

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

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**LINK ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	Julian Charles Ould Gill Golder Exeter Diocesan Education Network (EDEN) Isabel Cherrett
<b>Trustees</b>	Nicola Dunford, CEO <sup>2,3</sup> Isabel Cherrett, Chair <sup>2,4</sup> Simon Niles (resigned 13 June 2019) <sup>3</sup> Charlotte Power, Deputy Chair (resigned 9 December 2018) <sup>1,3</sup> Fiona Walters <sup>1,2</sup> Roy Gillard <sup>2,4</sup> Peter Bethel <sup>1</sup> Cheryl Mathieson <sup>2,4</sup> Jason Hayward-Jones <sup>3</sup> Tracey Cleverley (appointed 1 February 2019, resigned 23 May 2019) <sup>3</sup> Mike Fisher (appointed 17 May 2019) <sup>1</sup> Jane Collings (appointed 1 September 2019)
	<sup>1</sup> Audit Committee <sup>2</sup> Finance and General Purposes Committee <sup>3</sup> Standards and Curriculum Committee <sup>4</sup> Remuneration Committee
<b>Company registered number</b>	10049068
<b>Company name</b>	Link Academy Trust
<b>Principal and registered office</b>	Landscope C of E Primary School Landscope Ashburton Newton Abbot TQ13 7LY
<b>Corporate secretary</b>	Michelmores Secretaries Woodwater House Pynes Hill Exeter Devon EX2 5WR
<b>Chief executive officer</b>	Nicola Dunford
<b>Senior management team</b>	Nicola Dunford, CEO Matt Matthew, Business Manager
<b>Independent auditors</b>	Bishop Fleming LLP Chartered Accountants Statutory Auditors Salt Quay House 4 North East Quay Sutton Harbour Plymouth PL4 0BN

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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<b>Bankers</b>	Lloyds Bank plc Chapel Hill 11 Treyew Road Truro Cornwall TR1 3AN
<b>Solicitors</b>	Michelmores LLP Woodwater House Pynes Hill Exeter Devon EX2 5WR

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 AUGUST 2019**

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The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2019. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust now operates nine primary academies in the Totnes, Newton Abbot & Teign Valley region and Woodleigh, Crediton, the latter following a period of Management Partnership joining the Trust on 1 March 2018. Since January 2019 three further schools have been working with the Link Academy Trust in Management Partnership and they applied to join the Trust shortly after this. The conversion date is set for 1 October 2019. The nine academies of the Link Academy Trust, at the start of the academic year, had a combined overall pupil capacity of 814 places, with the number of pupils on roll of 697 which is 86 per cent of capacity. Two of the recently joining Woodleigh schools are well below capacity, although numbers rapidly increased over the year. Pupil numbers have risen by 85 pupils for the start of the 2019-20 academic year, with all but one school showing significant increase in numbers. Capacity now sits at 92 per cent in the nine schools. Five of the original six Link Academy primary schools had Ofsted Inspections between December 2018 and February 2019, all being judged good - with very positive Inspection Reports reflecting high quality educational provision.

The current Management Partnership with three further primary schools is highly effective. Broadhempston Primary, with 73 on roll on a Published Admission Number (PAN) of 70, is a successful village school with a current Ofsted judgement of 'Outstanding'. It has been operating collaboratively and productively within the Trust since March 2019. The two primary schools of the Raleigh Federation, Drake's, East Budleigh and Otterton are both Voluntary Aided schools and started working with the Link in January 2019. In April the two schools were audited by the Local Authority in terms of Educational Provision as the Trust had identified poor practice, Drake's was judged 'Requires Improvement to be good' and Otterton 'Special Measures'. A Safeguarding Audit reflected the fact that safeguarding practice required an instant and in-depth overhaul which was undertaken immediately by the Trust in the spring term. The Local Authority returned to judge the schools as fully compliant by the end of the summer term. School Improvement measures were also an instant priority and improvement was rapid from the outset as staff changes allowed some highly effective and experienced staff to join the schools. The Diocese has worked closely with the Trust to improve Governance and many other areas of school operation.

Trustees have monitored the improvement in both schools closely to ensure the Trust is performing effectively to rapidly enhance all provision while reducing associated risk.

**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 Link Academy Trust are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served throughout the year, except as noted, are included in the Reference and Administrative Details on pages 1 to 2.

**Members' liability**

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

**Trade union facility time**

The Trust have no staff undertaking a union role during the year.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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**Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the Academy Trust. The limit of this indemnity is £10,000,000.

**TRUSTEES**

**Method of Recruitment and Appointment or Election of Trustees**

On 1 April 2016 the Trustees appointed those Trustees that had been recruited and selected to be Trustees of the newly formed Academy Trust. In accordance with the Articles of Association, the Trust's Board of Trustees shall not be less than three and no more than 15. For the period of this report, the Board comprised the Chief Executive Officer (CEO) and a minimum of eight appointed Trustees, although there have been some resignations and appointments during the year to maintain this minimum. It is anticipated that when the three new schools become part of the Trust, further skilled professional Trustees will join the Trust and there will be at least three more positions filled.

Trustees are appointed for a four year period, except that this time limit does not apply to the CEO. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

The Diocese of Exeter is empowered under Articles 48-49 to appoint Trustees.

When appointing new Trustees, the Board will give consideration to the skills and experience mix of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to the Trust's development.

**Policies and Procedures Adopted for the Induction and Training of Trustees**

The training and induction provided for new Trustees will depend upon their existing experience but would always include a tour of the Trust and a chance to meet staff and pupils. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Trustees. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by the Local Authority, Diocese and other quality external bodies. The Trust has in place robust appointment procedures which take account of ongoing skills auditing. Currently additional skills have been identified as required and it is anticipated that up to four new Trustees will be joining the Board during the next financial year 2019-20. As the Trust extends, additional skills have been identified to enhance the highly effective operation of the Trust and positions are being advertised through Academy Ambassadors.

**Organisational Structure**

The Board of Trustees normally meets once each half term. The Board establishes an overall framework for the governance of the Trust and determines membership, terms of reference and procedures of Committees and other groups. It receives reports including policies from its Committees for approval. It monitors the activities of the Committees through the minutes of their meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale.

During the period under report, the Board met formally five times and held a strategic planning day with key members of staff. The committees reporting to the Board are as follows:

- Finance and General Purposes Committee - this meets at least four times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, drafting the annual budget for the Board's approval and, once agreed, monitoring performance against the budget; setting the Trust's staffing establishment based on a staffing needs analysis; the Trust's estate development and maintenance as well as compliance with reporting and regulatory requirements. In 2018-

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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19 it met five times.

- Standards and Curriculum Committee - this meets three times a year to monitor, evaluate and review Trust policy, practice and performance in relation to curriculum planning, communications, target setting and assessment, teaching and learning data and all pastoral issues. Its duties include responsibility for all policies related to Standards and Curriculum. It will monitor pupil performance data and monitor the Trust's Improvement Plan. It will also link with Local Boards (LBs) regarding the day to day operation of schools. Local Boards report to the Standards and Curriculum Committee and are tasked with areas to learn, challenge and support their schools to inform this Board. The Committee also monitors the Link Academy website to ensure it complies with statutory requirements. Checking school attendance levels and all aspects of safeguarding also fall within its duties. In 2018-19 it met four times.
- The Remuneration Committee meets four times a year to deal with all matters relating to pay. The Committee is authorised to approve expenditure within the levels agreed by the Board of Trustees, in accordance with the Link Academy Trust's Financial Regulations, funding bodies' and other legal requirements. These duties include the detailed employment arrangements of the Senior Management Team, and the arrangements for the appraisal of the CEO. Pay awards for the Senior Management Team are subject to the approval of the full Board. The Committee is responsible for all HR Policies. In 2018-19 it met four times.
- The Audit Committee which meets at least three times a year and is authorised to approve expenditure within the levels agreed by the Board of Trustees, in accordance with the Link Academy Trust's Financial Regulations, funding bodies' and other legal requirements. Its duties include the appointment of the Internal Audit Service, setting the annual programme of reviews and receiving reports thereon and ensuring the timely completion of any recommendations. The Committee met with the External Audit Service at the conclusion of the annual audit to discuss its findings prior to presentation to the Board and will monitor the timely completion of recommendations. The Committee also oversees compliance testing for legionella, health & safety and environmental protection. The Committee scrutinises all audit reviews by the Education and Skills Funding Agency (ESFA) and monitors the implementation of recommendations. Overall it also takes responsibility for the Audit and Annual Risk Management Plan and all aspects of Business Recovery. It met three times in 2018-19.

**Communication and Reporting Procedures**

The minutes of the committees' meetings are circulated to the next meeting of the Board of Trustees. Subject to any items deemed confidential, the Minutes will be made available to the Academies within the Trust once agreed by the Chair and then posted on the website once formally approved at the next meeting.

The following decisions are reserved to the Board of Trustees: to consider any proposals for changes to the status or constitution of the Trust and its committee structure, to appoint or remove the Chairperson and/or Vice Chairperson, to appoint the CEO and Clerk to the Trustees, to approve the Trust's Annual Improvement Plan, Trust Strategic Business Plan, budget and financial forecasts..

The Trustees are responsible for setting general policy, adopting an annual plan and budget, approving the statutory accounts, monitoring the Academies and MAT by the use of budgets and other data, and making major decisions about the direction of the Academies and MAT, capital expenditure and staff appointments.

The Trustees and Board of Trustees have devolved responsibility for day to day management of the Trust to the CEO, Trust Business Manager, and School Improvement Leads ( School Improvement, Safeguarding and SEND, Data and Assessment and RE/ SIAMS) known as the Senior Management Team (SMT) in collaboration with Executive/ Academy Heads.

The Trust has a leadership structure which consists of the Members, Trustees, Governors and SMT. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels. The CEO, Business Manager and Finance Committee are responsible for the authorisation of spending within agreed budgets; a summary of this is in the Scheme of Delegation. Some spending control is devolved to budget holders which must be authorised in line with the Scheme of Delegation. The CEO is responsible for the appointment of staff, through appointment panels for teaching posts that always include a Director.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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The Academy Trust comprises nine primary schools, Bearnese, Cheriton Bishop, Diptford, Harbertonford, Hennock, Landscope, Stoke Gabriel, Tedburn St Mary and Yeoford which are grouped in Hubs based on previous Federations with a Local Board (LB) of governors. These Hubs are: Newton and Teign (Bearnese and Hennock), Totnes (Diptford, Harbertonford, Landscope and Stoke Gabriel) and Woodleigh (Cheriton Bishop, Tedburn St Mary and Yeoford). The LBs oversee day to day school operation in terms of safeguarding, teaching and learning reporting to Trustees. The Trust Board comprises Trustees that are separate from the Local Boards.

