

Registered number: 08039629 (England and Wales)

**The Dover Federation for the Arts**  
(A company limited by guarantee)

**Annual report and financial statements**

**For the year ended 31 August 2018**

**The Dover Federation for the Arts  
(A company limited by guarantee)**

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**The Dover Federation for the Arts**  
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**Reference and administrative details of the Academy Trust, its members/trustees and advisers**  
**For the year ended 31 August 2018**

**Members**

Mr C J Russell  
Mr J A Peall  
Mrs C A Boxall  
Mr B J Williams  
Mrs C Donovan (resigned 31 August 2018)  
Mrs A Osborne (appointed 1 September 2018)

**Trustees**

Mr C J Russell, Chief Executive Officer (resigned 31 August 2018)  
Mr J A Peall, Chair of Board of Directors (resigned 31 August 2018)  
Mrs C A Boxall, Special Educational Needs Director  
Mr B J Williams, Chair of Board of Trustees/Business Committee  
Mrs C Donovan  
Mrs A Billing  
Mrs U Mills  
Mr S P Paget, Director of Training and Online Safety  
Mrs H K Baacke  
Mr J Horne  
Mr G Cowan (appointed 19 April 2018)  
Mr N Castle (appointed 1 September 2018)

**Company registered number**

08039629

**Company name**

The Dover Federation for the Arts

**Principal and registered office**

Astor College  
Astor Avenue  
Dover  
Kent  
CT17 0AS

**The Dover Federation for the Arts**  
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**Reference and administrative details of the Academy Trust, its trustees and advisers**  
**For the year ended 31 August 2018**

**Advisers (continued)**

**Company secretary**

Ms R S Tolhurst

**Federation Leadership Team**

Mr C J Russell, Chief Executive Officer (resigned 31 August 2018)  
Mr D Meades, Senior Executive Leader and Accounting Officer (from 1 September 2018),  
Principal of Barton Junior School and Shatterlocks Infant and Nursery School  
Mrs S Knight Fotheringham, Principal of White Cliffs Primary College for the Arts and Pebbles Nursery  
Mr L Kane, Principal of Astor College  
Ms L Nunn, Director of Finance  
Ms R S Tolhurst, Director of Operations  
Mrs M O'Dell, Head of School, Barton Junior School (from 15 November 2018)  
Mrs N Biddle, Head of School, Shatterlocks Infant and Nursery School (from 15 November 2018)

**Independent auditors**

Kreston Reeves LLP  
Statutory Auditor  
Chartered Accountants  
37 St Margaret's Street  
Canterbury  
Kent  
CT1 2TU

**Bankers**

National Westminster Bank Plc  
25 Market Square  
Dover  
Kent  
CT16 1NG

**Solicitors**

Furley Page LLP  
39 St Margaret's Street  
Canterbury  
Kent  
CT1 2TX

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**Reference and administrative details of the Academy Trust, its trustees and advisers  
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**Advisers (continued)**

**Member Schools**

Astor College (AC)  
Barton Junior School (BJS)  
White Cliffs Primary College (WCPC)  
Shatterlocks Infant and Nursery School (SINS)  
Pebbles Nursery (PB)

**Other addresses**

Barton Junior School  
Barton Road  
Dover  
Kent  
CT16 2ND

White Cliffs Primary College for the Arts  
St Radigunds Road  
Dover  
Kent  
Ct17 0LB

Shatterlocks Infant and Nursery School  
Heathfield Avenue  
Dover  
Kent  
CT16 2PB

**Websites**

[www.dfamat.com](http://www.dfamat.com)  
[www.astor-college.co.uk](http://www.astor-college.co.uk)  
[www.bartonjuniorschool.org](http://www.bartonjuniorschool.org)  
[www.whitecliffs-primarycollege.com](http://www.whitecliffs-primarycollege.com)  
[www.shatterlocks.com](http://www.shatterlocks.com)

**The Dover Federation for the Arts  
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**Trustees' report  
For the year ended 31 August 2018**

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements and auditors' report of The Dover Federation for the Arts (the Multi Academy Trust) for the period ended 31 August 2018. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

**Structure, governance and management**

**Constitution**

The Academy Trust is a charitable company limited by guarantee and an exempt charity.

The charitable company's Memorandum and Articles of Association are the primary governing document of the Academy Trust.

