

Company Registration Number: 08039629 (England & Wales)

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

Annual report and financial statements
for the year ended 31 August 2019

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The Dover Federation for the Arts
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Reference and administrative details

Members

Mr C J Russell (resigned 18 July 2019)
Mr J A Peall
Mrs C A Boxall
Mr B J Williams
Mr G Cowan (appointed 2 September 2019)
Mrs A Osborne (appointed 1 September 2018, resigned 6 November 2019)

Trustees

Ms K Weaver (appointed 26 September 2019)
Mrs A Billing (resigned 3 October 2019)
Mr J Horne (resigned 1 May 2019)
Mr G Cowan (resigned 29 July 2019)
Mrs U Mills
Mr N Castle (appointed 1 September 2018)
Mr R Davies (appointed 10 July 2019)
Mrs C Donovan, Vice Chair
Mr S P Paget (resigned 31 December 2018)
Mrs H K Baacke (resigned 31 December 2018)
Mr B J Williams, Chair of Trustees
Mrs C A Boxall

Company registered number

08039629

Company name

The Dover Federation for the Arts

Principal and registered office

Astor College
Astor Avenue
Dover
Kent
CT17 0AS

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Reference and administrative details (continued)
for the year ended 31 August 2019

Company secretary

Ms R S Tolhurst

Chief executive officer

Mr D Meades

Federation Leadership Team

Mrs R Tolhurst, Company Secretary

Mr D Meades, Chief Executive and Accounting Officer (from 1 September 2018)

Mrs S Knight Fotheringham, Principal of White Cliffs Primary College for the Arts and Pebbles Nursery

Mr L Kane, Principal of Astor College

Mr M Willis, Director of Finance

Mrs M O'Dell, Head of School, Barton Junior School

Mrs N Biddle, Head of School, Shatterlocks Infant and Nursery School

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

The Dover Federation for the Arts
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Reference and administrative details (continued)
for the year ended 31 August 2019

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
www.astor-college.co.uk
www.bartonjuniorschool.org
www.whitecliffs-primarycollege.com
www.shatterlocks.com

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Trustees' report
for the year ended 31 August 2019

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2018 to 31 August 2019. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Dover Federation for the Arts Multi-Academy Trust operates as:

- Astor College for pupils aged 11 to 19
- Barton Junior School for pupils aged 7 to 11
- Shatterlocks Infant and Nursery School for pupils aged 3 to 7
- White Cliffs Primary College for the Arts for pupils aged 4 to 11
- Pebbles Nursery for pupils aged 2 to 5

Each academy's capacity and roll at census on October 2019:

Academy	Capacity	Roll
Astor College	1190	819
Barton Junior School	240	214
Shatterlocks Infant and Nursery School	180 + Nursery	192
White Cliffs Primary College for the Arts	390	309
	Headcount	2 year old Funding
Pebbles Nursery	30	17

Structure, Governance and Management

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust. The trustees of The Dover Federation for the Arts Multi Academy Trust are also the directors of the charitable company for the purposes of company law.

Details of the trustees who served during the year, and at the date these accounts are approved are included in the Reference and Administrative Details on page 1.

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 trustees' and officers' liability insurance through the Risk Protection Arrangement (RPA) with the DfE. The RPA provides appropriate cover for any liability incurred or legal action brought against them in connection with acting in their capacity as trustees of the Trust.

The Dover Federation for the Arts
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Trustees' report (continued)
for the year ended 31 August 2019

Method of Recruitment and Appointment or Election of Trustees

The Board of Trustees currently consists of 8 Trustees. 5 Trustees were appointed by the members and 3 co-opted by the Trustees. All appointments and removal of trustees and local governors are made on a majority resolution. An ongoing phased recruitment for governance began in September 2018 and focused on key areas identified in a skills audit and the Entrust self-evaluation tool. The second phase of recruitment will address succession planning. Governance recruitment agents, Academy Ambassadors and Inspiring Governance are utilised along with community and business recruits.

Local Governance is carried out by Academy Boards. Members are appointed by Trustees or co-opted by Academy Boards. Senior leaders and key personnel attend as advisors when required. All Academy Boards retain a majority of independent members including two parent members.