Currently the schools in Management Partnership continue to operate their Local Boards as they always have done and the CEO attends these. On conversion it is planned that Broadhempston Primary will become part of the Totnes Hub and will have representation on that Board, while Raleigh Schools will retain a Local Board to serve the two schools.

A representative of each Local Board attends the Standards and Curriculum Committee meetings as a conduit for information to flow from individual academies to Trustees and back effectively.

The Chief Executive Officer is the Accounting Officer.

**Arrangements for Setting Pay and Remuneration of Key Management Personnel**

The Trustees consider the Board of Trustees and the SMT comprise the key management personnel of the Trust in charge of directing and controlling, running and operating the Trust on a day to day basis. All Trustees give their time freely and no Trustee received remuneration in the year.

Details of Trustees' expenses and related party transactions are disclosed in the notes to the accounts.

The Trustees benchmark against pay levels in other Academies of a similar size.

**Connected Organisations, including Related Party Relationships**

The Trust has strong collaborative links across the nine primary schools forming the MAT and with primary schools which form the Totnes, Teign Valley & Newton Abbot and Crediton learning communities, as well as the schools in Management Partnership with the Trust.

There are no related parties which either control or significantly influence the decisions and operations of Link Academy Trust. There are no sponsors or formal Parent Teacher Associations associated with the Trust.

**OBJECTIVES AND ACTIVITIES**

**Objects and Aims**

The principal object and activity of the Trust is to advance for the public benefit education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing primary academies, offering a broad range of curriculum for pupils of different abilities, with a strong emphasis on inclusion, a supporting network of teaching and learning expertise to deliver high level experiential learning.

The aims of the Trust during the 1 September 2018 to 31 August 2019 financial year are summarised below:

- continue to raise the standard of educational attainment and achievement of all pupils further
- provide an inspirational broad and balanced curriculum, enhanced through regular experiential opportunities, to develop students as more effective, independent and aspirational learners
- enhance the preschool provision and outcomes for all Academies
- develop the individual Academy sites to provide more effective learning environments and enable students to achieve their full potential
- ensure that every child enjoys the same high quality education in terms of resourcing, tuition and care which is tailored to fully meet their individual needs
- improve the effectiveness of the Academies by keeping the curriculum and organisational structure under continual review in order to effect improvement

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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- maximise the number of students who achieve age related expectations or above at KS1 and KS2
- provide value for money for the funds expended
- develop the Inclusion Hub located at Bearnas Primary school to ensure specialist provision for SEND children across the Trust in the form of bespoke staff training, pupil interventions and access to professional third party organisations
- work closely with families and the community in order to enhance further the outcomes for children
- develop greater coherence, clarity and effectiveness in school systems
- comply with all appropriate statutory and curriculum requirements
- maintain close links with industry and commerce
- develop the Trust's capacity to manage change
- conduct the Trust's business in accordance with the highest standards of integrity, probity and openness
- grow the Multi Academy Trust through the capacity of the current Academies and encouraging schools to convert to Academy status and join the Link Academy Trust
- ensure the skills of Governors and Trustees are fully developed and employed through training and responsibility allocations and
- improve the provision of healthy meals to be produced on site and organising shared provision within the Trust by taking catering 'in-house'.

At the Link Academy Trust we aim to achieve the best for, and from, each child. We intend to enable each child to realise his or her full academic, creative and physical potential and to develop positive social and moral values. Our Trust is a community in which children, staff and parents should be part of a happy and caring environment. Our visions and values are reviewed annually and form the foundations of how we operate.

**Objectives, Strategies and Activities**

Key priorities for the period 1 September 2018 to 31 August 2019 are contained in our MAT Improvement Plan which is available from the Trust Head Office. Improvement foci identified for this year included:

*Leadership and Management:*

To have a professional development programme which supports learning at all levels, encourages, challenges and supports all staff, embracing opportunities for collaboration within and beyond individual schools and the Trust. To have strategic sharing of practice, protocols and resources across the MAT to benefit all pupils. All staff received support to improve challenge and depth of learning as part of the introduction of the Magenta Principles (Mike Hughes).

Ofsted Inspections will have a good or better outcome and Church schools will receive a good or better judgement in any SIAMs Inspections.

*Outcomes for Pupils:*

All Academies to be at or above the National Average for progress in Reading, Writing and Maths. The gap between pupil premium and non-pupil premium children to be below the National Average. The percentage of pupils achieving Greater Depth to be improved. Every Academy will focus on a core subject that will show improved outcomes over the year.

*Provision:*

All Academies to have strong links with feeder pre-schools, to have effective transition arrangements and to improve school readiness for children.

Recruitment and retention in Academies will drive to ensure there is a strategic focus on ensuring every Academy achieves the Pupil Admission Number (PAN) for entry into Reception and as far as possible every cohort maintains PAN in every cohort to achieve overall high capacity in schools.

IT infrastructure and hardware will be improved for all Academies.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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*Teaching and Learning:*

All Academies deliver an engaging curriculum that challenges pupils' thinking and provides exciting and memorable learning experiences.

The Magenta Principles training will improve the challenge and depth of pupil learning to increase independence and resilience in learning for all pupils.

The curriculum will ensure children capable of achieving Greater Depth will have the opportunity to do so.

*Personal Development, Behaviour and Welfare:*

All Academies will be above the National Average for attendance and below the National Average for fixed term and permanent exclusions.

The Improvement and Inclusion Hub will impact on pupils that require support to be ready to learn.

A focus on Personal, Social and Moral Education (PSME), Sex and Relationship Education (SRE) and Mental Health in pupils will ensure pupils Social, Emotional and Mental Health (SEMH) is provided for.

Alongside the above, all individual Academies continued during the 2018-19 academic year to complete their own Improvement Plans which are specific to the individual needs of the setting. These were focused on the areas that Ofsted use for their inspection of schools – Overall effectiveness; Effectiveness of leadership and management; Personal development, behaviour and welfare; Quality of teaching, learning and assessment and Outcomes for pupils. Each of the MAT Improvement Plan foci was interpreted for the individual Academy and the improvement plan captured the actions each setting needed to focus on to ensure the MAT plan achieved the overall outcomes, for example, in fulfilling Outcomes for Children, one of the Academies pinpointed Writing at KS1&2, Spelling and writing at Greater Depth.

This is the third complete year of a Link MAT Improvement Plan and it was established through collaboration and consultation with the CEO, Trust Business Manager, and Executive/ Academy Heads across the MAT. The Link MAT Improvement Plan operates alongside the individual Academy plans which address specific areas required for the individual settings; these are then monitored and evaluated for impact throughout the year.

**Public Benefit**

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy Trust's aims and objectives and in planning its future activities.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**STRATEGIC REPORT**

**Achievements and Performance**

Link Academy Trust Headline Results for 2019

School	EYFS	Phonics	KS1 ARE				KS2 ARE				KS2 GD			
	GLD	Pass	M	R	W	O	M	R	W	O	M	R	W	O
National Where available	71.5%	82%	75%	75%	70%		76%	75%	78%	65%				
Bearnes	58%	54%	75%	58%	66%	58%	50%	50%	62%	50%	12%	25%	12%	12%
	7/12	7/13	9/12	7/12	8/12	7/12	4/8	4/8	5/8	4/8	1/8	2/8	1/8	1/8
Cheriton Bishop	83%	78%	94%	94%	77%	77%	80%	80%	80%	80%	20%	60%	0%	0%
	10/12	7/9	16/17	16/17	13/17	13/17	8/10	8/10	8/10	8/10	2/10	6/10	0/10	0/10
Diptford	88%	88%	71%	79%	79%	71%	73%	91%	73%	55%	0%	18%	0%	0%
	7/8	7/8	10/14	11/14	11/14	10/14	8/11	10/11	8/11	7/11	0/11	2/11	0/11	0/11
Harberton-ford	88%	76%	73%	80%	67%	67%	67%	75%	75%	58%	33%	42%	17%	17%
	7/8	13/17	11/15	12/15	10/15	10/15	8/12	9/12	9/12	7/12	4/12	5/12	2/12	2/12
Hennock	77%	75%	100%	100%	100%	100%	75%	63%	75%	63%	13%	25%	25%	13%
	7/9	6/8	6/6	6/6	6/6	6/6	6/8	5/8	6/8	5/8	1/8	2/8	2/8	1/8
Lands-cove	81%	90%	75%	88%	69%	68%	61%	72%	72%	61%	33%	39%	22%	22%
	13/16	9/10	12/16	14/16	11/16	11/16	11/18	13/18	13/18	11/18	6/18	7/18	4/18	4/18
Stoke Gabriel	75%	88%	75%	94%	94%	75%	91%	91%	82%	82%	27%	54%	9%	9%
	12/16	14/16	12/16	15/16	15/16	12/16	10/11	10/11	9/11	9/11	3/11	6/11	1/11	1/1
Tedburn St Mary	73%	85%	88%	88%	75%	75%	94%	88%	94%	88%	50%	31%	31%	18%
	11/15	11/13	7/8	7/8	6/8	6/8	15/16	14/16	15/16	14/16	7/15	5/16	5/16	3/16
Yeoford	50%	75%	75%	75%	75%	75%	60%	60%	40%	40%	0%	20%	0%	0%
	1/2	3/4	6/8	6/8	6/8	6/8	3/5	3/5	2/5	2/5	0/5	1/5	0/5	0/5

Attainment results are set out in the Trust Headline Grid but not progress - more detailed analysis of outcomes for 2018-19 will follow the publication of the Analysing School Performance published in the second half of the Autumn Term.

Early Years outcomes have improved across the Trust with seven schools achieving above the national figure; of the Academies that are below there is a significant number of special needs/ disadvantaged pupils entering the school who will need specialist provision.

Overall Key Stage 1 results have improved this year, given the percentage value for each child in such small cohorts.

Many Key Stage 1 pupils performed well with all but one school achieving above the National figure for reading despite phonics outcomes this year being lower. Phonics will be an area of scrutiny for the coming year. Maths and Writing are also strengths in Key Stage 1 in all but two schools. Maths is below the National figure only by a very small percentage, as is writing except in Bearnes which is a school with a high percentage of Special Needs children, alongside low starting points when entering school and high numbers of disadvantaged pupils. Greater depth judgements have improved.