The Trustees of The Dover Federation for the Arts are also the directors of the charitable company for the purpose of company law.

The Dover Federation for the Arts is a federation of four separate academies which come under the aegis of the Multi Academy Trust. In addition, the Trust operates a private nursery provision.

The constituent entities coming under the aegis of the Dover Federation for the Arts Multi Academy Trust (DFAMAT) are:

Astor College (11-19), White Cliffs Primary College for the Arts (4-11) Barton Junior School (7-11), Shatterlocks Infants School (4-7), Shatterlocks Nursery (3-5) and Pebbles Nursery (2-5).

The age range of children at each of the provisions is shown in brackets. The provisions trade under the names listed above.

There are five Trustees for the charitable activities who also act as Directors of the charitable company for the purposes of company law. The Charitable Company is known as The Dover Federation for the Arts.

There was a single Board of Directors consisting of the eleven Directors.

Trustees have responsibility for all the provisions operated by the Multi Academy Trust.

The Board of Directors fulfils the range of functions traditionally undertaken by a governing body and is assisted in carrying out these functions by a range of volunteers and professional advisers which include the members of the Federation Leadership Team.

Local governance is the responsibility of Advisory Boards within each school, chaired by a Director with a membership consisting of parents, staff and community personnel.

The remit of this Board is covered within the Decision Planner based on the External Review of Governance recommendations carried out in September 2015 and further amended in 2016 after an internal governance review. The outcome of an in-depth internal annual governance review this academic year will lead to changes taking place for leadership and governance from 1 September 2018.

The Board of Directors has three committees which oversee various aspects of the business; these are the Business and Personnel Committee and Academy Boards at local governance level. The Strategy Forum is made up of all Chairmen of Academy Boards, The Chairman of the Board of Directors, the CEO and The Clerk to the Board. Its remit is to ensure consistency, compliance and share good practice. The Forum meets three times per year or more often if required.

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**Trustees' report (continued)  
For the year ended 31 August 2018**

The Business Committee meet five times per year which includes two meetings for Audit and incorporates the Personnel Committee twice within each academic year.

Academy Boards within each Primary School and Pebbles Nursery school meet three times per academic year and Astor College Academy Board meets 4 times per academic year.

**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**

Subject to the provisions of the Companies Act 2006, the Trust maintains directors' and officers' liability insurance which gives appropriate cover for any liability incurred or legal action brought against them in connection with their acting in their capacity as trustees of the Trust.

**Principal Activities**

The principal activity of the provisions is to provide education to students within their designated age ranges. In addition, Pebbles Nursery provides education and childcare for pre school age children.

**Method of recruitment and appointment or election of Trustees**

There are currently five registered Trustees and eleven Directors appointed to the Boards.

Most Trustees and Directors were appointed by virtue of their previous role as governors of The Dover Federation for the Arts. New appointments will be based on personal competence, commitment, integrity, local availability and suitability within the skills set required by schools within the Federation.

**Policies and procedures adopted for the induction and training of Trustees**

New Trustees, Directors and Academy Board Members are inducted into the workings of the Multi Academy Trust and the requirements of the academies as companies and exempt charities. Training courses have been provided for Trustees during the year to allow them to fulfil their duties effectively. Strategy Days and evenings have taken place regularly along with the annual internal governance review.

**Organisational structure**

The management structure of the Dover Federation for the Arts Multi Academy Trust consists of the Board of Directors and the Directors' committees and the Federation Leadership Team (FLT). The Federation Leadership Team consists of the Chief Executive Officer, the Principals of the four schools, the Director of Operations and the Director of Finance.

The Board of Directors will confirm the membership and salary scales of the DFA MAT's Leadership team. The Board of Directors determine the salary for the CEO, taking into due account the respective level of responsibilities, recruitment and retention issues, internal differentials throughout the DFA MAT and affordability. Only teaching staff can be paid on the Leadership Scale.

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**Trustees' report (continued)  
For the year ended 31 August 2018**

The Personnel Committee will review the outcome of performance management with reference to pay progression salary scales for members of the Leadership team as appropriate within the appropriate requirements of the Teachers' Pay and Conditions Document.

Annual pay progression within the salary scale for a Leadership post is not automatic. The criteria and process for such decisions are set out in the Trust Pay Policy.