Policies and Procedures Adopted for the Induction and Training of Trustees

Prior to proposal for recruitment to any governance role tours, introductions and interviews take place to ensure a candidate understands the trust's ethos, vision and purpose. The trust also ensures candidates understand the roles, responsibilities and commitments of governance. Those recruited to governance are provided with an Induction Programme relevant to their role. Alongside the Trust's 1:1 specific induction, various programmes are available for new members in governance roles including but not restricted to: Entrust, NGA, Optimus and bespoke training all of which are provided to inform governance on the local or national education agenda. Each new governance recruit is appointed a mentor from the board for their first year. Continual training for all involved in governance takes the form of afternoon workshops, evening training and strategy days. Governance training for the academic year 2018-2019 included:

- Entrust Finance
- Safeguarding (inc. online)
- HR & Safer Recruitment
- Self-Evaluation and reflection on personal effectiveness
- Skills Audits
- Ofsted framework
- Risk awareness and management
- Schemes of Delegation
- Mental Health Training
- THRIVE initiative

The Board of Trustees carry out internal reviews annually and have agreed for an external review in the next academic year 2020-21.

Organisational Structure

Accountability, responsibility and delegation for Trustees, CEO, Local Academy Boards and Principals/Heads of Schools is set out in the Schemes of Delegation. (www.dfamat.com) This scheme of delegation has been implemented for the academic year 2019-20 and is under continual review to ensure its effectiveness.

The Board of Trustees delegate responsibilities to the Personnel Committee, the Finance and Audit Committee, the CEO, who is also the Accounting Officer, Academy Boards and Leadership.

The Executive Leadership Team consists of the Chief Executive Officer, the Principals, Heads of School, and the Company Secretary.

Arrangements for setting pay and remuneration of key management personnel

The scheme of delegation sets out the decision-making responsibilities for setting pay and remuneration for leadership, management and staff. This process incorporates performance management, benchmarking and compliance to current stipulated restrictions from the ESFA. Annual Pay progression is not automatic and is subject to performance management criteria.

The pay and remuneration of the executive leadership team is decided by the Board of Trustees and CEO.

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**Trustees' report (continued)
for the year ended 31 August 2019**

The pay and remuneration of the CEO is decided by the Board of Trustees.

Key management personnel include:

Trustees and:

D Meades	CEO
S Knight Fotheringham	Principal
L Kane	Principal
M O'Dell	Head of School
N Biddle	Head of School
R Tolhurst	Company Secretary
M Willis	CFO

The Personnel Committee will review the outcome of performance management for all other staff with reference to pay progression salary scales as appropriate within the requirements of the Teachers' Pay and Conditions Document. The Trust Pay Policy is reviewed annually to bring the Trust in line with County pay scales and pay awards.

Related Parties and other Connected Charities and Organisations

All those involved in governance and leadership disclose personal related details via the related party questionnaires submitted to auditors each year. Full disclosure provides transparency and ensures any conflict of interest is recognised and considered. No procurement process requiring disclosure or reporting at any level has taken place in this reporting period.

Auditors analyse revised and signed RPQs from all Trustees and Advisors at each annual audit.

Objectives and Activities

The objects of the Dover Federation for the Arts Multi Academy Trust are;

a) 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 ("the Academies") offering a broad and balanced curriculum and;

b) to promote for the benefit of the inhabitants of Dover and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

Aims

As a family of schools, the Trust works collaboratively to celebrate and nurture the uniqueness of all pupils. Through outstanding leadership, pastoral care, academic challenge and inspirational teaching all children are enabled to flourish, succeed and make a positive contribution to the communities they serve, creating strong citizens now and for the future.

Objectives, Strategies and Activities

Trustees objectives are to ensure the charity's resources are used for the charitable purpose and that the charity complies with the law and its governing document i.e. The Articles of Association.

Trustees take reasonable care in their work to ensure the trust is managed efficiently and effectively, taking professional advice when material or reputational risks may arise.

Trustees act responsibly in protecting the charity's assets and ensuring they are used for the benefit of the charity.

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Trustees' report (continued)
for the year ended 31 August 2019

As required by the Funding Agreement, Trustees must ensure the trust is solvent and keeps appropriate financial records.

We aim to make sure that every pupil achieves the very best they can. Through working with senior leaders, teachers and the wider staff we aim to raise achievement through providing an innovative curriculum, increased attendance and providing opportunities for personal growth and development.

The academies work together and with other schools both locally and nationally to share resources and experiences. This ensures that pupils and staff enjoy a wide range of learning experiences.

Achievements and Performance

All schools performed well this academic 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 be mindful of the depth of cuts still required but to also ensure the Trust sustain and improve these results across the schools.