In parallel with this development, the Trust continued to strengthen its links with surrounding preschool providers and develop its own provision within schools as Foundation Units, extending the age range of schools where appropriate. Six schools now have Pre-school provision as part of the Trust all of which are operating at

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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profitable capacity. Diptford had a purpose-built Foundation Stage Unit built with funds provided through a Charitable Trust which has been open for two years and is going from strength to strength. Hennock's Pre-school now operates 10 sessions a week, it is operating at capacity for most sessions and the school roll has increased significantly as a result of its success leading to the school expanding from two to three classes from September 2019. Bearnas and Harbertonford continue to operate expanding Pre-schools, the latter has a waiting list for many sessions. Of the Woodleigh Schools, Cheriton Bishop has a successful Pre-school which is now joining the Trust this has had a positive impact on numbers on roll and Yeoford opened a Foundation Unit in September 2018 increasing intake from two pupils to eleven in September 2019.

The Inclusion Hub, established from the inauguration of the MAT has extended its remit and now supports all Academies within the MAT and schools across Devon with its growing links to Early Help provision and is closely linked with Plymouth Excellence Centre. It provides training and support for SENCos, teachers and teaching assistants thereby developing their effectiveness to support vulnerable and challenging pupils. It is now offering therapeutic courses to challenging pupils which has been highly successful in supporting effective integration of these children into the classroom environment. This year it has also supported Academies with Disadvantaged Pupils, identifying their barriers to learning and ensuring their progress is a foremost consideration in every school, the MAT Development Improvement Fund (MDIF) grant has supported this development over the year.

Every school is well supported by parent volunteers who are increasingly developing their income generation skills alongside supporting activities within schools. Parent support groups are highly effective in all schools.

Currently all Academies within the Trust are judged to be Good or Outstanding by Ofsted, five of which were inspected between December 2018 and February of this year, four by HMI. The Inspection Reports were extremely positive for all schools. We anticipate that at least the three Woodleigh Academies will be inspected in the coming year.

The Trust was not successful with any of its eight Condition Improvement Fund bids which has been a real set back this year and, as a result, we have reviewed the external support we get for this process. All schools have seen improvements in general maintenance and decoration over the year and grants for individual projects amounting to over £25,000 have been achieved through a dedicated member of staff focusing on bidding for one day per week.

To ensure standards are continually assessed, the Academies operate a mutual termly learning walk programme of lesson observations, book scrutiny and data analysis reviews that are undertaken by the Executive/Academy Heads, Local Governors and the CEO. From this, teachers and support staff receive feedback and internal programmes of continuous professional development are run for identified staff.

The Link Academy has continued to work with a number of individual schools and small federations to promote the ethos and vision that drives the Trust and expects to develop further links with schools in the geographical area and focus on collaborating with federations of small schools.

The Management Partnership with Broadhempston and Raleigh Federation is a significant part of this. A further primary school in the Crediton area will be collaborating with the Link to explore joining the Trust in two years when it is anticipated that the Head Teacher will retire.

**Key Performance Indicators**

The Trust is working with its appointed accountants and has started to develop a full range of KPI's, including percentage carry forward, pupil/teacher ratio, staffing costs versus General Academic Grant (GAG)/income, these have now been extended and form part of the rigorous scrutiny of the financial position at month end and with the F&GP Committee.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

	<b>Target</b>	<b>2019</b>	<b>2018</b>
Pupil to Teacher ratio	20:1	19:1	17:1
Total Income per pupil	£5,500	£5,805	£10,849
Total GAG income per pupil	£4,300	£4,243	£4,449
GAG carry forward ratio	10%	11.17%	11.38%
Staff cost per pupil	£4,300	£4,098	£4,581
Staff cost ratio (as % of total costs)	71.50%	70.08%	68.63%

**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. 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 Going concern policy.

**FINANCIAL REVIEW**

**Financial Review**

Most of the Trust's income is obtained from the DfE via the ESFA 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 2019 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

The Trust also receives grants for fixed assets from the DfE which are shown in the Statement of Financial Activities as restricted income in the Fixed Asset Fund. The Restricted Fixed Asset Fund balance is reduced by annual depreciation charges over the useful life of the assets concerned, as defined in the Trust's accounting policies.

During the year ended 31 August 2019, the Trust received total income of £4,434,802 and incurred total expenditure of £4,487,178. The excess of expenditure over income for the year was £267,376, including the actuarial losses on the defined benefit pension scheme. The Trust received revenue income of £4,295,987 and incurred revenue expenditure, including fixed assets purchased with revenue funds, of £4,266,163. The excess of revenue income over expenditure, and the movement of funds, for the year was £29,824.

At 31 August 2019 the net book value of fixed assets was £6,762,998 and movements in tangible fixed assets are shown in note 15 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Trust.

The land, buildings and other assets were transferred to the Trust upon conversion. Land and buildings were professionally valued on 1 March 2018 at £2,154,999. Other assets have been included in the financial statements at a best estimate, taking into account purchase price and remaining useful lives.

Key financial policies adopted or reviewed during the year include the Finance Procedures Manual which lays out the framework for financial management, including financial responsibilities of the Board, CEO, Business Manager, Executive/Academy Heads, Administrators, as well as delegated authority for spending. Other policies reviewed and updated included Charges and Lettings, Asset Management and Insurance.

**Reserves Policy**

The Trustees review the reserve levels of the Trust annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees take into consideration the future plans of the Trust, the uncertainty over future income streams and other key

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2019**

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risks identified during the risk review. This is reviewed on a continual basis and, where possible, funds will be invested and/or used for capital expenditure to promote and develop the individual school sites.

The Trustees have determined that the appropriate level of free reserves should be approximately 6 weeks of operating costs (£696,000) based on expected growth to 15 schools in 2019-20. Designated reserves will remain at the £120,000 following £50,000 expenditure in 2018-19. The Trust currently has free reserves of £484,897.

The defined benefit pension scheme reserve has a negative balance. The effect of the deficit position of the pension scheme is that the Academy Trust is paying higher employers' pension contributions over a period of years. The higher employers' pension contributions will be met from the Academy Trust's budgeted annual income. Whilst the deficit will not be immediately eliminated, there should be no actual cash flow deficit on the fund, nor any direct impact on the free reserves of the Academy Trust.

**Investment Policy**

Trustees are committed to ensuring that all funds under their control are managed in such a way as to maximise return whilst minimising risk. Due to the nature and timing of receipt of funding, the Trust may at times hold cash balances surplus to its short term requirements. The Trustees have authorised the opening of additional short term bank investment accounts to take advantage of higher interest rates. No other form of investment is authorised.

**Principal Risks And Uncertainties**

The Board of Trustees has reviewed the major risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

**Financial** - the Trust has considerable reliance on continued Government funding through the ESFA. In the last year 88pc of the Trust's incoming resources was ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

**Failures in governance and/or management** - the risk in this area arises from potential failure to manage effectively the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

**Reputational** - the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk Trustees ensure that student success and achievement are closely monitored and reviewed.

**Safeguarding and Child Protection** - the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.

**Staffing** - the success of the Trust is reliant upon the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

**Fraud and mismanagement of funds** - The Trust has appointed a internal audit service to carry out checks on financial systems and records as required by the Academies Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

**Growth of the Trust** - the Trust will take a considered and measured approach in its future growth so as not to put at risk the existing schools within the Trust either educationally or financially.

The Trust has continued to strengthen its risk management process throughout the year by a complete review resulting in an improved process and staff awareness. A risk register is maintained and reviewed and updated on a regular basis. It was noted in 2018-19 that local risks in schools were difficult to identify by Trustees and

**LINK ACADEMY TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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therefore Executive/ Academy Heads are now responsible for these risks, reporting them to the Audit Committee and ensuring mitigation, this process continues to be refined further. Two Trustees have had an Academy visit programme over the year to monitor the risk register in depth.

The Trust has agreed a Risk Management Strategy, a Risk Register and a Risk Management Plan. These have been discussed by Trustees and include the financial risks to the Trust. The register and plan are regularly reviewed in the light of any new information and formally reviewed annually.

The Trustees have assessed the major risks to which the Trust is exposed, in particular those relating to its finances, teaching, facilities and other operational areas. The Trustees have implemented a number of systems to assess and minimise those risks, including internal controls described elsewhere. Where significant financial risk still remains they have ensured there is adequate insurance cover.

Whilst the Trust is over-subscribed with substantial growth in capacity during 2018-19, risks to revenue funding from a falling roll are small. However, the freeze on the Government's overall education budget, changes in funding arrangements for High Needs and increasing employment and premises costs mean that budgets will be increasingly tight in coming years.

The Trustees examine the financial health formally every term. They review performance against budgets and overall expenditure by means of regular update reports at all Board and Finance & General Purposes Committee meetings. The Trustees also regularly review cash flow forecasts and ensure sufficient funds are held to cover all known and anticipated commitments.

At the year end, the Trust had no significant liabilities arising from trade creditors or debtors that would have a significant effect on liquidity.

The Board of Trustees recognises that the defined benefit pension scheme deficit (Local Government Pension Scheme), which is set out in Note 24 to the financial statements, represents a significant potential liability. However as the Trustees consider that the Trust is able to meet its known annual contribution commitments for the foreseeable future, the risk from this liability is minimised.

**FUNDRAISING**

During 2018-19, the Trust employed a Senior Administrator one day a week to apply for grant funding on behalf of academies and to work with local Parent Teacher Friends Associations (PTFAs).

**PLANS FOR FUTURE PERIODS**

The Trust will continue to strive to provide outstanding education and improve the levels of performance of all its stakeholders at all levels. The Trust will continue to aim to attract high quality teachers and support staff in order to deliver its objectives. The 2019-20 priorities for the Academy are set out in the Trust Improvement Plan, alongside the individual Academy Improvement Plans which contribute to overall Trust Improvement. These are monitored by Local Boards on an annual cycle and Reports are shared with the Standards and Curriculum Committee half termly.

The Trust will continue to work with partner schools to improve the educational opportunities for students in the wider community, an effective example has been through the Improvement and Inclusion Hub which has been able to extend its remit through MDIF funding this year and will in future offer courses at cost to support other schools as well as the Academies within the Trust with training for inclusive practice and supporting vulnerable and challenging pupils with specific needs.

As the highly important capital funding bid for Schools Capital Nursery Funding was unsuccessful the Trust will continue to explore the possibility of either approaching the School's Capital Funding Department of the DfE or independently raising funds for the construction of a new mezzanine floor at Bearn's Primary school. This is a desperately needed development as pupils continue to be taught in unacceptable conditions with growing health and safety issues.