The Board of Directors is responsible for setting the general policy, adopting an annual budget, monitoring performance and making major decisions about the direction of the Multi Academy Trust and its Schools/Colleges, capital expenditure and senior staff appointments.

The Federation Leadership Team oversees the operation of the educational provisions, provides advice and guidance to the Board of Directors and is responsible for strategic decision making as well as ensuring that the policies agreed by the Board of Directors are implemented. In addition, each of the provisions has its own leadership team responsible for the internal organisation and day to day operation of the provision, under the direction of the relevant Principal for each school.


**Arrangements for setting pay and remuneration of key management personnel**

Annual Pay progression is not automatic and is subject to performance management criteria. The pay and remuneration of the senior team is decided by the Board of Directors and CEO.



**Objectives and Activities**

**Objects and aims**

		<b><u>Governance</u></b>  <b><u>Key Priorities and Action Plan</u></b>  <b><u>2017/18</u></b>	
		<b>Objectives</b>	<b>Activities</b>
1.	Continue to build on and review the effectiveness and good practice of the Academy Boards.	<ul style="list-style-type: none"> <li>• Chairmen to review in the Strategy Forum.</li> <li>• FLT feedback to Chairmen for consideration.</li> <li>• Consistent reporting structure monitored by Strategy Forum and FLT</li> <li>• Continue Group Strategy Days</li> </ul>	<p>Directors and members achieved awareness through continued training and feedback.</p> <p>Strategy Evenings provided valuable discussion for sharing good practice and implementation of new initiatives.</p>
2.	Academy Boards induction process to be developed.	<ul style="list-style-type: none"> <li>• Director for Training and Clerk to Board to carry out training of whole Academy Boards</li> <li>• Continue in future on a 1:1 basis as need arises</li> </ul>	<p>Whole governance collective Induction Evening carried out in December 2017.</p> <p>New members invited to induction groups or 1:1s</p>
3.	Directors to hold Academy Boards to account for the delivery of the SDP/SEED	<ul style="list-style-type: none"> <li>• Use the Key Priorities for each school/college, SEED and SDP. Scrutinise and identify Key Issues from AB Chairmen's reports</li> <li>• Curriculum Scrutiny to ensure the broad and balanced curriculum continues</li> </ul>	<p>In place, ongoing and evidenced in AB minutes and Director Visit reports</p>
4.	To monitor use and impact of Pupil Premium Spending	<ul style="list-style-type: none"> <li>• Produce the annual report to reflect actions and spending</li> <li>• Publish on website</li> <li>• Review impact</li> <li>• Standing Item on all AB and Board Agendas</li> </ul>	<p>Reviewed Feb 2018 and July 2018</p> <p>Continual awareness achieved and monitored through ABs and reported per school.</p> <p>Reports published.</p>

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**For the year ended 31 August 2018**

5.	To monitor attendance at each school/college. Review impact of strategies for improvement	<ul style="list-style-type: none"> <li>• Report to Academy Boards in detail and include breakdown and context of vulnerable groups</li> <li>• Identify barriers and possible actions</li> </ul>	Ongoing, achieved and monitored through ABs Strategies have improved attendance.
6.	Raise Director profile and engagement within the Federation community	<ul style="list-style-type: none"> <li>• Directors to attend Federation meetings, training, events, visits.</li> <li>• Clerk to Board to inform of Whole Federation events and Principals to engage with Directors regarding school specific events/visits.</li> <li>• Principals to identify annual calendar of Key Dates which are vital.</li> <li>• Directors log book to be kept in each school</li> </ul>	Ongoing, achieved and monitored through ABs. Documentary evidence of Director engagement in each school log book for Directors. Directors are invited to all events and attendance is high. Continued focus will extend to ensuring staff and student awareness of governance structure in coming year 2018-19.
7.	To ensure succession planning for Governance and Leadership	<ul style="list-style-type: none"> <li>• Prepare scenarios for Directors discussion</li> <li>• Review potential new Directors</li> <li>• Consult on leadership models</li> </ul>	Jan 2018 CEO/Directors/FLT achieved through internal governance and leadership consultation – new model ratified and will be in place by 01/09/18. To be on continual review to ensure success.
9.	Scrutinise Federation funding to effect a balance to meet needs across all schools/colleges	<ul style="list-style-type: none"> <li>• Regular monitoring through Business Committee Meetings</li> <li>• Monthly monitoring by Principals</li> </ul>	Detailed meetings, monitoring and review through Business Committee, Full Board and the FLT. Review of spending and value for money remains a continual focus
10.	Monitor and sustain Staff Development and Welfare	<ul style="list-style-type: none"> <li>• Monitor CPD and PM within each school</li> <li>• Personnel Committee to engage in teaching staff and support staff structures, attendance and progression annually.</li> <li>• Direct resources to represent need</li> </ul>	Ongoing and evidenced through Director Visit Reports, AB minutes and Personnel Committee. Federation wide awareness and training on mental health issues carried out with all staff and Directors and will be a continued focus for 2018-19