Astor College

Attainment 8	35.28	(33.4 2018)
English (4+)	61%	(56% 2018)
Maths (4+)	48%	(44% 2018)
English & Maths (5+)	16%	(6% 2018)
English & Maths (4+)	40%	(35% 2018)
All Grades A*-C	49%	(48% 2018)
All Grades A*-B	17%	(17% 2018)

Post 16 Results Analysis 2019

Academic Average	22.96	D+
Applied General Average	33.14	Dist.
Percentage 1 Pass	98%	
Percentage 2 Passes	94%	
A*- A percentage	12%	
A*- B percentage	23%	
A*- C percentage	46%	

Astor College continues to respond to the challenge of buildings and maintenance. Trustees are aware of these issues; which were evident to them on their annual Trust tour. The executive leadership team are tasked with continued applications for CIF bids and to work with consultants to address these issues which Trustees have prioritised in their Risk Register.

CIF funding for emergency work for Astor College took place on the roof of the main school block during the year and continues until January 2019.

The 2019-20 CIF application round has just opened and the college is preparing a bid for replacement windows, highlighted as a priority by the condition survey and SRMA in his report.

Safeguarding and security remain a priority – phased installation and upgrading of fire doors and security barriers/gates was agreed, utilising the additional funding provided by the DfE.

The college continues to offer a broad range of subjects across KS4 and 5 enabling students to personalise pathways that will enable them to leave the college with the skills, knowledge and academic attainment necessary to support their next steps. The uptake for sixth form courses remains consistent and the Level 2 offer of an employability programme is popular. In 2018-19 the students wishing to attend university was 14 with 12 currently at the university of their choice. The 2 who did not leave for university are currently at Astor following the GAP programme we offer to year 14 students.

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**Trustees' report (continued)
for the year ended 31 August 2019**

Over the past 12 months the college has achieved several accolades. These include being appointed the regional hub for the Teacher Development Trust, the Bronze Award from the Carnegie Centre of Excellence for Mental Health in Schools, the appointment of the Principal to represent Kent on the Careers and Enterprise Company executive group and being recognised as the lead school in the DDS partnership for Teaching, Learning and Development.

Astor staff embrace the continual professional development opportunities provided and this enables the college to work closely with the only research school in the South East to enhance the pedagogical researched informed practice that underpins all the college offers in terms of teaching and learning.

The work undertaken on research informed practice has led to staff from Astor sitting on committees for The Charter College, The Parliamentary Review Group, CESET, Careers and Enterprise Company and Kent County Council. Numerous staff have also been invited to speak at conferences at district, regional and national level to share the research undertaken and the impact it has.

The College development points this year include:

- To continue to embed and pursue high standards of research informed teaching
- To use systems effectively to inform teaching, interventions and other strategies leading to improved barriers to learning
- Develop students' understanding of and engagement with challenge
- To continue to support students, staff and the wider community with diverse aspects of their personal development
- To continue to strive for improvements in attendance and engagement of hard to reach families.

Barton Junior School

The academic year for Barton Junior School has been eventful. The ESFA have carried out a complete rebuild whilst business continued at the same time. The project was successful, and the children moved into their new school building only three days later than planned. Further refurbishment is required of remaining facilities and is the next project for the school to address. It is hoped that the development will not only provide much needed hall space for Barton Junior School but additional capacity for lettings and community use.

A new Head of School, Mrs M O'Dell, was appointed in September 2018.

The Academy Board merged with Shatterlocks Infant and Nursery School Board.

Results are in line or above national averages.

	READING	WRITING	MATHS	GPS
Expected Standard	74	85	74	79
Greater Depth	15	13	9	15

The school development points for this year include:

- To ensure the most able pupils are challenged consistently to attain the higher standards in reading and mathematics;
- The academy board continues to refine its skills for holding senior leaders to account in raising standards further.

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**Trustees' report (continued)
for the year ended 31 August 2019**

Next Steps from Ofsted Report – December 2018 'Good':

- most able pupils are challenged consistently to attain the higher standards in reading and mathematics;
- the academy board continues to refine its skills for holding senior leaders to account to raise standards further.

Shatterlocks Infant and Nursery School

Shatterlocks Infant and Nursery School have had a very successful year. A new Head of School, Mrs N Biddle, was appointed in September 2018. Ofsted carried out an inspection in June 2019 and the school achieved an 'Outstanding' judgement.

