

Company Registration Number: 07700317

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**FINHAM PARK MULTI-ACADEMY TRUST**  
(A Company Limited by Guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**FINHAM PARK MULTI-ACADEMY TRUST**  
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**CONTENTS**

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	Page
Reference and Administrative Details	1 - 2
Trustees' Report	3 - 12
Governance Statement	13 - 16
Statement on Regularity, Propriety and Compliance	17
Statement of Trustees' Responsibilities	18
Independent Auditors' Report on the Financial Statements	19 - 21
Independent Reporting Accountant's Assurance Report on Regularity	22 - 23
Statement of Financial Activities Incorporating Income and Expenditure Account	24
Balance Sheet	25
Statement of Cash Flows	26
Notes to the Financial Statements	27 - 52

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**FINHAM PARK MULTI-ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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<b>Members</b>	P Burns* (Chair) M Mottram* (Vice Chair) resigned 18/5/2018 P Yavash F Anderson* A Bharbra
<b>Trustees</b>	F Anderson* M Bailie* (Executive Headteacher and accounting officer) J Blundell* P Burns* D Hewitt Pauline Parkes appointed 13/9/2018 *members of the finance committee
<b>Company Secretary</b>	M Gilmore
<b>Senior Management Team:</b>	
Central:	
Executive Headteacher	M Bailie
Business Director	M Gilmore
Improvement Officer	B Pettman
<b>Finham Park School:</b>	
Headteacher	C Bishop
Deputy Headteacher	S Megeney
Assistant Headteacher	A Ditch
Assistant Headteacher	A Ford
Assistant Headteacher	E Pyne
Assistant Headteacher	C Buckenham
Head of Sixth Form	R Downie
<b>Finham Park 2:</b>	
Headteacher	R Plester
Deputy Headteacher	J Brake
Assistant Headteacher	L Allton
<b>Finham Primary:</b>	
Headteacher	R Machin
Deputy Headteacher	S Bracken
Assistant Headteacher	M Wilding
<b>Lyng Hall School:</b>	
Headteacher	P Green
Deputy Headteacher	L Kingston
Deputy Headteacher	C Smith
Assistant Headteacher	K Ingram
Assistant Headteacher	J Keller
Assistant Headteacher	D Smith
Business Manager	J Sellers
<b>Principal and Registered Office</b>	Finham Park Multi-Academy Trust, Green Lane, Coventry, CV3 6EA
<b>Company Registration Number</b>	07700317

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**FINHAM PARK MULTI-ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS MEMBERS/ TRUSTEES AND  
ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2018**

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**Advisers (continued)**

<b>Independent auditors</b>	Moore Stephens 35 Calthorpe Road Birmingham B15 1TS
<b>Bankers</b>	Lloyds Bank 2nd Floor 30 High Street Coventry CV1 5RA
<b>Solicitors</b>	Browne Jacobson LLP Mowbray House Castle Meadow Road Nottingham NG2 1BJ

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2017 to 31 August 2018. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 3 to 18, and comprises 1 primary and 3 secondary schools in Coventry. It's academies have a combined pupil capacity of 3,320 at September 2018. (Finham Park 1,484, Finham Park 2, 480, Finham Primary 472, Lyng Hall 884) and had a combined roll of 3,216 (Finham Park 1,518, Finham Park 2, 472, Finham Primary, 459, Lyng Hall 767) in the school census, October 2018.

Finham Park, Finham Park 2 and Finham Primary are oversubscribed and we are full in every year group. Numbers on roll are increasing at Lyng Hall.

Finham Park Multi Academy Trust has a presence in the South, South-West, and North-East of the City. The Multi Academy Trust uses a Coventry City Council service ([secondaryadmissions@coventry.gov.uk](mailto:secondaryadmissions@coventry.gov.uk)) to coordinate admissions. Each individual school has a clearly defined catchment area within Coventry City boundaries and further details are available from the City Council and/or the individual school websites.

All our schools are non-selective and serve to educate children from their local communities. For the September 2019 admissions round, children of staff were included in the oversubscription criteria for the first time. All our schools were full to their Published Admissions Number (PAN) from September 2018 and several are highly oversubscribed due to their popularity.

### **Structure, governance and management**

#### **a. 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 Finham Park Multi-Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company is known as Finham Park Multi-Academy Trust. The trust operates using the trading names Finham Park School, Finham Park 2, Finham Primary and Lyng Hall School.

Details of the trustees who served during the year are included in the Reference and administrative details on page 1.

#### **b. 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, 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.

#### **c. TRUSTEES' INDEMNITIES**

The school has purchased insurance to protect all trustees and members of the school from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 for trustees' liability on any one occurrence.