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**Trustees' report (continued)  
For the year ended 31 August 2018**

**Public benefit**

In setting our objectives and planning our activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

**Going concern**

There is a 5-year budget plan in place which is used as a live planning tool and is updated as funding changes are released and also in respect to staffing changes as they occur.

The statement in relation to the Astor College deficit included in the financial statements clarifies significant ongoing management action to return the College to a surplus position within the agreed period. This has been communicated with the ESFA and is kept under constant review.

All schools are monitored individually, as well as the Trust as a whole. Reporting is received in line with the financial recovery plan and discussed and monitored at Trustees meetings, as well as the monthly review with the Chairman of the Board (in line with the Academies Financial Handbook).

After careful consideration it is the assessment of the Trustees that the Dover Federation for the Arts Multi Academy Trust remains a going concern and will continue to improve in financial position year on year until there is a return to overall surplus position. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

**Key performance indicators**

The key performance indicators on which Trustees will receive regular reports are:

- Academic Achievement, Progress, Attainment, Well-being and Attendance

These are evaluated with regard to the floor targets set by national government as measured by Standard Attainment Tests in the Primary phase and GCSE performance at secondary level, as well as results at A level and other Post 16 qualifications. The details are specified elsewhere in this report.

In addition, levels of progress for students have been monitored and reported (summative) back to Trustees. Separate statistics have been compiled to measure the achievement of vulnerable groups, especially those attracting pupil premium.

- Finance

Key Performance Indicators will be monitored to ensure that all provisions remain within budget and use and deploy resources to secure value for money. Details are dealt with elsewhere in this report.

Particular attention will be paid to exploiting potential sources of external funding to maximise income; reducing the loan from the local authority in line with the agreed schedule of repayments and managing the impact of fluctuations in roll numbers, caused by changing demographics.

- Review of Activities

All of the provisions have performed extremely well over the last year and a brief summary against key indicators is set out below. This increase in performance has been a contributory factor on the budget outturn and we are aware of the need to continue to control the level of expenditure in order to achieve these results.

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**Trustees' report (continued)  
For the year ended 31 August 2018**

**Astor College**

In 2018 the College achieved a 10% improvement in the percentage of students achieving an A\*- C grade in English and Maths. The current percentage is 42% for those on roll during years 10 and 11 compared with 32% in 2017. The percentage is likely to increase with the number of remarks identified and each student being 0.6% should the grade improve. Overall 49.4% of all grades at GCSE were a grade 4 or above and many subjects have improved upon the 2017 outcomes at A\*-C and A\*-G. The progress 8 measure is going through adjustments by the DfE so it is not possible to calculate accurately at this stage. The progress 8 outcome will be published around November 2018. In the Sixth Form the percentage of top grades increased to 25% at A\*-B an improvement of 8% over the last 2 years. The average grade remains at a D for A Levels and a Distinction – for the BTEC subjects.

Astor College's results in the summer of 2018 at GCSE and A level have shown significant improvement at the top end and the College is very close to the 40% national threshold for combined Maths and English grades at C or above.

Astor College received an Ofsted inspection in October 2017 which was graded RI. The draft report was challenged by the Leadership Team. Leadership and Governance will be meeting with the DfE for the annual monitoring of the Trust's performance in November 2018. There will also be an HMI monitoring visit to Astor College which is expected during term 2.