Staffing levels continue to be a concern in light of the higher than expected intake of children with high levels of need. Lack of initial funding has added additional strain on staff.

Percentage of children achieving GLD 80%
Phonics 84%

YEAR TWO	READING	WRITING	MATHS
Expected Standard	83	79	87
Greater Depth	28	21	30

The school development points for this year include:

- To ensure members of the newly restructured academy board improve their understanding of how to support and challenge leaders at all levels;
- To further refine the development of pupils' skills, knowledge and understanding across subjects other than English and mathematics.
- To raise standards and outcomes in reading for all pupils through more rigorous focus on individual, guided and shared reading
- Develop outside learning in the grounds of the School, building on knowledge gained through work with Forest Schools
- Embed whole school 'Thrive' approach with all staff to raise pupil well-being further through further training

White Cliffs Primary College for the Arts

White Cliffs is in an expansion programme to two forms of entry in all year groups. The target year group is currently in Year 5 which means that the programme will reach completion in September 2020. The College was inspected by Ofsted in January 2019 and achieved a 'Good' judgement.

The College has continued to reduce staffing levels by neither expanding nor replacing those who leave. This has put huge pressure on existing staff, particularly with the increased intake of those vulnerable children and those with SEND. The College also battles with maintaining the old buildings which are requiring urgent repairs and maintenance of considerable cost.

Percentage of children achieving GLD 76%
Phonics 81%

YEAR TWO	READING	WRITING	MATHS
Expected Standard	78	76	79
Greater Depth	14	0	9

YEAR SIX	READING	WRITING	MATHS	GPS
Expected Standard	69	76	90	86
Greater Depth	24	10	34	28

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**Trustees' report (continued)
for the year ended 31 August 2019**

The College development points for this year include:

- strengthen the quality of teaching by ensuring that it is consistently as good as the best in the school;
- pupils' learning is challenged and extended more fully across all areas of the curriculum, particularly for the most able, so pupils reliably reach the standards of which they are capable;
- further develop a shared vision for the curriculum so that it successfully develops pupils' knowledge, skills and understanding across all subjects.

Pebbles Nursery

Pebbles Nursery is situated in a purpose-built area within White Cliffs Primary College for the Arts. It is solely funded through the childcare voucher system, Free for 2 funding and from parental top-up fees. The Nursery is registered with Ofsted and is inspected under the Early Years Inspection Framework (September 2019). Pebbles is financially self-sufficient and does not draw on the White Cliffs GAG. Pebbles Nursery is owned and managed by the Trust. The Principal of White Cliffs Primary College for the Arts is the Nominated Person.

The day to day running of Pebbles is the responsibility of the Nursery Manager, supported by a Deputy Manager and a team of practitioners. The education is led by a qualified and experienced teacher. Pebbles offers 26 places per session. It is well regarded within the local community. Parents register their children for places well in advance of their eligibility.

Pebbles was last inspected by Ofsted in September 2013 and graded Outstanding. It is due for reinspection under the new OIF.

Public Benefit

As a family of schools, the primary purpose of The Dover Federation for the Arts Multi Academy Trust is to work collaboratively in celebrating and nurturing the uniqueness of all pupils. Through outstanding leadership, pastoral care, academic challenge and inspirational teaching all children can flourish, succeed and make a positive contribution to the communities they serve, creating strong citizens now and for the future.

The employability pathway at Astor College has led to all students who undertake this course leaving for an apprenticeship at its conclusion. This programme has also enabled the college to forge stronger and more sustainable links with businesses in the community which is supporting the extensive careers programme offered to all students.

Community engagement across the trust schools included 'The Big Dig' development of an outdoor learning classroom and sensory garden at White Cliffs Primary College for the Arts. White Cliffs and Barton Junior School have co-led with Affinity water the 'River Dour Project' which is a community based educational preservation project.

Shatterlocks Infant and Nursery School have partnered with the local Charles Lister Court residential supportive housing for the elderly. The children visit and perform musical items for the residents. This link benefits both the elderly and the children.

All primary schools are working with work experience students, apprenticeships, student teachers and offer placements for NVQ training.