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**FINHAM PARK MULTI-ACADEMY TRUST**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**d. METHOD OF RECRUITMENT AND APPOINTMENT OR ELECTION OF TRUSTEES**

Each year Members, Directors and Local Governing Body governors undertake a skills audit using information provided by the National Governor Support programme. Where any vacancy arises, the directors recommend that the members appoint trustees with those required skills whether they be HR, finance, educational, legal etc. Before appointment prospective Directors and Governors may be interviewed with the Chair to ensure that they understand the level of commitment the role entails and their specific duties and responsibilities.

**e. POLICIES AND PROCEDURES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES**

Training and induction provided for new trustees will depend on their existing experience. Our trustees are given the opportunity to attend training sessions at any time during the year. Where necessary induction will provide training on charity, educational legal and financial matters. Each year the trustees are offered updates on relevant issues and changes in legislation. The topics covered are regularly reviewed to ensure that trustees are kept as up to date as possible.

**f. ORGANISATIONAL STRUCTURE**

The board of trustees is responsible for the strategic direction of the trust. They also oversee major expenditure requests, approve the budgets for the following year, and the organisational staffing structure.

Each Local Governing Body meets termly to review progress towards educational objectives and results, which is then fed back to the Board.

There are three MAT Committees in place to which specific responsibilities are delegated by the Board:

- The Finance and Resource committee meets to consider the financial position of each academy and reviews issues relating health and safety, premises and projects.
- The Pay, Personnel and Appraisal committee reviews issues relating to Human Resources, and makes recommendations regarding remuneration with reference to the School Teachers Pay & Conditions guidance. The salary for key management personnel are approved by the Board.
- The Standards committee monitors issues around curriculum provision and teaching & learning. Ensuring statutory obligations are met; examination outcomes and intervention strategies used to support the learning progress of key student groups across the school; reviewing provision of Continuing Professional Development; pastoral support; and monitors safeguarding for all students at the academy.

The Executive Head teacher is the designated Accounting Officer of the academy and has overall responsibility for the day to day financial management of the charitable company. The Executive Head teacher has delegated responsibility for low values of expenditure to specific budget holders who are each responsible for managing their own departments within the constraints of their allocated budgets. A system of financial controls is in place to manage this process.

The Executive Head teacher manages the Trust on a daily basis supported by the Trust Central Team. The Trust Central Team meets frequently to discuss emerging matters and to help develop strategies for future development to be put to the MAT Strategic Operations Group (Head teachers; The Board; Local Governing Body etc. for approval. Each member of the Trust Central Team has specific responsibilities to assist the Executive Head teacher to manage certain aspects of the Trust.

Each Local Governing Body meets at least termly to review progress towards educational objectives and other Key Performance Indicators, which are then fed back to the Board.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**g. PAY POLICY FOR KEY MANAGEMENT PERSONNEL**

The key personnel of the Multi Academy Trust all have their pay and remuneration decided by a thorough appraisal process. Pay reviews for the Executive Headteacher follow a process where performance is assessed against specific, challenging objectives. These are set annually by a panel of Directors who are advised by an external, third party. The objectives vary from year to year, but typically are focused on key priorities such as pupil attainment and progress across all schools; sustainable growth; developing frameworks to ensure staff are developed and retained; managing a balanced budget; and ensuring compliance with statutory DfE and ESFA requirements.

Headteachers within the Multi Academy Trust and the Business Director have their targets set and reviewed by the Executive Headteacher in conjunction a panel of Local Governing Body members. Any Pay Award recommendations are then taken to the Pay, Appraisal and Personnel Committee for ratification following moderation of the process across each school in the Trust.

The salary ranges for the Head Teachers and Senior Leadership Teams are determined using guidance contained within the current Teachers Pay and Conditions Document. The salary for the Executive Headteacher was set after benchmarking against similar roles in other MATs and took account of external advice offered by a Third Party.

**Objectives and Activities**

**a. OBJECTS AND AIMS**

In March 2015, Finham Park School applied to the Department for Education (DfE) to convert from single Academy Trust status to Multi Academy Trust (MAT) status. Our Business Plan was accepted by the DfE and Finham Park Multi Academy Trust came into existence. Finham Park School is the lead school in the MAT – the following schools have also joined:

Finham Park 2 (11-18), Free School opened in September 2015

Finham Primary School (3-11) joined us on 1st April 2016

Lyng Hall School (11-18) joined us on 1st July 2016

Our intention is to continue to grow a Coventry/West Midlands based MAT consisting of several secondary schools in addition to their partners in the primary sector. The vision for Finham Park MAT is outlined in the paragraph below and has of course been shared with all our stakeholders:

*“Schools in the Finham Park MAT will set out to pioneer, innovate and deliver a “World Class” education for all children from the age of 3-19 where the artificial barriers of stage and age are removed. Our education will aim to exceed the highest national and international benchmarks for academic achievement, whilst ensuring young people develop a passion for learning in all its contexts and are ready to take their place as active members of our global community.*

*The schools in Finham Park MAT will seek to move beyond collaboration and into co-construction – ensuring our education is developed with and by all members to reflect the needs of our children, their families and the wider community.”*

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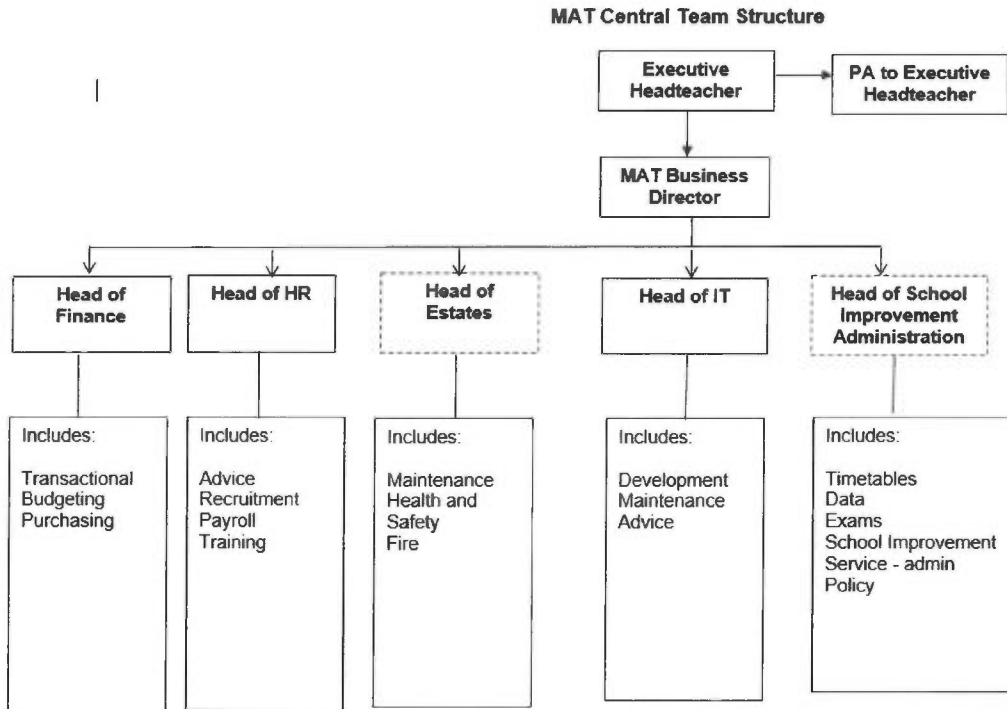
**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**b. OBJECTIVES, STRATEGIES AND ACTIVITIES**

**Leadership**

The diagram below reflects our current staffing model for the Central Team, at this stage of the MAT's development:



**Resource**

This year has seen significant development in Finham Park MAT resource. The following works are notable:

**Finham Park School**

- Further replacement and repairs to roofing around the site; installation of new fire doors; and completion of the heating project have all been completed/initiated following successful bids to the Education and Skills Funding Agency (ESFA).

**Lyng Hall School**

- Capital projects at Lyng Hall, including repairs to roofing and swimming pool accommodation, were completed by August 2018. These were agreed and planned following successful bids to the ESFA

**Finham Primary School**

- Replacement and repairs to roofing, including the fitting of a new boiler, have been completed following a successful bid for CIF funding being submitted to the ESFA. These works were completed by August 2018.



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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**Wider Partnerships**

The MAT continues to develop wider partnerships that add value to the experience of all learners in Trust schools. Currently we are engaged in the following key partnership working:

- Coventry City Council School Improvement Partnerships
- 'Swan' and 'Griffin' Teaching School Alliances based at Sidney Stringer School in Coventry and Lawrence Sheriff School in Rugby
- The national Mandarin Excellence Programme based at the Institute of Education at University College London
- Warwick University School of Education – strategic partnership in Initial Teacher Training delivery
- 'World Class Schools' network
- Police-Schools Partnership

**c. PUBLIC BENEFIT**

The primary purpose of Finham Park Multi Academy Trust is the advancement of education within the local area. To this end, our schools continue to develop links with local primary schools, which will lead to smoother transition from primary to secondary education for the majority of students and in turn this will contribute to the community ethos.

Finham Park School was successfully accredited as a National Teaching School by the Department for Education in June 2018. As a result of this we have initiated our own, Lion Teaching School Alliance to commence in September 2018. Several new Strategic Partners have been secured to support this initiative – including Rugby Free School; Coundon Court School; West Coventry Academy; Howes Primary and Pearl Hyde Primary.