The School Improvement structure will change for 2019-20. A refined model of Distributed Leadership will be developed from the strengths of the initial model last year to establish and further embed a number of roles as

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2019**

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part of the Senior Leadership Team, which will afford more scope to the improvement of all Academies. This will also offer expanded career opportunities in future.

Full details of our plans for the future are available in our Trust Strategic Business Development Plan, which is on our website or from the Clerk to the Trust.

Woodleigh Federation are now a successful and embedded part of the Link Academy Trust, increasing the scope of impact and collaboration. Similarly Broadhempston Primary have become an integral part of the Link Academy Trust while in Management Partnership and will convert in the new year.

Over the period from January 2019, the Link has significantly supported the two schools of the Raleigh Federation to ensure they have seen rapid improvement in all aspects of educational provision, including vital safeguarding updates and upgrades in practice. They too will convert and become part of the Trust on 1 October. The Trust has worked hard with the Diocese to bring about these much needed improvements. The Trust has proven that it has the expertise and capacity to support schools to bring about successful and rapid improvement increasing the schools' ability to improve outcomes for all children.

The Link Academy is clearly in a position to support schools which may be experiencing difficulties. An application to become a Sponsor Academy submitted during the summer 2018 was approved during the last year which means the Trust is ready to work with further schools requiring support.

A Capacity Growth Plan, part of the overall Trust Business Plan, is in place to ensure the Trust continues to expand in order to maintain efficient, highly skilled and effective services thereby ensuring high quality education is viable for the small schools we serve.

**FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**

The Trust and its Trustees do not act as the Custodian Trustees of any other Charity.

**Disclosure of information to auditors**

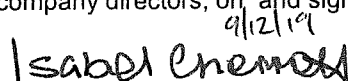
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has 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 charity's auditors are aware of that information.

**Auditors**

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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

9/12/19  


Isabel Cherrett  
Chair of Trustees

**LINK ACADEMY TRUST**  
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**GOVERNANCE STATEMENT**

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**SCOPE OF RESPONSIBILITY**

As Trustees, we acknowledge we have overall responsibility for ensuring that Link Academy Trust 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 Link Academy Trust 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 6 times during the year. During the year, two Trustees resigned: Charlotte Power (9 December 2018) and Simon Niles (13 June 2019). Three Trustees joined the Board: Jason Hayward-Jones (8 October 2018), Mike Fisher (7 May 2019) and Tracey Cleverly (1 February 2019) who resigned on 23 May 2019. Both Mr Niles and Miss Cleverly resigned as a result of increasing conflicts of interest with their paid employment. Jane Collings was appointed as a Foundation Trustee after the year end on 1 September 2019.

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

Trustee	Meetings attended	Out of a possible
Nicola Dunford, CEO	6	6
Jason Hayward-Jones	4	5
Isabel Cherrett, Chair	6	6
Simon Niles	2	5
Fiona Walters	4	6
Tracey Cleverley	2	2
Roy Gillard	4	6
Peter Bethel	5	6
Cheryl Mathieson	6	6
Charlotte Power, Deputy Chair	1	2
Jane Collings	1	2
Mike Fisher	1	1

During 2018-19, the Board spent significant time on the following:

- An overhaul of the format and content of the Trust-wide risk register in order that sections can be monitored at specified times and newly identified risks can easily be added;
- Completion of the Scheme of Delegation which captures the respective responsibilities of the Trustees, the Board's Committees, the Chief Executive Officer, the Trust Business Manager and the newly constituted Local Boards. The Scheme will be reviewed annually when the Constitution and Terms of Reference of the Board's Committees are also reviewed.
- There has been a focus on the development of data to aid the Board's budget preparation and financial forecasting. Work on this will continue during 2019-20 to enhance the Trustees' management information and "Dashboard" which assesses individual academies as well as the Trust as a whole in terms of adherence to the approved Budget.
- The different systems adopted by new schools joining the Link for capturing pupils' progress data has been analysed. A new, cost-effective and more useful system is being implemented for 2019-20 to support the work of the Local Boards and the Trustees' Standards & Curriculum Committee to identify achievements to celebrate and issues to address.
- A pilot of a Distributed Leadership Model, implemented in November 2018, has been closely monitored

**GOVERNANCE STATEMENT (CONTINUED)**

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**GOVERNANCE (CONTINUED)**

with a revised model with associated updated Job Profiles to be launched in September 2019. This establishes a strong School Improvement Team to support the CEO and endorses the Safeguarding and SEND leadership appointed in 2018.

As the Board's composition has changed significantly over the last year, a full effectiveness review was postponed until new Trustees have been appointed. Jane Collings was appointed as a Foundation Trustee after the year end on 1 September 2019 and the Board has committed to a comprehensive review, possibly by an external body, early in 2019-20. Further appointments will be made to add to the range of skills which the Board requires.

The Finance and General Purposes Committee is a sub-committee of the main Board of Trustees. Its purpose is to:

- Oversee preparation of the Budget and financial forecasts for recommendation to the Board
- Periodically monitor actual income and expenditure v budget (quarterly) and consider the implications for future years
- Consider the draft financial statements and recommend these to the Board
- Maintain oversight of financial policies: Treasury Management and the Financial Procedures Manual
- Oversee the Maintenance Plan, Environment/Energy and Health & Safety and the cost-effective implementation of building improvements, including those externally funded

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
Roy Gillard, Chair	5	5
Isabel Cherrett	5	5
Nicola Dunford	5	5
Cheryl Mathieson	5	5
Fiona Walters	2	4

The Audit Committee is also a sub-committee of the main Board of Trustees. Its purpose is to The Audit Committee is a committee of the Board of Trustees. Its purpose is to review the Governance Statements associated with the draft Financial Statements, ensure recommendations made by the External Audit Service are implemented, set the programme of reviews conducted by the Internal Audit Service, ensure that agreed audit recommendations are completed, ensure that risk management is embedded throughout the organisation and monitor compliance testing for Legionella, Health & Safety, Environmental Protection and DBS checks.

During the period to 31 August 2019, two new Trustees joined the committee and one resigned.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
Charlotte Power	1	1
Peter Bethel	3	3
Mike Fisher	1	1
Fiona Walters	2	2

Mr Bethel chaired the Committee from January to July 2019 and Mr Fisher will be chair from September 2019. Mrs Walters transferred from the F&GP Committee to the Audit Committee in March 2019 to ensure at least two Trustees were on the Committee pending a new appointment.

**GOVERNANCE STATEMENT (CONTINUED)**

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**REVIEW OF VALUE FOR MONEY**

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The Accounting Officer considers how the Academy Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Accounting Officer for the Academy Trust has delivered improved value for money during the year by:

- Considering allocation/targeting/use of resources which has enabled improved quality of provision.
- The Trust is committed to being an employer of choice and to developing our staff to take on more senior roles through a comprehensive investment in training and continuous professional development. This minimises disruption for our pupils, avoids high staff turnover and associated recruitment costs and enhances our staff retention. This applies to non-teaching as well as teaching staff and middle managers.
- Senior Leadership Team: a pilot Distributed Leadership Model was introduced in November 2018 to provide the Chief Executive Officer with Trust-wide support on the development, implementation and assessment of the Trust's School Improvement Plan. All Academy Heads are expected to complete the National Professional Qualification for Headteachers (NPQH) during their early years at this level. As a result, three Academy Heads have been able to step up to manage two Academies each which results in a reduced senior leadership cost to the small schools and provides career and pay progression for those able to demonstrate an appropriate level of leadership. This in turn has released one Academy Head to take on a new role from September 2019 leading school improvement.
- Upper Pay Scale teachers: a schedule has been agreed with more experienced teachers on the UPS pay scale which sets out the level of contribution expected according to whether they are on UPS1, 2 or 3, increasing their range of influence and leadership beyond their own academy. This not only shares best practice but also provides sound evidence to support their own career progression.
- Teaching staff: in a small school of two to four classes, the opportunity to develop is limited. Staff now recognise that opportunities to progress are available by moving schools within the Trust for a period or permanently to gain experience with new responsibilities and in new settings which they may need in order to seek promotion.
- Finance and HR Team: during the year, the Trust appointed an Apprentice to the Finance Team. This individual has completed their apprenticeship and been appointed to an established Finance Assistant post; they will commence their Level 3 AAT qualification in September 2019 whilst the Finance Officer has completed their Level 2 AAT. Similarly, the HR officer has enrolled on the Chartered Institute of Personnel and Development programme, Level 5. This provides increased knowledge at Trust level on employment law and best practice, reduces the costs of HR legal advice as initial work can be undertaken and provides a career path with qualifications for the individual.

**THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Link Academy Trust for the year 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and financial statements.

**GOVERNANCE STATEMENT (CONTINUED)**

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**CAPACITY TO HANDLE RISK**

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

**THE RISK AND CONTROL FRAMEWORK**

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks through robust systems and checks by experienced personnel

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint Griffin Accountancy as internal auditor; Peter Bethel, Trustee and member of the Audit Committee also carried out a programme of informal checks and reviews.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. An agreed programme of checks for the financial year 2018-19 was completed and included testing of payroll systems and testing of purchase systems.

All reports are presented to the next scheduled meeting of the Audit Committee; where appropriate, the report is also passed to another Committee to ensure a recommendation is implemented, for example the Finance and General Purposes Committee. Reports include a commentary on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

**GOVERNANCE STATEMENT (CONTINUED)**

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**REVIEW OF EFFECTIVENESS**

As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

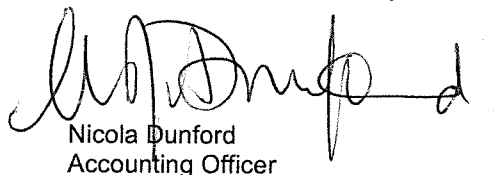
- the work of the internal auditors;
- the work of the external auditors;
- Recognition of good practice initially through the DfE's invitation to take part in important research by Aldaba into how successful small school academies operate and subsequent inclusion of a number of case studies of The Link Academy practice in the Report;
- the work of the Trust Business Manager to the Board who has daily responsibility for the development and maintenance of the internal control framework that include full monthly management reports

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit Committee/ Finance and General Purpose Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on <sup>9/12/19</sup> and signed on their behalf by:



Isabel Cherrett  
Chair of Trustees



Nicola Dunford  
Accounting Officer

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

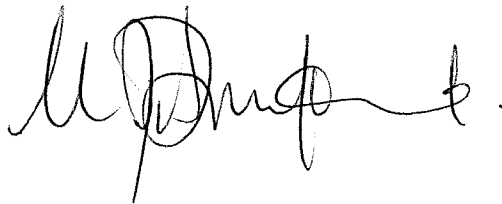
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As Accounting Officer of Link Academy Trust I have considered my responsibility to notify the Academy Trust board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2018.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2018.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.