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Trustees' report (continued)
for the year ended 31 August 2019

Strategic Report

Key Performance Indicators

Ofsted

The outcomes of this year's Ofsted inspections are:

- | | |
|---|-----------------------------------|
| - Barton Junior School | Good (December 2018) |
| - Shatterlocks Infant and Nursery | Outstanding (June 2019) |
| - White Cliffs Primary College for the Arts | Good (January 2019) |
| - Astor College | Inspection due (RI December 2018) |
| - Pebbles Nursery | 'Outstanding' (Inspection due) |

Principal Risks and Uncertainties

Trustees have been involved in training and seminars to increase the boards consistency and effectiveness in the use of risk management strategies. The internal auditors, Williams Giles, attended a whole board meeting to assess the Risk Management and Awareness Procedures and to consider the Risk Registers with Trustees to focus the internal audit reports for the next academic year. Auditors recognised the Trustees awareness of risks through mitigation strategies already in place.

The principal risks and uncertainties facing the Trust are:

- Sustaining the 3-year plan to return the Trust to a surplus position whilst maintaining the quality, standards and further attainment in all academies.
- Retaining high quality staff on reduced budgets and under restructuring restrictions.
- Rising costs of grounds and buildings maintenance, energy and services.
- Continuing rise in results at Astor College
- The declining condition of some of the Trust buildings
- Increase in numbers of children with high levels of need against a backdrop of insufficient funding and specialist provision

The Trust has worked closely with an SRMA and the ESFA and an achievable three-year recovery forecast has been agreed. This plan included structuring reforms including:

- Restructuring of leadership at White Cliffs Primary College and Astor College
- Reduction in staffing at all primaries
- Reduction in expenditure on non-staffing costs across the Trust but particular at Astor

Trustees also recognise emerging risks such as: Brexit causing potential supply delays and access issues around Dover school. Mitigation of this risk included trust wide strategies for staffing schools, alternative transport routes and liaising with suppliers to ensure contingency plans could be agreed. The CEO also joined with Lord Agnew on the government working party to identify and reduce risk and impact for schools.

Financial Review

Most of the Trust's income is obtained from the DfE, the use of which is restricted to specific purposes.

During the period to 31 August 2019, total for the DFMAT, including devolved capital income was £9,419,986 of which £260,308 was unrestricted.

Total expenditure for the period to 31 August 2019 was £10,265,595 of which 70% represented employee costs.

These figures indicate a net in year deficit of £845,609 which includes depreciation charges of £889,403. Therefore operationally DFMAT made an in year surplus of £43,794.

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**Trustees' report (continued)
for the year ended 31 August 2019**

The restricted fund (excluding restricted fixed asset funds) at 31 August 2019 is in deficit by £5,028,000. This arises from the pension reserve fund which represents DFMAT's share of the LGPS fund deficit of £5,028,000 calculated in accordance with Financial Reporting Standard (FRS) 102 by Barnett Waddingham LLP. Employer contributions are reviewed every three years in consultation with the scheme's administrators and employer contributions due by the Trust have been fixed for the three years from 1 April 2017.

Unrestricted funds are in deficit by £359,831. The deficit includes a loan from KCC which was inherited on conversion and the remaining loan balance at year end is £373,975.

The Trust also has £180,992 of free capital reserves which includes £84,442 of CIF funding for roof replacement works at Astor College.

The Trust experienced quite significant changes from September 2018 when leadership and governance structures were revised. A new CEO was appointed after the previous CEO of 30 years retired. Along with these changes the Trustees were clear that the Director of Finance and Business be released from employment and an independent financial consultant was employed. During this time of adjustment, leadership and governance were able to re-focus priorities and stimulate clarity through training, review and creating the collegiate accountability required to strengthen the Trust's position.

Trustees, with the support of leadership took bold steps in reviewing budgets and spending. With the invaluable support of the ESFA and an SRMA, a three-year plan brings the Trust back into surplus and a healthy position by 2022. In the short time this plan has been in place, the impact of agreed strategies has already made a huge difference.

The Trust central services continue to be strengthened; the appointment of a Director of Business and Resources aims to boost capacity to the Trust's income generation and efficiency drive.

A KCC loan was taken out prior to academisation and the CEO is engaged in negotiations with KCC regarding adjustments advised by the ESFA. Currently, the loan payments run until 2022:

31/08/19	£373,975
31/08/20	£226,795
31/08/21	£79,615
31/08/22	£Nil

After detailed benchmarking, analysis and valuable engagement with the SRMA, Trustees are committed to the agreed three-year plan. Trustees had already requested an in-depth review of all contracts, ensuring only operational lease agreements were in place. Streamlining of individual school contracts into one trust wide contract has taken place over the past two years and continues to achieve savings and efficiencies. A review of insurance arrangements took place, along with a decision to reduce, over time, a higher than average number of TLR payments at Astor College. Any performing and visual arts projects will take place only in the UK and not internationally for the foreseeable future unless fundraising or project bids are successful in meeting the costs. Analysis of staffing ratios and class sizes will lead to changes going forwards, but this will also entail further staff reductions and cuts to resources and streamlining of the curriculum offer. The outcome of this review and three-year plan will ensure financial stability, improved income generation, expansion of central services, priority buildings and maintenance programme, succession planning and potential for strategic future growth.