We have continued to play a central role in Coventry City Council's City wide school improvement programme. Key areas of focus during 2017-18 have continued to be primary-secondary partnerships and the delivery of a secondary school centred improvement programme.

A whole wealth of activities have been organised during the year to ensure our young people understand their place in the local and wider communities. These have included charitable activities; organising 'afternoon tea' for elderly residents and visiting local primary schools to complete student leadership activities.

The Governors confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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**Achievements and performance**

**Strategic report**

**a. KEY PERFORMANCE INDICATORS**

Staff costs as a percentage of total income 2017/18:

Teaching Staff	51.5%
Support Staff	21.3%

Staff costs for 2018/19 (Target):

Teaching Staff	55.2%
Support Staff	21.5%

Pupil Attendance:

	Finham Park	Finham Park 2	Finham Primary	Lyng Hall
Actual 17/18	95.9%	94.9%	96.6%	94.0%
Target 18/19	96.0%	96.0%	97.0%	96.0%

Most of the trust's income is obtained from the DfE in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2018 and the associated expenditure are shown as restricted funds in the statement of financial activities.

**b. GOING CONCERN**

After making appropriate enquiries, the board of trustees has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. It is recognised that there is increasing financial pressure to ensure a sustainable financial position, whilst maintain standards across the Education Sector; given that the MAT currently holds significant reserves (to mitigate any immediate pressures); for this reason the MAT continues to adopt the going concern basis in preparing the financial statements.

**c. ACHIEVEMENTS AND PERFORMANCE**

Examination reports for GCSE, Advanced Level and other qualifications were presented to each school's Local Governing Body meeting during September / October 2018 and to the MAT Board on Tuesday 8<sup>th</sup> October 2018. All outcomes are not yet validated.

Finham Park School

- 2018 examination results were excellent at both GCSE and Post-16 – well above national averages for almost all key indicators – student progress in core subjects, 'closing gaps' for disadvantaged young people and gender were particularly positive features this year.
- The new Progress 8 accountability measure indicated positive progress for this cohort when compared with similar pupils nationally: +0.36 up from +0.1 in 2017.
- Progress in English & Mathematics were both significantly above local and national averages at the end of Key Stage 4.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

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- Post-16 outcomes were a 'best ever' for the school with over 60% students gaining A\*-B passes at Advanced Level.

Finham Park 2 School

- Finham Park 2, our Free School was opened for Year 7 pupils in September 2015. The school received a Section 5 inspection from Ofsted in June 2018 – provision was judged to be 'Good' in all areas.
- Assessment practice, tracking and monitoring of pupil progress has been set up to mirror the outstanding practice at Finham Park School.
- The Executive Headteacher (also an Ofsted Inspector) and another Headteacher conducted three additional Health Check visits during the academic year – both commented on the positive progress of pupils.
- Progress data, benchmarked against data from Finham Park School, indicated that pupils made progress in line with their peers in an outstanding setting.

Finham Primary School

- 2018 pupil outcomes indicate that there has been a significant improvement in progress measures from 2017: Reading; Writing; SPAG; Maths and Combined were all above local and national for pupils achieving the expected standard
- At EYFS 83.9% pupils reached GLD (Good Level of Development) – an increase on 2017 – and the best result in the last five years for this measure.
- At Key Stage 1, more pupils surpassed the expected standard in Reading, Writing and Mathematics than nationally. In Writing more pupils made 'Greater Depth' than national although this was not the case in Reading and Mathematics.
- At Key Stage 2 a higher proportion of pupils reached the expected standard in Writing and Mathematics than nationally. However slightly fewer pupils achieved this in reading – the school has a clear explanation for this difference.
- Key Stage 2 Progress is an improving trend over three years in all measures – in line with national in all measures.

Lyng Hall School

- Outcomes for Post-16 students at Lyng Hall continued to be very positive in 2018. There continues to be a larger entry for BTEC qualifications when compared to Advanced Levels at the Centre.
- KS4 outcomes dipped significantly at Lyng Hall during 2018. Although changes to assessment protocols and new, more literacy-weighted specifications at GCSE continue to pose problems for large numbers of pupils at Lyng Hall, the dip was partly explained by some very specific cohort characteristics that are not present in the 2019 Year 11 cohort to the same degree.
- Overall Progress 8 was estimated to be negative. These outcomes do not reflect a pattern of poor progress at the school – the picture is a complex one given the challenges faced by many pupils. School leaders are continuing to focus on those strategies that will impact over time – for example a whole school focus on developing better reading and literacy skills.
- Progress for EAL pupils was especially positive