**White Cliffs Primary College for the Arts**

**Key Stage 2**

Maths – 72%  
Writing – 76%  
Reading – 56%  
GPS – 68%

**Key Stage 1**

Maths – 77%  
Writing – 72%  
Reading – 79%

**GLD – Early Years – 80%**

Year 1 Phonics Screening – 84%  
Year 2 Phonic Retakes – 50%

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**Trustees' report (continued)  
For the year ended 31 August 2018**

**Barton Junior School**

Barton Junior School has seen an increase in all areas of results this year. The School also has a rising roll, and this is set to increase with the opening of the new building which is due for completion by September 2019. The School is expecting to receive an Ofsted inspection somewhere between October and February this academic year.

**Key Stage 2**

Expected Standard  
Maths – 91%  
Writing – 86%  
Reading – 91%  
GPS – 86%

Exceeding the Expected Standard (Greater Depth)

Maths – 13%  
Writing – 22%  
Reading – 28%  
GPS – 26%

**Shatterlocks Infant School and Nursery**

Shatterlocks Infant and Nursery School, like all Federation schools, has seen an increase in results this year at the end of Key Stage 1. The School is above average in all areas and is successfully closing the gap between pupil premium and non-pupil premium children (this is successfully continued through Barton Junior School). The School received an overwhelmingly positive Ofsted visit in July 2018. The school will receive a full inspection in the next 2 years to establish whether the school is now 'Outstanding'.

GLD – 70%  
Year 1 Phonics Screening – 85%  
Year 2 Phonic retakes – 96.3%

**Key Stage 1**

Expected Standard  
Maths – 87%  
Writing – 80%  
Reading – 85%

Exceeding the Expected Standard (Greater Depth)

Maths – 22%  
Writing – 19%  
Reading – 28%

**Pebbles Nursery**

Ofsted Grading 'Outstanding'.

The Dover Federation for the Arts Multi Academy Trust took over the existing PVI provision based at White Cliffs and established Pebbles Nursery as a new PVI provision, owned by the DFA MAT from 15 April 2013. In October 2013 Pebbles had its first Ofsted Inspection and was judged Outstanding which is a tremendous achievement for a preschool provision in its first year of operation under the aegis of the Dover Federation for the Arts Multi Academy Trust. There were 26 children per session in Sept 2018 and 50 children registered with the Nursery.

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**Trustees' report (continued)**  
**For the year ended 31 August 2018**

**The DFA**

The Board of Directors and Federation Leadership Team is committed to raising standards still further and to that end a series of whole staff and departmental training sessions have been undertaken focusing on intervention, alternative curriculum, Pupil Premium, curriculum provision, SEND, Safeguarding, Health and Safety, Mental Health and online safety. The Board of Directors also take part in full day focus visits to every school where a tour and overview is provided. The Board carry out these visits twice per academic year.

In 2017 The Board of Directors decided that Academy Boards should increase their membership to add cross federation staff membership; providing key knowledge and skills benefiting transition and understanding of key needs vital to all through provision. This has been implemented during 2017-18.

In addition to a continuing rise in academic standards, students from the DFA academies were also involved in international musical productions with a production of Cabaret being put on in Dover and New Kent Virginia and a Musical Medley in Siberia.

International links continue to be a strength of the Multi Academy Trust and DFA Schools and students have been actively involved in links with Croatia to produce a photographic exhibition.

The number of students within DFA schools during 2017-2018:

Astor College: 894  
Barton Junior School: 209  
Shatterlocks Infant and Nursery School: 229  
White Cliffs Primary College for the Arts: 282

**White Cliffs Primary College for the Arts**

White Cliffs Primary College for the Arts holds a grading of 'outstanding' from Ofsted. Though the college is in an area of high deprivation, results in National Testing and Assessment have exceeded both floor targets and National Averages in EYFS, Phonics Screening and KS1 SATS. Despite high levels of pupil premium and pupil mobility throughout Key Stage 2, the college still exceeds floor targets for attainment in Writing and Maths. Progress measures for Key Stage 2 are broadly in line with National Expectations. Attainment across the college is showing a significantly improving picture.

The College is a popular choice for parents, with all the children from Pebbles Nursery feeding into main school when they reach statutory school age.

In April 2017, a new building was opened which not only increased the intake to 2 forms of entry but also provided Pebbles, Foundation and KS1 with new facilities, a purpose built kitchen and extension to the existing hall to provide for the high uptake of school meals. An extended play area and a pastoral suite completes the build. Numbers on roll for September 2018 are 309.