Nicola Dunford  
Accounting Officer  
Date: 9/12/19

A handwritten signature in black ink, appearing to read 'N. Dunford', with a long horizontal flourish extending to the right.

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with the Academies Accounts Direction published by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of Trustees on and signed on its behalf by:



9/12/19

**Isabel Cherrett**  
(Chair of Trustees)

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF LINK ACADEMY TRUST**

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**OPINION**

We have audited the financial statements of Link Academy Trust (the 'Academy Trust') for the year ended 31 August 2019 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019 issued by the Education & Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019 issued by the Education & Skills Funding Agency.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Academy Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF LINK  
ACADEMY TRUST (CONTINUED)**

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**OTHER INFORMATION**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF LINK  
ACADEMY TRUST (CONTINUED)**

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**RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the Academy Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Academy Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Academy Trust or to cease operations, or have no realistic alternative but to do so.

**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

**USE OF OUR REPORT**

This report is made solely to the Academy Trust's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Academy Trust's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Academy Trust and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Pamela Tuckett FCA DChA (Senior statutory auditor)  
for and on behalf of  
**Bishop Fleming LLP**  
Chartered Accountants  
Statutory Auditors  
Salt Quay House  
4 North East Quay  
Sutton Harbour  
Plymouth  
PL4 0BN

Date: 17/12/19

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO LINK  
ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 6 June 2018 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2018 to 2019, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Link Academy Trust during the year 1 September 2018 to 31 August 2019 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Link Academy Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Link Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Link Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF LINK ACADEMY TRUST'S ACCOUNTING OFFICER AND  
THE REPORTING ACCOUNTANT**

The Accounting Officer is responsible, under the requirements of Link Academy Trust's funding agreement with the Secretary of State for Education dated 29/3/16 and the Academies Financial Handbook, extant from 1 September 2018, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2018 to 2019. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2018 to 31 August 2019 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**APPROACH**

We conducted our engagement in accordance with the Academies Accounts Direction 2018 to 2019 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Academy Trust's income and expenditure.

**LINK ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO LINK  
ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)**

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**CONCLUSION**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2018 to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Bishop Fleming LLP*

**Pamela Tuckett FCA DChA (Reporting Accountant)**

**Bishop Fleming LLP**  
Salt Quay House  
4 North East Quay  
Sutton Harbour  
Plymouth  
PL4 0BN

Date: 17/12/19

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Restricted fixed asset funds 2019 £	Total funds 2019 £	Total funds 2018 £
<b>INCOME FROM:</b>						
Donations and capital grants:	3					
Transfer on conversion		-	-	-	-	2,021,079
Other donations and capital grants		25,351	82,310	138,815	246,476	546,787
Charitable activities	4	373,880	3,774,796	-	4,148,676	3,358,612
Other trading activities		39,069	-	-	39,069	15,698
Investments	7	581	-	-	581	494
<b>TOTAL INCOME</b>		<b>438,881</b>	<b>3,857,106</b>	<b>138,815</b>	<b>4,434,802</b>	<b>5,942,670</b>
<b>EXPENDITURE ON:</b>						
Charitable activities		441,566	3,790,817	254,795	4,487,178	3,822,347
<b>TOTAL EXPENDITURE</b>		<b>441,566</b>	<b>3,790,817</b>	<b>254,795</b>	<b>4,487,178</b>	<b>3,822,347</b>
<b>NET (EXPENDITURE)/INCOME</b>		<b>(2,685)</b>	<b>66,289</b>	<b>(115,980)</b>	<b>(52,376)</b>	<b>2,120,323</b>
Transfers between funds	19	(39,488)	(137,292)	176,780	-	-
<b>NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED GAINS/(LOSSES) CARRIED FORWARD</b>		<b>(42,173)</b>	<b>(71,003)</b>	<b>60,800</b>	<b>(52,376)</b>	<b>2,120,323</b>

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

		<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Restricted fixed asset funds 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
<b>NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED (LOSSES)/GAINS BROUGHT FORWARD</b>		<b>(42,173)</b>	<b>(71,003)</b>	<b>60,800</b>	<b>(52,376)</b>	<b>2,120,323</b>
<b>OTHER RECOGNISED GAINS/(LOSSES):</b>						
Actuarial losses on defined benefit pension schemes	24	-	(215,000)	-	(215,000)	215,000
<b>NET MOVEMENT IN FUNDS</b>		<b>(42,173)</b>	<b>(286,003)</b>	<b>60,800</b>	<b>(267,376)</b>	<b>2,335,323</b>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward		284,944	(319,358)	6,849,565	6,815,151	4,479,828
Net movement in funds		(42,173)	(286,003)	60,800	(267,376)	2,335,323
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>242,771</b>	<b>(605,361)</b>	<b>6,910,365</b>	<b>6,547,775</b>	<b>6,815,151</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 31 to 61 form part of these financial statements.

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:10049068**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2019**

	<b>Note</b>	<b>2019 £</b>	<b>2018 £</b>
<b>FIXED ASSETS</b>			
Tangible assets	15	<b>6,762,998</b>	6,768,240
		<b>6,762,998</b>	6,768,240
<b>CURRENT ASSETS</b>			
Debtors	16	<b>105,770</b>	195,203
Cash at bank and in hand		<b>1,015,156</b>	1,165,539
		<b>1,120,926</b>	1,360,742
Creditors: amounts falling due within one year	17	<b>(216,149)</b>	(551,831)
<b>NET CURRENT ASSETS</b>		<b>904,777</b>	808,911
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>7,667,775</b>	7,577,151
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>		<b>7,667,775</b>	7,577,151
Defined benefit pension scheme liability	24	<b>(1,120,000)</b>	(762,000)
<b>TOTAL NET ASSETS</b>		<b>6,547,775</b>	6,815,151
<b>FUNDS OF THE ACADEMY TRUST</b>			
<b>Restricted funds:</b>			
Fixed asset funds	19	<b>6,910,365</b>	6,849,565
Restricted income funds	19	<b>514,639</b>	442,642
Restricted funds excluding pension liability	19	<b>7,425,004</b>	7,292,207
Pension reserve	19	<b>(1,120,000)</b>	(762,000)
<b>Total restricted funds</b>	19	<b>6,305,004</b>	6,530,207
<b>Unrestricted income funds</b>	19	<b>242,771</b>	284,944
<b>TOTAL FUNDS</b>		<b>6,547,775</b>	6,815,151

The financial statements on pages 27 to 61 were approved by the Trustees, and authorised for issue on and are signed on their behalf, by:

9/12/19

*Isabel Cherrett*

Isabel Cherrett  
 (Chair of Trustees)

The notes on pages 31 to 61 form part of these financial statements.

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

	<b>Note</b>	<b>2019 £</b>	<b>2018 £</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash provided by operating activities	21	<b>90,624</b>	199,938
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	22	<b>(241,007)</b>	90,548
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR</b>	23	<b>(150,383)</b>	290,486
Cash and cash equivalents at the beginning of the year		<b>1,165,539</b>	875,053
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	23	<b>1,015,156</b>	1,165,539

The notes on pages 31 to 61 form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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**1. ACCOUNTING POLICIES**

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgments and key sources of estimation uncertainty, is set out below.

**1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2018 to 2019 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Link Academy Trust meets the definition of a public benefit entity under FRS 102.

**1.2 GOING CONCERN**

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy Trust to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 INCOME**

All incoming resources are recognised when the Academy Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

• **Grants**

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of financial activities in the year for which it is receivable and any abatement in respect of the year is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the Balance sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

• **Sponsorship income**

Sponsorship income provided to the Academy Trust which amounts to a donation is recognised in the Statement of financial activities in the year in which it is receivable (where there are no performance-related conditions) where receipt is probable and it can be measured reliably.

• **Donations**

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019

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1. ACCOUNTING POLICIES (continued)

1.3 INCOME (CONTINUED)

- **Other income**

Other income, including the hire of facilities, is recognised in the year it is receivable and to the extent the Academy Trust has provided the goods or services.

1.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

- **Charitable activities**

These are costs incurred on the Academy Trust's educational operations, including support costs and costs relating to the governance of the Academy Trust apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

1.5 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Academy Trust; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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**1. ACCOUNTING POLICIES (continued)**

**1.6 TANGIBLE FIXED ASSETS**

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of financial activities and carried forward in the Balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives on the following bases:

On conversion the Academy Trust was granted a 125 year lease from the Local Authority for the land and buildings previously occupied by the Local Authority schools. On conversion the long term leasehold property was recognised as a donation from the Local Authority and was valued using the depreciated replacement cost method.

Where the Academy Trust has been granted use of the school buildings from the Diocese under Supplemental Agreements, the Academies Accounts Direction prescribes that under this agreement the risks and rewards of ownership remain with the Diocese. A donation from the Diocese has been recognised equal to the deemed rental expense, based on the rateable value of the buildings.

Depreciation is provided on the following bases:

Long-term leasehold property	- Land: 125 years/Lease term, Buildings: 50 years
Furniture and equipment	- 4 years straight line
Computer equipment	- 3 years straight line
Motor vehicles	- 4 years straight line

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

**1.7 DEBTORS**

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

**1.8 CASH AT BANK AND IN HAND**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account and cash on deposit that has a notice period of less than 30 days.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019

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1. ACCOUNTING POLICIES (continued)

1.9 LIABILITIES

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.10 FINANCIAL INSTRUMENTS

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement bases are as follows:

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.11 OPERATING LEASES

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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**1. ACCOUNTING POLICIES (continued)**

**1.12 PENSIONS**

Retirement benefits to employees of the Academy Trust are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

**1.13 FUND ACCOUNTING**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Academy Trust at the discretion of the Trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education Group.

Transfers are made between restricted funds and restricted fixed asset funds where restricted funds are used to purchase fixed assets.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

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**2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance sheet.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2019. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised on the balance sheet.