Going Concern

After making appropriate enquiries, the board of trustees are confident that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Trustees are cautious, as funding has not risen in line with costs and reserves are diminished, however, adhering to the plan agreed will enable the Trust's overall financial position to stabilise and rebuild reserves.

The Trustees took immediate action after reviewing the benchmarking and recommendations from the School Resource Management Advisor (SRMA). The three-year plan will build on this action and return the Trust to a surplus budget by 2022.

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Trustees' report (continued)
for the year ended 31 August 2019

In working towards financial efficiency, the Trust will need to make further cuts in resourcing and staffing. Trustees are confident that the Trust's financial security will be achieved through these actions but are mindful for the need to also focus on continually raising attainment levels.

Therefore, the Board of Trustees has adequate resources to continue its objects. 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 Accounting Policies.

Reserves Policy

Academies are expected to create reserves from their annual capital funding. However, as there is now minimal funding in the way of devolved formula capital grant from the ESFA, this creates little opportunity to achieve a surplus. The Trust will therefore continue to bid for any Priority Building or Condition Improvement Funding available, based on capital projects identified in the School/College Improvement Plans. The level of reserve will be reviewed and set on an annual basis as part of the budget setting plan.

When considering an appropriate level of reserves, the trustees consider:

- the risk of unforeseen emergency or other unexpected need for funds
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence
- a fall in a source of income, such as lettings
- planned commitments, or designations, that cannot be met by future income alone, for example plans for a major capital project
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received

The Trustees use the financial risks identified to determine the amount of reserves the academy aims to hold.

Investment Policy

The Trustees consider the best use for any reserves is for re-investment into the Trust at the current time.

Fundraising

The Trustees statement regarding fundraising:

- We will not accept funding from organisations or businesses that go against the Trust's core values including but not restricted to: alcohol or tobacco companies, pay day loan companies or from companies using child labour, modern day slavery or who do not promote healthy eating or living.
- All decisions based on ethical protocols will be made by the Principal and the Academy Boards for each individual school/college.
- We will accept donations from individual donors, if the donations do not come with conditions or expectations, we are not happy to uphold
- Any fundraising initiatives must be authorised by the Principal at the school/college prior to commencing organisation.
- Fundraising teams, whether staff, students or parents must liaise with the Finance Department and adhere to the strict protocol for handling, recording and storage of funds.

Accounting Arrangements

Funds raised will be kept separately from the main school/college funds. Spending will be monitored separately for each project, and income and expenditure for each will be reported to the Principal and Accounting Officer. An annual account of all trust fundraising will be presented to the Board of Trustees as part of the Accounting Officer's report. A breakdown of how the funds have been used will be provided to the organisations that provided them, on request.

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**Trustees' report (continued)
for the year ended 31 August 2019**

Plans for Future Periods

The last 12 months have been a period of huge change for the Trust. The appointment of a new CEO has proved highly beneficial and has strategically changed the direction of the work we do. All four academies received an Ofsted visit in the last academic year and the reports have been highly positive. Standards at Astor College and White Cliffs Primary College has seen considerable improvement whilst the high standards at Barton and Shatterlocks are sustained.

The Trust is looking to rebrand with an aim to raise the Trust's profile and attract all students and families in the local area by focusing on high aspirations and all aspects of the wider curriculum. This is particularly important given that 42% of local children go to the Grammar schools. The introduction of the 'Grammar Stream' at Astor College in 2014 has been highly successful in attracting the higher achieving children who want a grammar school education in a non-selective setting.

Two academies in the trust have requested name changes to better reflect the quality and type of education they provide. This proposal will form part of the business plan for re-branding.

The Trust has a proven track record in school improvement. Therefore, we are seeking to expand the number of primary schools within the Trust in order to share our expertise in raising attainment.