**Barton Junior School**

Barton Junior School wave 2 of PSBP rebuild has suffered delays due to District Council Departments and Government Departments staffing changes and incompetent decision making. These issues have been addressed and the build commenced in September 2018 and will be opened in September 2019. The program will provide the school with a state of the art building which will serve the community well for the foreseeable future.

**Shatterlocks Infant and Nursery School**

Shatterlocks was rebuilt 15 years ago and, although still relatively new buildings a maintenance programme is required for the coming years. It has 52 places available in the nursery and 180 in the main school. Educational standards across the school are in line with or exceed national averages.

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For the year ended 31 August 2018**

**Astor College**

Astor College requires extensive repairs to its main school block roof. The CIF funding bid was refused to meet the cost of these repairs but will be re-submitted in November 2018. Astor also requires urgent investment to its IT provision and a lease of hardware is the most cost-effective way forward. The increase in 6th form has put a strain on the limited computers available for students. The Federation as a whole has reviewed and updated its IT systems, server and network provision.

Astor College and White Cliffs Primary College for the Arts require extensive refurbishment of the heating systems and both schools are likely to qualify for the Salix Loan. The Board of Directors, Principals and Finance Director have considered the alternatives and are sure this is the best way forward to ensure business continuity through the winter months.

The Directors are aware of these needs and are considering all options available to them whilst also bearing in mind the severe shortfall from main government funding.

**Financial review**

As a result of unusual and specific circumstances, Astor College inherited a deficit on conversion and a loan for £1.4m was agreed with KCC with an agreement over ten years from March 2012 with low interest.

During the period to 31 August 2018, total income for the DFAMAT, including devolved capital income was £9,030,852 of which £225,656 was unrestricted. The unrestricted income makes provision for the repayment to the ESFA.

Total expenditure for the period to 31 August 2018 was £10,102,542 of which 75% represented employee costs.

These figures indicate a net in year deficit of £1,071,690 of which £130,800 amounts to completion of a Condition Improvement Fund grant carried over from 2016/17 for works completed 2017/18.

The remainder of this in year deficit was as a result of a combination of events during the year. Unforeseen changes in staffing resulted in an overall increase in costs (circa £33,000), additional educational resources, including improvements to ICT provision, were required during the year which saw a significant increase in costs (circa £87,000), DFAMAT support of the NSAE National Students Art Exhibition 2018 following grant not being received (circa £41,500). The remaining in year deficit related to general increases in costs in many areas.

The final position at the end of 2017/18 indicates that restricted revenue funds are in deficit by £3,643,000, unrestricted funds are in deficit by £459,630 and capital funds are in surplus by £26,081,347.

During the financial year 2017/18 the Trust has reviewed structures across all school sites which resulted in decisions which will reduce costs for all area for 2018/19 and future years. The delay of the National Funding Formula has a significant impact on the Trust 5 year budget plan and once fully implemented will provide accelerated financial recovery to a sustainable surplus position.

At 31 August 2018, the net book value of fixed assets was £26,035,824. The Local Government Pension Scheme (LGPS) liability was £3,643,000 at 31 August 2018.

**Financial risk management objectives and policies**

The financial and cash position of the DFAMAT is monitored carefully on a regular basis, especially in terms of anticipated income and expenditure and numbers on roll.

The DFAMAT has prepared a 5-year budget which is kept under review as announcements and updates are provided to the Government position of the National Funding Formula, staffing structures required and student numbers anticipated at each establishment. This enables proactive actions to be taken to ensure a smooth financial recovery.

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**Trustees' report (continued)**  
**For the year ended 31 August 2018**

**Principal risks and uncertainties**

The DFAMAT has a number of internal control policies including financial, operational and risk management to ensure assets are protected. Highlighted are some common areas of potential risk:

- **Falling Roll:** The area has suffered from falling rolls in the past which has impacted on funding. However, we are experiencing a rising roll across the Federation. Astor has experienced a rise in intake for the second year in a row. A significant rise in 6th Form numbers continues to take place.
- **Capital Expenditure:** continues to be a concern for essential works across the Federation which are not covered by insurance or ESFA grants. This is especially the case for Astor College heating, roof, windows general fabric, White Cliffs heating, toilets and playground, Shatterlocks drainage and roof, Barton Annex refurbishment and the Federation wide IT provision.

