attainment on entry in constituent academies [Principals] Adjust curriculum accordingly in constituent academies [Principals + Executive Team] Adjust student groupings accordingly in constituent academies [Principals + Executive Team] 	<p>Ongoing</p> <p>Prepared</p> <p>Prepared</p>
	vii. Change in local and national landscape	4	4		<ul style="list-style-type: none"> Keep up to date with possible changes [Executive Team] Model consequences on existing provision [Executive Team] 	<p>Ongoing</p> <p>Prepared</p>
	viii. Business interruption at the centre or in constituent academies	2	4	8	<ul style="list-style-type: none"> See mitigation in RA 3iv and policy 	
	ix. Ineffective leadership of an academy	2	5		<ul style="list-style-type: none"> Regular performance monitoring and review of principals Early intervention by CEO and MAT team Ensure principals collaborate 	<p>In place</p> <p>In place</p> <p>In place</p>

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2016 – 2017 Risk Management Plan						
Risk area 2	event	likelihood	impact	Priority	Actions see also <u>BP2</u>	status
2. To delivering effective support services to the academies	i. Service area leaders leave	2	5		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 	
	ii. Errors or delays in service provision affect the smooth running of academies	1	5	5	<ul style="list-style-type: none"> Ensure alignment of understanding between centre and constituent academies before any remedial measures applied [CEO + Principal] Agree measurable outcomes within an agreed time period so that measure may be evaluated [CEO + Principal] 	Underway
	iii. Inability to recruit or retain staff with expertise in service areas	4	4		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 	Underway
	iv. Service provision found wanting in external inspection or review of an academy	1	4	4	<ul style="list-style-type: none"> Regularly survey SLT in constituent academies to ascertain satisfaction and areas of concern [DCEO] Ensure strategies in BP2 include success criteria that form the basis of leaders' performance objectives [DCEO] Ensure robust staff performance for all leaders (targets, appraisal etc) [HRO] Keep the pay and conditions of staff who work at the centre under regular review [HRO] 	In place To do Procedure in place Procedure in place
	v. HR litigation	2	4	8	<ul style="list-style-type: none"> Detailed HR procedures, checked by legal, in place and followed to the letter [HRO] Policy on compromise agreements is in place [HRO] 	In place In place
	vi. Inadequate legal advice	1	5	5	<ul style="list-style-type: none"> Annual report by Executive Team on effectiveness of legal advice over the past 12 months is shared with the Board [CEO] 	Planned
	vii. Business interruption at the centre	1	4		<ul style="list-style-type: none"> See 3iv below and policy [CEO] 	In place

2016 – 2017 Risk Management Plan						
Risk area 2	event	likelihood	impact	Priority	Actions see also <u>BP2</u>	status
	viii. Insufficient capacity at the centre to respond quickly to academy needs	2	4	8	<ul style="list-style-type: none"> Deployment and effectiveness of service provision discussed at MAT meetings [HRO] Regularly check that management charge and particularly service charge to each constituent academy fully covers total centre costs [DCEO + CEO+ CFO] 	<p>In place</p> <p>In place</p>
	ix. Poor value for money	2	3	6	<ul style="list-style-type: none"> See QA procedures in BP2a [DCEO] Ensure robust staff performance for all staff at the centre (targets, appraisal etc) [HRO] Keep the pay and conditions of staff who work at the centre under regular review [HRO] 	<p>In place</p> <p>In place</p> <p>In place</p>
	x. Ineffective control at academy level	1	5	5	<ul style="list-style-type: none"> Regularly monitor and review performance at academy level Ensure academy Principals and Executive Headteachers follow all policies and procedures of the MAT Ensure academy leaders follow all policies and procedures of the MAT 	<p>In place</p> <p>In place</p> <p>In place</p>

2016 – 2017 Risk Management Plan						
Risk area 3	event	likelihood	impact	Priority	Actions see also <u>BP3</u>	status
3. To maintaining the highest quality of internal controls	i. Leaders of service areas leave	2	5		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 	
	ii. Inability to recruit or retain staff with expertise in service areas	4	3		<ul style="list-style-type: none"> Refer to BP4 & Risk Area 4 	
	iii. Changes to EFA requirements	4	2	8	<ul style="list-style-type: none"> Keep up to date with all potential changes [Executive Team] Model consequent procedural changes at the centre and in constituent academies [Executive Team] Model consequent organisational changes across the MAT [Principals + Executive Team] 	On going Prepared Prepared
	iv. Business interruption especially ICT breakdown	1	5	5	<ul style="list-style-type: none"> Business interruption policies in place and reviewed annually for the Centre and constituent academies [CEO] Contingency plan for continued teaching for at least 3 days should all ICT fail [ICO] Contingency plan for continued Centre operations should all ICT fail [ICO] Maintain the development of the infrastructure of the academies [ICO + RO] 	In place and being revised In place and being revised In place & being revised On going
	v. Breaches of security and confidentiality	1	5	5	<ul style="list-style-type: none"> Check policies in place and conduct simulation exercises to check effectiveness of procedures [ICO] 	In place