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**3. INCOME FROM DONATIONS AND CAPITAL GRANTS**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
Transfers on conversion	-	-	-	2,021,079
Donations	25,351	127,660	153,011	135,378
Capital Grants	-	93,465	93,465	411,409
<b>SUBTOTAL</b>	<b>25,351</b>	<b>221,125</b>	<b>246,476</b>	<b>546,787</b>
	<b>25,351</b>	<b>221,125</b>	<b>246,476</b>	<b>2,567,866</b>
<b>TOTAL 2018</b>	<b>63,388</b>	<b>2,504,478</b>	<b>2,567,866</b>	

**4. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
Income from charitable activities - Education	200,808	3,774,796	3,975,604	3,231,889
Income from charitable activities - Nursery	173,072	-	173,072	126,723
<b>TOTAL 2019</b>	<b>373,880</b>	<b>3,774,796</b>	<b>4,148,676</b>	<b>3,358,612</b>
<b>TOTAL 2018</b>	<b>362,085</b>	<b>2,996,527</b>	<b>3,358,612</b>	

**LINK ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**5. FUNDING FOR THE ACADEMY TRUST'S EDUCATION**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
<b>DfE/ESFA GRANTS</b>				
General Annual Grant	-	3,241,574	<b>3,241,574</b>	2,535,873
Start up Grants	-	75,000	<b>75,000</b>	75,000
Other DfE/EFA grants	-	426,008	<b>426,008</b>	344,342
	-	3,742,582	<b>3,742,582</b>	2,955,215
<b>OTHER GOVERNMENT GRANTS</b>				
High Needs	-	22,656	<b>22,656</b>	37,764
Other government grants non capital	-	9,558	<b>9,558</b>	3,358
	-	32,214	<b>32,214</b>	41,122
<b>OTHER</b>				
Internal catering income	74,614	-	<b>74,614</b>	67,347
Sales to students	3,994	-	<b>3,994</b>	2,174
Other	122,200	-	<b>122,200</b>	166,031
	200,808	-	<b>200,808</b>	235,552
	200,808	3,774,796	<b>3,975,604</b>	3,231,889
<b>TOTAL 2018</b>	<b>235,362</b>	<b>2,996,527</b>	<b>3,231,889</b>	

**6. INCOME FROM OTHER TRADING ACTIVITIES**

	<b>Unrestricted funds 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
Lettings	7,235	<b>7,235</b>	3,253
School clubs	31,834	<b>31,834</b>	12,445
Nursery	173,072	<b>173,072</b>	126,723
<b>TOTAL 2019</b>	<b>212,141</b>	<b>212,141</b>	142,421

All prior year amounts relate to unrestricted income.

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**7. INVESTMENT INCOME**

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Bank interest	581	581	494

All prior year amounts relate to unrestricted income.

**8. EXPENDITURE**

	Staff Costs 2019 £	Premises 2019 £	Other 2019 £	Total 2019 £	Total 2018 £
EDUCATION:					
Direct costs	2,488,001	120,001	345,626	2,953,628	2,492,156
Allocated support costs	399,915	477,913	519,875	1,397,703	1,211,026
NURSERY:					
Direct costs	119,168	-	1,480	120,648	104,158
Allocated support costs	-	7,658	7,541	15,199	15,007
	<u>3,007,084</u>	<u>605,572</u>	<u>874,522</u>	<u>4,487,178</u>	<u>3,822,347</u>
TOTAL 2018	<u>2,623,000</u>	<u>582,713</u>	<u>616,634</u>	<u>3,822,347</u>	

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**9. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly 2019 £</b>	<b>Support costs 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
Education	2,953,628	1,397,703	<b>4,351,331</b>	3,703,182
Nursery	120,648	15,199	<b>135,847</b>	119,165
	<u>3,074,276</u>	<u>1,412,902</u>	<u><b>4,487,178</b></u>	<u>3,822,347</u>
TOTAL 2018	<u>2,596,314</u>	<u>1,226,033</u>	<u>3,822,347</u>	

**Analysis of direct costs**

	<b>Education 2019 £</b>	<b>Nursery 2019 £</b>	<b>Total funds 2019 £</b>	<b>Total funds 2018 £</b>
Pension finance cost	10,000	-	<b>10,000</b>	11,000
Staff costs	2,556,001	119,168	<b>2,675,169</b>	2,260,032
Depreciation	120,001	-	<b>120,001</b>	116,518
Educational supplies	163,934	-	<b>163,934</b>	106,340
Staff development	33,777	-	<b>33,777</b>	16,375
Other costs	66,495	1,480	<b>67,975</b>	44,893
Supply teachers	7,900	-	<b>7,900</b>	6,155
Technology costs	(4,480)	-	<b>(4,480)</b>	35,001
	<u>2,953,628</u>	<u>120,648</u>	<u><b>3,074,276</b></u>	<u>2,596,314</u>
TOTAL 2018	<u>2,492,156</u>	<u>104,158</u>	<u>2,596,314</u>	

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**9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**Analysis of support costs**

	<b>Education</b>	<b>Nursery</b>	<b>Total</b>	<b>Total</b>
	<b>2019</b>	<b>2019</b>	<b>funds</b>	<b>funds</b>
	<b>£</b>	<b>£</b>	<b>2019</b>	<b>2018</b>
			<b>£</b>	<b>£</b>
Pension finance cost	9,000	-	9,000	6,000
Staff costs	455,915	-	455,915	351,393
Depreciation	143,515	-	143,515	95,083
Recruitment and support	8,531	-	8,531	5,820
Maintenance of premises and equipment	44,243	368	44,611	100,037
Cleaning	99,908	2,481	102,389	73,740
Rent and rates	107,267	3,553	110,820	116,824
Energy costs	45,103	1,256	46,359	40,059
Insurance	18,204	491	18,695	12,449
Security and transport	30,219	-	30,219	28,003
Catering	230,006	6,151	236,157	184,544
Technology costs	86,961	-	86,961	39,757
Office overheads	40,688	899	41,587	31,363
Legal and professional	49,995	-	49,995	101,288
Bank interest and charges	497	-	497	431
Governance costs	27,651	-	27,651	39,242
	<u>1,397,703</u>	<u>15,199</u>	<u>1,412,902</u>	<u>1,226,033</u>
<b>TOTAL 2018</b>	<u>1,211,026</u>	<u>15,007</u>	<u>1,226,033</u>	

**10. NET (EXPENDITURE)/INCOME**

Net (expenditure)/income for the year includes:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Operating lease rentals	5,490	2,645
Depreciation of tangible fixed assets	263,516	211,601
Fees paid to auditors for:		
- audit	9,500	8,500
- other services	15,610	3,967
	<u>288,116</u>	<u>226,113</u>

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**11. STAFF COSTS**

**a. STAFF COSTS**

Staff costs during the year were as follows:

	2019 £	2018 £
Wages and salaries	2,206,362	1,921,050
Social security costs	373,697	162,354
Pension costs	551,025	462,087
	<u>3,131,084</u>	<u>2,545,491</u>
Agency staff costs	310	5,420
Staff restructuring costs	-	65,934
Other supply teacher costs	7,900	6,155
	<u><u>3,139,294</u></u>	<u><u>2,623,000</u></u>

**b. NON-STATUTORY/NON-CONTRACTUAL STAFF SEVERANCE PAYMENTS**

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £nil (2018: £37,000).

**c. STAFF NUMBERS**

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

	2019 No.	2018 No.
Teachers	57	58
Educational Support	66	63
Administration and Clerical	15	15
Management	2	2
	<u>140</u>	<u>138</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
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**11. STAFF COSTS (CONTINUED)**

**c. STAFF NUMBERS (CONTINUED)**

The average headcount expressed as full-time equivalents was:

	2019 No.	2018 No.
Teachers	40	33
Education support	30	25
Admin	12	12
Management	2	2
	<u>84</u>	<u>72</u>

**d. HIGHER PAID STAFF**

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

	2019 No.	2018 No.
In the band £60,001 - £70,000	-	2
In the band £90,001 - £100,000	1	-
	<u>1</u>	<u>-</u>

**e. KEY MANAGEMENT PERSONNEL**

The key management personnel of the Academy Trust comprise the Trustees (who do not receive remuneration for their role as Trustees) and the Senior Management Team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £189,274 (2018: £205,020).

As staff Trustees are not remunerated in respect of their role as a Trustee, where staff Trustees do not form part of the key management personnel other than in their role as Trustee, their remuneration as set out in note 13 has not been included in the total benefits received by key management personnel above.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019

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**12. CENTRAL SERVICES**

The Academy Trust has provided the following central services to its academies during the year:

- HR & Payroll
- Administration Support
- Legal
- Estate Management
- IT Support
- School Improvement
- Management
- H&S

The Academy Trust charges for these services on the following basis:

The cost of provision of central services is recharged to the academies on the basis of pupil numbers.

The actual amounts charged during the year were as follows:

	2019 £	2018 £
Bearnes Voluntary Primary School	65,679	77,506
Cheriton Bishop Primary School	60,679	8,509
Diptford C of E Primary School	54,344	75,615
Harbertonford Primary School	67,013	77,506
Hennock Community Primary School	27,671	32,136
Landscope C of E Primary School	62,345	96,409
Stoke Gabriel Primary School	72,348	88,848
Tedburn St Mary Primary School	60,013	8,509
Yeoford Primary School	24,672	3,144
<b>TOTAL</b>	<b>494,764</b>	<b>468,182</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
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The overall Central staff costs reduced in 2018-19 following a streamlining of staffing roles despite a further finance post being filled. In line with the Trust's Improvement Plan, a further £86,802 was spent on ICT improvements across the Trust of which £24,553 was funded from the Central reserve. The Trust now holds ICT equipment (laptops/iPads) equivalent to 1 per every 4 pupils and interactive screens in 68pc of classrooms.

The Central Business team is continually looking at ways in which to provide savings or generate income and whose good practices were featured heavily in a research paper by the Department for Education called 'Running small rural primary schools efficiently – March 2019'. Other successes included the award of £78,000 MAT Development Improvement Fund (MDIF), the generation of £73,040 from charitable funding and £42,633 through working in management partnerships.

Procurement efficiencies are a continual driver for the team with a central contracts register in place for 2018-19 and the Trust Business Manager in discussion with other schools, academies and Multi Academy Trusts over the opportunity for collaborative purchasing whilst continuing his work with the DfE's Network Leaders group and Schools Commercial Team. Other improvements without a specific value include:

- Reputational improvement of the Trust, 3 further primary schools due to join early 2019-20 academic year.
- Other schools shown interest during the year included Dartington, Berry Pomeroy and Morchard Bishop.
- RSC actively engaging with the Trust for future growth.
- Increased public profile – CEO attendance at Diocese CEO meetings, Involvement with SW CEO Pilot- working with 4 MATs in SW, substitute member of Devon Educational Forum.
- Trust Business Manager chairs the Coast & Moors School Business Leaders network group, part of DfE's School Business Professionals network & part of 2 DfE User Groups.
- Future aim to engage with more businesses.
- Increased media profile, including LinkedIn.
- Use of social media to increase stakeholder engagement.
- Working with Fundraisers to establish Community 'farm' project at Stoke Gabriel.
- Working with Teaching Schools Alliance- including SWTSA, All Saints and Crediton Learning Community.
- The Link Academy Inclusion Hub working with all schools across the Newton Abbot Learning Community and Teignbridge, supporting other schools with a range of issues around Inclusion, including SENDCo annual conferences and offering therapy placement projects for pupils with challenging behaviours.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

The Chief Executive Officer and other staff Trustees only receive remuneration in respect of services they provide undertaking roles under their contracts of employment, and not in respect of their services as Trustees. Other Trustees did not receive any payments, other than expenses, from the Academy Trust in respect of their role as Trustees. The value of Trustees' remuneration and other benefits were as follows: Mrs N Dunford: Remuneration £90,000 - £95,000 (2018: £65,000 - £70,000), Employer's pension contributions £10,000 - £15,000 (2018: £10,000 - £15,000).