There is a risk of reputational damage caused by inadequate understanding of the context of our schools by Ofsted which could lead to unfair outcomes and reports. Reputational damage is also a risk from an event outside the control of Directors. Directors have conducted a review of the principal risks and have implemented measures to mitigate them as far as appropriate by ensuring the DFAMAT is rigorous in delivering high quality education and pastoral care and maintaining and managing key relationships with the Education Skills Funding Agency (ESFA).

**Reserves policy**

Although no minimum level of reserves has been set, Trustees have agreed that the aim is to maintain surplus funds to meet unforeseen expenditures as they arise and to maintain at least one month's payroll provision. They also seek to maintain sufficient funds to support educational priorities and restricted funds where there may be delays between spending and receipt of grants. Ideal reserves would be a figure of approximately £575,000 representing a month's staffing cost for the DFAMAT. At the end of August 2018, cash at bank was £335,660 overall.

**Investment Policy**

The DFAMAT endeavours to optimise investment by earning interest on its bank deposits whilst maintaining instant access to funds.

**Employees and Disabled Persons**

The DFAMAT practices equitable recruitment and promotion procedures for all staff.

**Deficit**

The deficit in Astor College has risen over the last 12 months and currently stands at £682,526 this is an increase from the previous year by a figure of £226,378. When reviewing this increase, we have identified that £126,500 of this amount relates to CIF funding received during 2016/17 which due to the profiling of the project was then spent during 2017/18. The remaining expenditure of £99,878 has been analysed and can be identified due to a number of reasons.

With a view to remove the potential for a similar issue during 2018/19 the following actions have been taken already.

There has been a full review of the curriculum offer for 2018/19 which has resulted in the reductions in staffing in the following subject areas:

- Art & Technology subjects
- ICT & Business subjects



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In addition to these subject areas these further adjustments to staffing have been made:

- SEN department review with reduction in Teaching Assistants
- Support staff who have left at end of year not replaced
- Support staff positions which did require replacement these have been filled by Apprentices to reduce costs and provide benefit of apprenticeships in the community
- Reduction in Leadership staffing structure
- Staff requesting flexible working considered and reviewed individually to be able to support and recognise savings as opportunities arise
- Staff absence managed and controlled. Costs reduced from circa £105,000 to £42,000 in 2017/18

Ongoing review and adjustment to the curriculum timetable to recognise early future staffing requirements so that natural movement in staff can be assessed easily on a needs basis for replacements.

The current curriculum model has been devised so that continuing growth in pupil numbers can be accommodated within current structure. Student numbers continue to increase during all times of the year and future budgets show an improvement in funding received as a result.

The resources budget for all classroom based educational supplies has been strictly controlled during 2017/18 and will continue to be so over the forthcoming years.

During 2017/18 the decision was made that the College could no longer operate a separate Inclusion Centre to enable concentrated education for students at risk of exclusion. Unfortunately, budget constraints mean that this is no longer able to be continued and these students are now supported within the main school system.

As an additional resource to address the diverse needs of students at the College, an arrangement is in place for NUYYU Academy to rent a business unit at the site which not only provides some income to the College, but also discounted rates for students attending.

Astor College has in previous years carried out extensive links with International Schools, going forward these projects will benefit from financial support through a mix of fund raising activities and sponsorship. Projects will be assessed on merit.

Review of all expenditure, to ensure all costs attributed can be linked to the educational benefit of the students at the College, all other projects to be either self-funded or available after receipt of small grants for that specific purpose.

Astor College has extensive use of outside resources to improve and enhance the educational benefit to the students, there is an ongoing programme in place (commencing 2018) whereby all ICT licences will be reviewed and evaluated for educational benefit, those not seen as providing sufficient value will not be renewed, those who are of value will be reviewed to ensure Best Value. As part of this there has been a move to utilise free revision resources rather than continuing subscriptions.

In recognition that the majority of income received by Astor College is in fact GAG funding there will be a continued focus to increase income generation from other funding streams. Areas of current note are both local and national small grants, lettings and fundraising for specific projects and to enable some extra-curricular events to continue.

As with all schools the delay of the full implementation of the National Funding Formula continues to provide undue pressure on budgets. As costs continue to rise there are less funds available, putting pressure to be able to provide a balanced curriculum and enabling there to be resources to ensure every student reaches their full potential.