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2016 – 2017 Risk Management Plan						
Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
	vi. Insufficient financial expertise at director level	2	3	6	<ul style="list-style-type: none"> Regular training for the Board on financial regulations and internal procedures [CEO] Biennial health check on Board expertise [CEO] Appoint directors with financial expertise [Board] 	<p>In place</p> <p>In place</p> <p>In place</p>
	vii. Undetected accounting error	1	5	5	<ul style="list-style-type: none"> Check method statement of internal audit to ascertain robustness of sampling [CEO] Task internal audit to scrutinise areas of more likely error [CEO] 	<p>In place</p> <p>In place</p>
	viii. Theft or fraud	1	5	5	<ul style="list-style-type: none"> Contingency plan in place to intervene quickly when theft or fraud are suspected, reported or discovered [CEO] Whistle blowing policy in place [DCEO] Ensure there is no senior officer or director interest when appointing auditors [CEO] 	<p>Procedures in place</p> <p>In place</p>
	ix. Conflicts of interest not declared	1	3	3	<ul style="list-style-type: none"> Ensure <u>policy</u> and procedures on conflict of interest conforms to Charity regulations [DCEO] The Clerk should brief the Board, Executive and LGBs on the interpretation of Col [CLERK] 	<p>In place</p> <p>Planned</p>

2016 – 2017 Risk Management Plan						
Risk area 3	event	likelihood	impact	Priority	Actions see also BP3	status
	x. Audit sampling misses errors	1	4	4	<ul style="list-style-type: none"> Internal audit function detached from external audit and tasked by CEO and reporting to Audit committee [CEO] The Audit Committee receives internal audit reports twice a year [AC] Ensure through the Clerk that the Audit Committee fulfils its audit responsibilities [Chair of Audit] 	<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"> Regularly check MAT financial regulations and procedures conform with Company Law, Charitable Law, The Articles of Association, The Funding Agreement and the EFA Financial Handbook [CFO] Ensure training of all staff and members of the Board and ensure a current written version of the MAT financial regulations is in their possession [CFO] 	<p>Completed</p> <p>In place</p>
	xii. Student numbers (and income) fall	2	4	8	<ul style="list-style-type: none"> Keep pre-compulsory numbers under review and model financial implications [CEO] Keep 5-11 student numbers under review and model financial implications [CEO] Keep 11-16 student numbers under review and model financial implications [CEO] Keep post-compulsory student numbers under review and model financial implications [CEO] Keep up to date with national funding arrangements and model financial implications [CEO] 	<p>In place</p> <p>In place</p> <p>In place</p>

2016 – 2017 Risk Management Plan						
Risk area 4	event	likelihood	impact	Priority	Actions see also BP4	status
4. To ensuring stable and high quality staff teams	i. Staff instability continues and inhibits improvements in the academies	5	4		<ul style="list-style-type: none"> Ensure that success criteria in the strategies related to Priority 1 in the Business Plan are tied to leaders' performance objectives [DCEO] Review regularly the progress of the strategies in Priority 1 in the Business Plan [DCEO] 	To do Schedule to write
	ii. Key leaders in support and teaching leave	4	4		<ul style="list-style-type: none"> Accurate assessments based on current staff profile and future business needs inform staffing requirements over the near future [HRO] Succession plans detail methods by which future staffing requirements will be met [HRO] Development programme in place which grows internally some identified staff for positions described above [HRO] Early external recruitment where necessary [HRO] 	In place Underway In place Underway for teachers
	iii. Inability to recruit suitably experienced personnel in teaching and support	4	4		<ul style="list-style-type: none"> Robust staff performance management identifies development needs of staff not fully meeting their job requirements or performance targets [HRO + Principals + SIO] Targeted development programme in place for staff identified through PM [HRO] Recruit to replace staff who still fail to meet requirements and targets [HRO] 	In place In place In place
	iv. Competitor MATs develop more effective retention and recruitment strategies	2	3	6	<ul style="list-style-type: none"> Monitor conditions and structures in competitor MATS and Institutions [HRO] Consider and model alternative pay and rewards structures [HRO] 	Underway Underway
	v. Best teachers move away from the classroom	3	4		<ul style="list-style-type: none"> MAT pay policy rewards effective teachers who choose to stay in the classroom rather than migrate to management [DCEO] 	Underway
	vi. An economic recovery leads to a reduction of entrants into teaching	2	4	8	<ul style="list-style-type: none"> Horizon scanning to foresee likely impact of change of national policy [Executive Team] Retention strategies kept under review [HRO] 	In place Planned

2016 – 2017 Risk Management Plan						
Risk area 4	event	likelihood	impact	Priority	Actions see also BP4	status
	vii. Serious incident affects the reputation of the MAT	1	4	4	<ul style="list-style-type: none"> Contingency plan in place which includes use of PR consultancy [HRO +ICO] 	In place
	viii. Apprentice scheme may cause operational disruption	2	4	8	<ul style="list-style-type: none"> Identify suitable provider [HRO] Identify suitable areas for deployment [HRO] Risk assess before deployment [HRO] Regularly monitor apprentice activity [HRO] 	Planned Planned Planned Not started