Other related party transactions involving the trustees are set out in note 25.

During the year ended 31 August 2019, expenses totalling £5,033 were reimbursed or paid directly to 2 Trustees (2018 - £3,706 to 4 Trustees). The nature of these expenses were mileage claims.

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**14. TRUSTEES' AND OFFICERS' INSURANCE**

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £10,000,000 on any one claim. For the year ended 31 August 2019 the cover was provided through the Education & Skills Funding Agency's Risk Protection Arrangement. Accordingly, the cost of the Trustee indemnity element is not separately identifiable.

**15. TANGIBLE FIXED ASSETS**

	Long-term leasehold property £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
<b>COST OR VALUATION</b>					
At 1 September 2018	6,857,971	255,227	95,612	-	7,208,810
Additions	87,398	14,989	126,062	29,825	258,274
At 31 August 2019	6,945,369	270,216	221,674	29,825	7,467,084
<b>DEPRECIATION</b>					
At 1 September 2018	271,106	115,251	54,213	-	440,570
Charge for the year	120,001	66,961	69,098	7,456	263,516
At 31 August 2019	391,107	182,212	123,311	7,456	704,086
<b>NET BOOK VALUE</b>					
At 31 August 2019	6,554,262	88,004	98,363	22,369	6,762,998
At 31 August 2018	6,586,865	139,976	41,399	-	6,768,240

**16. DEBTORS**

	2019 £	2018 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	273	163
VAT recoverable	25,248	81,330
Prepayments and accrued income	80,249	113,710
	105,770	195,203

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**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2019 £	2018 £
Trade creditors	3,143	306,395
Other taxation and social security	44,464	43,741
Other creditors	84,100	46,312
Accruals and deferred income	84,442	155,383
	<u>216,149</u>	<u>551,831</u>

	2019 £	2018 £
<b>DEFERRED INCOME</b>		
Deferred income at 1 September 2018	65,225	68,501
Resources deferred during the year	72,441	65,225
Amounts released from previous periods	(65,225)	(68,501)
<b>Deferred income at 31 August 2019</b>	<u>72,441</u>	<u>65,225</u>

Deferred income relates to grant funding received in advance for the 2019-20 accounting year.

**18. FINANCIAL INSTRUMENTS**

	2019 £	2018 £
<b>FINANCIAL ASSETS</b>		
Financial assets measured at amortised cost	<u>1,120,926</u>	<u>1,070,256</u>
	2019 £	2018 £
<b>FINANCIAL LIABILITIES</b>		
Financial liabilities measured at amortised cost	<u>15,144</u>	<u>314,598</u>

Financial assets measured at fair value through income and expenditure comprise cash at bank, trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade creditors and accruals.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. STATEMENT OF FUNDS**

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
MAT Growth and Development	120,000	-	-	-	-	120,000
<b>GENERAL FUNDS</b>						
General Funds	144,588	438,881	(432,845)	(36,589)	-	114,035
PTFA	20,356	-	(8,721)	(2,899)	-	8,736
	164,944	438,881	(441,566)	(39,488)	-	122,771
<b>TOTAL UNRESTRICTED FUNDS</b>	284,944	438,881	(441,566)	(39,488)	-	242,771
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	288,698	3,241,573	(3,030,853)	(137,292)	-	362,126
Pupil Premium	-	156,576	(156,115)	-	-	461
Academy Conversion Grants	24,679	75,000	-	-	-	99,679
Higher Needs	-	22,656	(21,218)	-	-	1,438
UIFSM	-	119,342	(119,342)	-	-	-
G&T Programme	25,000	-	(5,000)	-	-	20,000
Donated rent on Diocese buildings	-	78,210	(78,210)	-	-	-
MDIF	81,765	-	(81,765)	-	-	-
Other	22,500	163,749	(155,314)	-	-	30,935
Pension reserve	(762,000)	-	(143,000)	-	(215,000)	(1,120,000)
	(319,358)	3,857,106	(3,790,817)	(137,292)	(215,000)	(605,361)

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**19. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed Assets transferred on conversion	6,255,859	-	(148,082)	-	-	6,107,777
DfE/ESFA Capital grants	116,256	93,465	(52,991)	-	-	156,730
Condition Improvement Fund	433,802	-	(17,904)	-	-	415,898
Awards for All	24,392	-	(8,183)	-	-	16,209
Other Restricted	19,256	45,350	(27,635)	176,780	-	213,751
	<u>6,849,565</u>	<u>138,815</u>	<u>(254,795)</u>	<u>176,780</u>	<u>-</u>	<u>6,910,365</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>6,530,207</u>	<u>3,995,921</u>	<u>(4,045,612)</u>	<u>39,488</u>	<u>(215,000)</u>	<u>6,305,004</u>
<b>TOTAL FUNDS</b>	<u>6,815,151</u>	<u>4,434,802</u>	<u>(4,487,178)</u>	<u>-</u>	<u>(215,000)</u>	<u>6,547,775</u>

The specific purposes for which the funds are to be applied are as follows:

General Annual Grant - Income from the ESFA which is to be used for the normal running costs of the Academy Trust, including education and support costs.

Pupil Premium - Pupil premium represents funding received from the ESFA for children that qualify for free school meals to enable the Academy Trust to address the current underlying inequalities between those children and their wealthier peers.

Academy Conversion Grants - funding received on schools converting to academy schools to be used towards start up costs.

High Needs - Funding received by the Local Authority to fund further support for students with additional needs.

Inclusion Hub Grants - This represents one off funding received from the local authority and other grant providers for inclusion projects.

G&T Programme - This represents a donation from a charitable foundation for the provision of a five year gifted and talented programme.

Foyles - This represents a donation from a charitable trust to encourage children to read widely from an early age to provide a major boost to improving literacy levels, which is a current key educational objective.

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**19. STATEMENT OF FUNDS (CONTINUED)**

MDIF - This represents MAT Development and Improvement Funding awarded to the Trust from the Department for Education.

Other - This represents all other funding from restricted sources.

Pension reserve – This represents the Academy Trust's share of the assets and liabilities in the Local Government Pension Scheme. As with most pension schemes this is currently in deficit due to an excess of scheme liabilities over scheme assets which was inherited on conversion to an Academy Trust. The Academy Trust is following the recommendations of the actuary to reduce the deficit by making additional contributions over a number of years.

Capital Grants – These funds are received for direct expenditure on fixed asset projects. The fixed asset fund balance at the year end represents the Net Book Value (NBV) of assets and any unspent grant amounts.

Fixed assets transferred on conversion – This represent the buildings and equipment donated to the School from the Local Authority on conversion to an Academy.

DfE/ESFA Capital Grants - This represents funding from the ESFA to cover the maintenance and purchase of the Academy Trust's assets.

Condition Improvement Fund - This represents funding from the ESFA for projects at Stoke Gabriel, Harbertonford and Bearnas.

GAG deficits in individual schools has been covered by a transfer out of unrestricted funds. Additionally non capital expenditure funded by the Condition Improvement Fund has been transferred to GAG.

Awards for All - This represents funding obtained to build outdoor learning space.

**OTHER INFORMATION**

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2019.

**Total funds analysis by academy**

Fund balances at 31 August 2019 were allocated as follows:

	2019 £	2018 £
Bearnas Voluntary Primary School	252,121	149,427
Cheriton Bishop Primary School	44,813	31,265
Diptford C of E Primary School	12,566	9,548
Harbertonford C of E Primary School	108,444	80,942
Hennock Community Primary School	32,095	67,974
Landscope C of E Primary School	1,323	26,135
Stoke Gabriel Community Primary School	124,830	85,730
Tedburn St Mary Primary School	(2,931)	37,150
Yeoford Primary School	9,943	39,391
Central Function (including start up grants)	174,206	200,024
Total before fixed asset funds and pension reserve	757,410	727,586

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**19. STATEMENT OF FUNDS (CONTINUED)**

	2019 £	2018 £
Restricted fixed asset fund	6,910,365	6,849,565
Pension reserve	(1,120,000)	(762,000)
<b>TOTAL</b>	<b>6,547,775</b>	<b>6,815,151</b>

The following academy is carrying a net deficit on its portion of the funds as follows:

	Deficit £
Tedburn St Mary Primary School	(2,931)

The Academy Trust is taking the following action to return the academy to surplus:

During 2018-19 there was an increase in pupil numbers with the funding lagged, and a move to bring catering in house which created additional revenue and capital costs. For 2019-20 there has been staff changes and the lagged funding has now caught up, resulting in a surplus budget forecast.