It must also be recognised that Astor College, at conversion to an Academy inherited a deficit from the previous school in the sum of £1,377,839. This was recognised in the form a loan with the Kent County Council which is repaid monthly, payments will be finalised in March 2022.

**The Dover Federation for the Arts  
(A company limited by guarantee)**

**Trustees' report (continued)  
For the year ended 31 August 2018**

**Principal funding**

The Dover Federation for the Arts Multi Academy Trust (DFAMAT) has two main sources of income; the Education Skills Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular academic purposes; and Kent County Council (KCC) in the form of funding for the Early Years Foundation Stage. KCC also provide high needs funding for eligible students. The grants received from the ESFA and KCC during the year ended 31 August 2018, together with associated expenditure are shown as part of the general restricted funds in the Statement of Financial Activities (SOFA).

**Plans for future periods**

Aim:

To meet and exceed all of the floor targets and national expectations as defined by the Government, while continuing to ensure that every child gets the best possible nurture support and encouragement to meet his/her full potential.

**Quality of Provision**

Aim:

To ensure the curriculum stays relevant and meets student needs.

**At Astor College:**

To sustain the broad curriculum to ensure that the menu of subjects for students gives them the best chance of achieving academic results in line with or above national expectations.

**At all DFAMAT provisions:**

To sustain the broad curriculum to ensure that the menu of subjects for students gives them the best chance of achieving academic results in line with or above national expectations.

To identify, nurture and develop potential leaders at all levels, encouraging innovation and developing and enhancing a collegiate approach to leadership, across all provisions.

All schools/colleges have detailed development plans available on each website.

**Teaching and Learning**

Aim:

- To ensure that all teaching is innovative, relevant and at least Good.
- To monitor and review teaching practice and performance rigorously and consistently ensuring that the needs of all students are being met in the most appropriate way.
- To ensure that staff have access to an appropriate range of high quality continuing professional development opportunities in line with individual and institutional needs.

**Student Welfare**

Aim:

- To ensure all students have a safe and secure learning environment in which to develop and achieve.
- To maintain a dedicated pastoral support infrastructure where staff know their students and are proactive in supporting them.
- To maintain a zero tolerance of bullying and a behaviour policy and regime which is firm, supportive and maintains high standards of behaviour.
- To continue to implement and improve strategies to ensure the highest possible attendance for all students.

**The Dover Federation for the Arts  
(A company limited by guarantee)**

**Trustees' report (continued)  
For the year ended 31 August 2018**

**Development of the Dover Federation for the Arts Multi Academy Trust**

**Aim:**

- To ensure that all of the existing provisions within the DFAMAT continue to be developed in a way which is in the best interests of their students and to consider opportunities for expanding the DFAMAT in a way which is compatible with the best interests of existing provisions and those which might potentially be assimilated within the DFAMAT.
- To consider the prospect of taking on additional primary schools as academies federated to the DFA, if and when the opportunity arises and subject to a careful evaluation of the circumstances of the particular schools.
- To maintain and continue to develop a range of international links which enable students to benefit from interaction with students from abroad, foreign travel and the chance to participate in international musical productions through securing specific grants, funding and sponsorship.
- To ensure that the DFAMAT continues to work in close and constructive partnership with external agencies, including schools, businesses, voluntary organisations and local and national government to facilitate positive opportunities for students, staff development, attracting external sponsorship and financial, practical and political support for the maintenance and development of the DFAMAT.
- To secure the infrastructure of the Federation IT systems for the future taking into consideration best value.

**Trade union facility time**

**Relevant union officials**

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

**Percentage of time spent on facility time**

<b>Percentage of time</b>	<b>Number of employees</b>
0%	-
1%-50%	-
51%-99%	-
100%	-

**Percentage of pay bill spent on facility time** **£**

Total cost of facility time	-
Total pay bill	<b>4,328,074</b>
Percentage of total pay bill spent on facility time	- %

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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**The Dover Federation for the Arts**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**For the year ended 31 August 2018**

**Disclosure of information to auditors**

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

**Auditors**

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office.

The Trustees' report was approved by order of the Board of Trustees, as the company directors, on 13 December 2018 and signed on its behalf by:



**Mr B J Williams**

Chairman of The Board of Trustees and Chairman of the Business Committee