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2016 – 2017 Risk Management Plan						
Risk area 5	event	likelihood	impact	Priority	Actions see also BP5	status
5. To developing a successful regional hub	i. LGB unable to respond to challenges from the Board	1	3	3	<ul style="list-style-type: none"> LGBs review regularly their academy's performance and Business Plan [Clerk] 	Planned
	ii. Local issues not adequately presented to the Board	1	3	3	<ul style="list-style-type: none"> Chair of LGB presents issue paper as agenda item at every Board meeting [Clerk] 	Planned
					<ul style="list-style-type: none"> Prior to each Board meeting the Chair of the board meets with the Chairs of GBs to discuss up-coming issues papers [Clerk] 	Planned
	iii. Inability to recruit governors	4	4	8	<ul style="list-style-type: none"> All MAT and academy publicity materials advertise for governors [DCEO] 	Planned
					<ul style="list-style-type: none"> Websites contain recruitment materials for governors as for teachers [ICO] 	Planned
	iv. Newly adopted academies prove not to deliver VfM across the MAT	2	4	8	<ul style="list-style-type: none"> Robust business modelling assures at least 5 years financial viability of any proposed incoming academy [CFO] 	Planned
<ul style="list-style-type: none"> Where any academy is not sustainable and bringing significant financial liabilities into the MAT then consider closure or other measures [CFO] 					In hand	
v. Overall disbenefits outweigh benefits when staff and/or resources are redeployed	2	4	8	<ul style="list-style-type: none"> Before any new academy is adopted an impact statement is considered by the senior executive team [CEO] 	In hand	
vi. Change in national and local landscape	3	5	8	<ul style="list-style-type: none"> New academy adoption is informed by what is happening in neighbouring schools/academies [CEO] 	In place	
				<ul style="list-style-type: none"> Use best endeavours and networks to ascertain national intentions to anticipate local landscape [CEO] 	Planned	
				<ul style="list-style-type: none"> Keep good relationships with the local authorities [CEO] 	In place	
				<ul style="list-style-type: none"> Keep abreast of demographics [CEO] 	Planned	

2016 – 2017 Risk Management Plan						
Risk area 6	event	likelihood	impact	Priority	Actions see also BP6	status
6. To maintaining robust health and safety management systems	i. A serious H&S incident occurs before the MAT policy and Academy-level procedures are complete	2	4	8	<ul style="list-style-type: none"> Ensure all staff are aware of existing (2013) policy and alert to forthcoming update [ICO] Audit existing academy-level procedures in each academy and check for compliance with new (2017) draft policy [RO] Immediately inform academies where their existing procedures may be in breach of H&S requirements and provide them with a temporary "patch" [RO] 	<p>2013 policy currently accessible to all staff in written and electronic form</p> <p>Audit started</p> <p>Planned</p>
	ii. A serious H&S incident occurs before responsibilities and accountabilities are finalised	2	4	8	<ul style="list-style-type: none"> Ensure all staff are aware of their <u>current</u> responsibilities based on current policies and procedures and alert to upcoming changes [ICO] Move quickly to meet with staff at the Centre and in the Academies to show new "responsibilities and accountabilities" chart [RO] 	<p>In hand</p> <p>In hand</p>
	iii. H&S information and training has not reached all staff	2	5		<ul style="list-style-type: none"> All staff to sign a "training completed" form after MAT-wide training on the new policy [HRO] All staff to sign a "training completed" form after academy-based training on the new procedures [HRO] Report to Executive team to show those not yet trained and "catch-up" programmes put in place [HRO] Regular report to the Board on percentages of staff having received all necessary H&S training [HRO] Briefing pack on H&S requirements approved by external H&S consultancy [RO] Ensure all procedure updates are available and publicised [ICO] 	<p>In place</p> <p>In place</p> <p>Being planned</p> <p>Being planned</p> <p>Being planned</p> <p>Being planned</p>

2016 – 2017 Risk Management Plan						
Risk area 6	event	likelihood	impact	Priority	Actions see also BP6	status
	iv. Site audits fail to recognise a H&S risk	2	4	8	<ul style="list-style-type: none"> Ensure MAT centre programme of inspections ensures a check on academy-level inspections [RO] Ensure templates to be used in inspections cover all eventualities [RO] Introduce occasional external H&S inspections [RO] Seek Board advice and approval on the programme of H&S related inspections [RO] 	Being planned Being planned Being planned Being planned
	v. External environmental shock affects student and/or staff safety	1	5	5	<ul style="list-style-type: none"> See RA 3iv above for business interruption mitigation measures [ICO] Procedures in place should one of the academies be required to shut down [ICO] 	Completed Planned
	vi. Internal communication failure inhibits H&S management systems	1	5	5	<ul style="list-style-type: none"> See RA 3iv above for business interruption mitigation measures [ICO] Ensure a last resort back-up of paper copies of policies, procedures and reports and keep this up-to date [ICO] 	Completed Plans in place