**TOTAL COST ANALYSIS BY ACADEMY**

Expenditure incurred by each academy during the year was as follows:

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2019 £	Total 2018 £
Bearnes Voluntary Primary School	276,128	30,526	30,898	81,760	419,312	476,898
Cheriton Bishop Primary School	275,579	26,414	30,398	83,890	416,281	224,530
Diptford C of E Primary School	261,358	23,096	31,794	94,039	410,287	385,147
Harbertonford C of E Primary School	311,756	21,341	32,254	97,872	463,223	470,234
Hennock Community Primary School	205,957	37,068	27,072	44,886	314,983	242,977
Landscope C of E Primary School	296,203	38,044	24,045	97,198	455,490	450,409

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**19. STATEMENT OF FUNDS (CONTINUED)**

		Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2019 £
			Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds £
Stoke Gabriel Community Primary School	262,105	20,094	18,384	73,433	<b>374,016</b>	375,366
Tedburn St Mary Primary School	299,630	21,815	24,429	73,608	<b>419,482</b>	204,770
Yeoford Primary School	199,602	30,029	21,715	50,324	<b>301,670</b>	131,239
Central Function (including start up grants)	226,751	160,019	20,216	98,932	<b>505,918</b>	482,848
<b>ACADEMY TRUST</b>	<b>2,615,069</b>	<b>408,446</b>	<b>261,205</b>	<b>795,942</b>	<b>4,080,662</b>	<b>3,444,418</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. STATEMENT OF FUNDS (CONTINUED)**

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

	Balance at 1 September 2017 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
MAT Growth and Development	120,000	-	-	-	-	120,000
<b>GENERAL FUNDS</b>						
General Funds	97,080	363,448	(276,768)	(39,172)	-	144,588
PTFA	6,485	-	(8,722)	22,593	-	20,356
	<u>103,565</u>	<u>363,448</u>	<u>(285,490)</u>	<u>(16,579)</u>	<u>-</u>	<u>164,944</u>
<b>TOTAL UNRESTRICTED FUNDS</b>	<u>223,565</u>	<u>363,448</u>	<u>(285,490)</u>	<u>(16,579)</u>	<u>-</u>	<u>284,944</u>
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	257,030	2,592,700	(2,649,513)	88,481	-	288,698
Pupil Premium	-	126,826	(126,826)	-	-	-
Academy Conversion Grants	5,613	75,000	(55,934)	-	-	24,679
Higher Needs	-	37,764	(37,764)	-	-	-
UIFSM	25,346	-	(25,346)	-	-	-
Inclusion Hub Awards for All	7,403	-	(7,403)	-	-	-
G&T Programme	25,000	-	-	-	-	25,000
Donated rent on Diocese buildings	3,304	-	(3,304)	-	-	-
MDIF	-	81,765	-	-	-	81,765
Donated rent on Diocese buildings	-	78,210	(78,210)	-	-	-

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**19. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 September 2017 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
Other	-	217,516	(183,677)	(11,339)	-	22,500
Pension reserve	(570,000)	(241,000)	(166,000)	-	215,000	(762,000)
	<u>(246,304)</u>	<u>2,968,781</u>	<u>(3,333,977)</u>	<u>77,142</u>	<u>215,000</u>	<u>(319,358)</u>
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed Assets transferred on conversion	4,216,680	2,192,054	(152,875)	-	-	6,255,859
DfE/ESFA Capital grants	88,689	50,798	(19,175)	(4,056)	-	116,256
Condition Improvement Fund	159,748	367,589	(15,606)	(77,929)	-	433,802
Awards for All	37,450	-	(8,183)	(4,875)	-	24,392
Other Restricted	-	-	(7,041)	26,297	-	19,256
	<u>4,502,567</u>	<u>2,610,441</u>	<u>(202,880)</u>	<u>(60,563)</u>	<u>-</u>	<u>6,849,565</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>4,256,263</u>	<u>5,579,222</u>	<u>(3,536,857)</u>	<u>16,579</u>	<u>215,000</u>	<u>6,530,207</u>
<b>TOTAL FUNDS</b>	<u>4,479,828</u>	<u>5,942,670</u>	<u>(3,822,347)</u>	<u>-</u>	<u>215,000</u>	<u>6,815,151</u>

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**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR**

	Unrestricted funds 2019 £	Restricted funds 2019 £	Restricted fixed asset funds 2019 £	Total funds 2019 £
Tangible fixed assets	8,737	-	6,754,261	<b>6,762,998</b>
Current assets	234,034	730,788	156,104	<b>1,120,926</b>
Creditors due within one year	-	(216,149)	-	<b>(216,149)</b>
Provisions for liabilities and charges	-	(1,120,000)	-	<b>(1,120,000)</b>
<b>TOTAL</b>	<b>242,771</b>	<b>(605,361)</b>	<b>6,910,365</b>	<b>6,547,775</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £
Tangible fixed assets	19,253	-	6,748,987	6,768,240
Current assets	265,691	725,712	369,339	1,360,742
Creditors due within one year	-	(283,070)	(268,761)	(551,831)
Provisions for liabilities and charges	-	(762,000)	-	(762,000)
<b>TOTAL</b>	<b>284,944</b>	<b>(319,358)</b>	<b>6,849,565</b>	<b>6,815,151</b>

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**21. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2019 £	2018 £
Net (expenditure)/income for the year (as per Statement of financial activities)	<b>(52,376)</b>	2,120,323
<b>ADJUSTMENTS FOR:</b>		
Depreciation	<b>263,516</b>	211,601
Capital grants from DfE and other capital income	<b>(16,686)</b>	(411,409)
Dividends, interest and rents from investments	<b>(581)</b>	(494)
Defined benefit pension scheme obligation inherited	-	241,000
Defined benefit pension scheme cost less contributions payable	<b>124,000</b>	149,000
Defined benefit pension scheme finance cost	<b>19,000</b>	17,000
(Increase)/decrease in debtors	<b>89,433</b>	(78,463)
(Decrease)/increase in creditors	<b>(335,682)</b>	190,959
Assets and liabilities from local authority on conversion	-	(2,239,579)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>90,624</b>	199,938

**22. CASH FLOWS FROM INVESTING ACTIVITIES**

	2019 £	2018 £
Dividends, interest and rents from investments	<b>581</b>	494
Purchase of tangible fixed assets	<b>(258,274)</b>	(368,880)
Capital grants from DfE Group	<b>16,686</b>	411,409
Cash transferred on conversion from the local authority	-	47,525
<b>NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES</b>	<b>(241,007)</b>	90,548

**23. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2019 £	2018 £
Cash at bank and in hand	<b>1,015,156</b>	1,165,539

**24. PENSION COMMITMENTS**

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme for England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Devon County Council. Both are multi-employer defined benefit schemes.

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**24. PENSION COMMITMENTS (CONTINUED)**

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2018.

Contributions amounting to £46,626 were payable to the schemes at 31 August 2019 (2018 - £43,312) and are included within creditors.

**TEACHERS' PENSION SCHEME**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

**VALUATION OF THE TEACHERS' PENSION SCHEME**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return is 4.45%.

The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2016. As a result of this valuation TPS employers will pay an increased contribution rate of 23.68% from 1 September 2019 (this includes the administration levy of 0.8%).

The employer's pension costs paid to TPS in the year amounted to £264,424 (2018 - £211,680).

A copy of the valuation report and supporting documentation is on the [Teachers' Pensions website](#).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above the information available on the scheme.

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24. PENSION COMMITMENTS (CONTINUED)

LOCAL GOVERNMENT PENSION SCHEME

The LGPS is a funded defined benefit pension scheme, with the assets held in separate Trustee-administered funds. The total contribution made for the year ended 31 August 2019 was £158,620 (2018 - £120,000), of which employer's contributions totalled £115,805 (2018 - £88,000) and employees' contributions totalled £ 42,815 (2018 - £32,000). The agreed contribution rates for future years are 15.4% per cent for employers and 5.5-12.5% per cent for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal actuarial assumptions

	2019 %	2018 %
Rate of increase in salaries	3.7	3.8
Rate of increase for pensions in payment/inflation	2.2	2.3
Discount rate for scheme liabilities	1.9	2.65

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

	2019 Years	2018 Years
<i>Retiring today</i>		
Males	22.5	23.5
Females	24.4	25.6
<i>Retiring in 20 years</i>		
Males	24.2	25.8
Females	26.2	28

Sensitivity analysis

	2019 £000	2018 £000
Discount rate +0.1%	54,000	39,000
Discount rate -0.1%	56,000	40,000
Mortality assumption - 1 year increase	79,000	51,000
Mortality assumption - 1 year decrease	77,000	49,000
CPI rate +0.1%	52,000	37,000
CPI rate -0.1%	50,000	36,000

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**24. PENSION COMMITMENTS (CONTINUED)**

The Academy Trust's share of the assets in the scheme was:

	At 31 August 2019 £	At 31 August 2018 £
Equities	632,000	485,000
Bonds	199,000	154,000
Property	89,000	71,000
Cash and other liquid assets	14,000	12,000
Other	93,000	68,000
<b>TOTAL MARKET VALUE OF ASSETS</b>	<b>1,027,000</b>	<b>790,000</b>

The actual return on scheme assets was £39,000 (2018 - £41,000).

The amounts recognised in the Statement of financial activities are as follows:

	2019 £	2018 £
Current service cost	(274,000)	(237,000)
Past service cost	(20,000)	-
Interest income	23,000	15,000
Interest cost	(42,000)	(32,000)
<b>TOTAL AMOUNT RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES</b>	<b>(313,000)</b>	<b>(254,000)</b>

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

	2019 £	2018 £
<b>AT 1 SEPTEMBER</b>	<b>1,552,000</b>	<b>1,014,000</b>
Transferred in on existing Academies joining the Trust	-	430,000
Current service cost	274,000	237,000
Interest cost	42,000	32,000
Employee contributions	43,000	32,000
Actuarial losses/(gains)	230,000	(189,000)
Benefits paid	(14,000)	(4,000)
Past service costs	20,000	-
<b>AT 31 AUGUST</b>	<b>2,147,000</b>	<b>1,552,000</b>

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**24. PENSION COMMITMENTS (CONTINUED)**

Changes in the fair value of the Academy Trust's share of scheme assets were as follows:

	2019 £	2018 £
<b>AT 1 SEPTEMBER</b>	<b>790,000</b>	444,000
Transferred in on existing Academies joining the Trust	-	189,000
Interest income	<b>24,000</b>	15,000
Actuarial gains	<b>15,000</b>	26,000
Employer contributions	<b>170,000</b>	88,000
Employee contributions	<b>43,000</b>	32,000
Benefits paid	<b>(14,000)</b>	(4,000)
Administration expense	<b>(1,000)</b>	-
<b>AT 31 AUGUST</b>	<b>1,027,000</b>	790,000

**25. OPERATING LEASE COMMITMENTS**

At 31 August 2019 the Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2019 £	2018 £
<b>AMOUNTS PAYABLE</b>		
Not later than 1 year	<b>3,197</b>	3,848
Later than 1 year and not later than 5 years	<b>2,931</b>	1,731
<b>Total</b>	<b>6,128</b>	5,579

**26. MEMBERS' LIABILITY**

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

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**27. RELATED PARTY TRANSACTIONS**

Owing to the nature of the Academy Trust's operations and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which a Trustees has an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH and with the Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

The following related party transactions took place in the period:

The Academy Trust procured services amounting to £4,683 (2018: £54,241) from Michelmores LLP. Charlotte Power's (Trustee in the year) husband is a member of Michelmores LLP. A balance of £nil (2018: £5,588) is included in creditors. The business arrangement with Michelmores LLP was entered into before Charlotte Power was appointed as a Trustee.

**28. POST BALANCE SHEET EVENTS**

On 1 October 2019, Broadhempston Village Primary School joined the Trust.