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

Percentage of time	No. of employees
0%	-
1% - 50%	-
51% - 99%	-
100%	-

Percentage of pay bill spent on facility time	£
Total cost of facility time	-
Total pay bill	6,998,751
Percentage of total pay bill spent on facility time	0%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	0%
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The Dover Federation for the Arts
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 August 2019

Disclosure of information to auditors

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

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

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 9 December 2019 and signed on its behalf by:


Mr B J Williams
Chairman of The Board of Trustees

The Dover Federation for the Arts
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Governance Statement

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that The Dover Federation for the Arts has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive Officer, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Dover Federation for the Arts and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 8 times during the year.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
Mr B J Williams, Chair	8	8
Mrs C Donovan, Vice Chair	8	8
Mrs C A Boxall	7	8
Mrs U Mills	8	8
Mr N Castle (appointed 25 September 2018)	8	8
Mrs A Billing (resigned 3 October 2019)	3	8
Mr J Horne (resigned 1 May 2019)	6	6
Mr R Davies (appointed 10 July 2019)	1	1
Mrs H K Baacke (resigned 31 December 2018)	2	2
Mr S P Paget (resigned 31 December 2018)	2	2
Ms K Weaver (appointed 26 September 2019)	0	0
Mr G Cowan (resigned 29 July 2019)	2	8

During the past academic year, the guidance from the RSC and ESFA led two staff Trustees to resign. We also had two trustees who were struggling to make it to the full board meetings as the number held per year rose significantly. They both resigned from the Board of Trustees but are however still involved, one as a Member and the other out the Primary Hub Academy Board.

Recruitment is a key priority and taking the form of a phased programme.

No separate Finance and Audit Committee existed for 2018-19 due to the Board of Trustees covering this remit until, in July 2019 when it was recognised that the Finance and Audit Committee should be reinstated. The Board of Trustees held 8 meetings in 2018-19, of which 4 covered pre audit, post audit, budgets and monitoring. However, for the 2019-20 academic year the newly appointed Finance and Audit Committee have 5 scheduled meetings, the Personnel Committee 2, and the Board of Trustees have 4 meetings booked in.

Governance Reviews

The Board of Trustees have carried out a full internal review over the last academic year 2018 – 2019. All those involved reflected on the self-evaluation programme linked with an audit of skills. It was recognised that recruitment in key areas was required and these appoints were made after using governance recruitment sites. Also, after receiving guidance from the RSC and ESFA, the two staff Trustees resigned their posts on the board. Although this was a great loss, both are still available as advisors should their expertise be required.

The Dover Federation for the Arts
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Governance Statement (continued)

Governance (continued)

The second area highlighted through the review was an urgent need for succession planning. Therefore, we are currently undergoing the next phase of recruiting experienced MAT Trustees especially with experience in charring, finance, legal, marketing, HR and Health and Safety. Although many existing trustees have a broad grasp of these skills, we must recruit Trustees with current specialist knowledge.

Another area of focus was to establish clarity and consistency across governance of the trust as a whole. The remit of clerking and the Company Secretary role has developed and grown immensely; therefore, Trustees have assessed the current workload of the Company Secretary to ensure the role can offer the capacity for effective trust wide governance support. The Company Secretary has also carried out external exams in Academy Governance.

Trustees and leadership are mindful of the need for succession planning in key central services provided by the Trust Central Team and this will form a future focus to ensure the Trust is able to provide the support through expansion plans.

Trustees plan to appoint an external review of governance from September 2020. The reviewing body have already been approached.

The **Personnel Committee** is a sub-committee of the main board of trustees. Its purpose is:

- To approve procedure for recruitment and appointment of staff.
- To consider applications from staff for secondments or leave of absence.
- To oversee the process leading to staff reductions.
- To follow established procedure when advertising, selecting and appointing new members of staff through the implementation of the Safer Recruitment Policy.
- To monitor the Trust Single Central Database.
- To make recommendations on personnel related expenditure to the Board of Trustees.
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence.
- To draft and recommend for adoption the procedures for dealing with staff discipline and grievances procedures.
- To establish and review a Performance Management/Appraisal Policy for all staff.
- To establish and review the Pay Policy for all staff.

Additional responsibilities which are delegated by the Trustees as set out in the Trust Schemes of Delegation reviewed each academic year. A copy is on the Trust's website.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
Mrs U Mills, Chairman	2	2
Mrs C Donovan	2	2
Mr G Cowan	1	2
Mr B J Williams	1	2
Mr D Meades	2	2