

**THE LEARNING ALLIANCE ACADEMY TRUST**  
(A company limited by guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2014**

**07703829-The Learning Alliance Academy Trust-1314-FinStat**

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REFERENCE AND ADMINISTRATION DETAILS OF THE TRUST

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FOR THE YEAR ENDED 31 AUGUST 2014

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**Members**

Deborah Laffin  
Robert Milne, Interim Chair of Directors  
Brian Hazell

**Trustees and Directors (from 1 September 2014)**

Robert Milne, Interim Chair of Directors\*  
Deborah Laffin\*  
Brian Hazell\*  
John Thomas (appointed 1 October 2014)  
Peter Ward ( appointed 1 October 2014)  
Roderick Watson, Chair of Finance(appointed 1 October 2014)  
Gillian Coffey (appointed 1 October 2014)  
Denise Fletcher ( appointed 1 October 2014)

\*Robert Milne, Deborah Laffin and Brian Hazell appointments were made on 13 July 2011 when the Trust was

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS GOVERNORS AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2014**

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**Administrative details (continued)**

**Principal and registered office**

Lynch Hil School Primary Academy  
Garrard Road, Slough, Berkshire, SL2 2AN

**Company secretary**

Linda Hazell

**Senior Leadership team**

Gillian Coffey OBE, Executive Headteacher  
Linda Hazell, Business Manager  
Lindsey Tomlinson, Head of School  
Hannah Gates, Deputy Headteacher  
Tracey Bowen, Deputy Headteacher (resigned 31 August 2014)  
Punam Sehgal, Assistant Headteacher  
Soma Das, Assistant Headteacher (appointed 1 September 2014)

**Independent auditors**

Moore Stephens LLP, 150 Aldersgate Street, London, EC1A 4AB

**Bankers**

HSBC, 175 Buckingham Avenue, Slough, Berkshire, SL1 4RD

**Solicitors**

Winckworth Sherwood, Minerva House, 5 Montague Close, London, SE1 9BB

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**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 AUGUST 2014**

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The Trustees present their annual report together with the audited financial statements for The Learning Alliance Academy Trust ("the Trust"). The Trust operated as a single academy through part of the year and became a multi academy trust (MAT) on 15 January 2014. The two schools within the MAT during the year ended 31 August 2014 are: Lynch Hill School Primary Academy which operated throughout the year and Lynch Hill Enterprise Academy which commenced operations as a secondary free school in September 2014.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Academy Trust is known as The Learning Alliance Academy Trust formerly Lynch Hill School Primary Academy ("the Trust").

The Trust was incorporated as a charitable company under the Companies Act 2006 on 13 July 2011 and commenced operations on 1 August 2011. As indicated above, the Trust became a multi academy trust on 15 January 2014.

The Trust is a company limited by guarantee, incorporated under Company number 07703829 and an exempt charity. The Charitable Company's Memorandum and Articles of Association are its primary governing documents. These have been updated since the Trust's original incorporation and to meet the requirements of the changing structure of the Trust.

The Trustees of The Learning Alliance Academy Trust are also Directors of the charitable company for the purposes of company law and Trustees for the purposes of the Charities Act 2011.

The Members of the Trust comprise of :

- a) The signatories to the Memorandum;
- b) The chairman of Directors;

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## THE LEARNING ALLIANCE ACADEMY TRUST

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### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 AUGUST 2014

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

The management of the academy is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

The Trust can have the following Directors ( who are also the Trustees) :

- a) The number of Directors must not be less than three (unless otherwise determined by ordinary resolution) but is not subject to any maximum;
- b) The Directors may appoint such number as they see fit;
- c) The Executive Headteacher;
- d) Staff directors (including Principals), however the total number of directors including the Executive Headteacher and Staff Director who are employees of the Company shall not exceed one third of the total number of Directors;
- e) a minimum of two Parent Directors unless there are Advisory Bodies representing the Academies which include at least two Parent members.

The term of office for any Trustee except the Executive Head Teacher or any staff Trustee serving as a Director in an executive capacity is four years. Subject to remaining eligible to be a type of Director, any Director may be re-appointed or re-elected.

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

Upon their appointment, all new Trustees are given an induction by the School and governing body. 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.

#### Organisation Structure

The structure of the organisation has three levels; the Trustees, the school leadership team and the operational school managers. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels.

The Trustees are responsible for agreeing general policy, adopting the annual plan and budget, monitoring the operations by use of budgets and making major decisions about the direction of the Trust, capital expenditure and senior staff appointments.

The School leadership team comprises the Executive Head Teacher, Head of School, the Deputy Heads, the two Assistant Heads and the Business Manager. These managers control the Schools at an executive level implementing the policies laid down by the Trustees and reporting back to them. As a group, the Senior Managers are responsible for authorising spending within the agreed budgets and the appointment of staff. The Trustees devolve the responsibility for staff appointments, other than those to the School leadership team.

The operational school managers are responsible for the day to day operation of the school departments, in particular organising staff, facilities and pupils. Each school within the Trust are also locally accountable to the Trust Board through an advisory body.

#### Connected Organisations including Related Party Relationships

There are no connected organisations or related party relationships other than those noted in note 27 to the Financial Statements.



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**TRUSTEES' REPORT (continued)  
FOR THE YEAR ENDED 31 AUGUST 2014**

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**STRATEGIC REPORT**

**Achievements and Performance**

**Lynch Hill School Primary Academy**

In September 2014 numbers on roll increased further from 900 to 930 pupils, including Nursery. This is because the school is increasing from 3 to 4 forms of entry year by year, following a recent building programme. The school is now 4 form entry, i.e. 120 children per year group, up to year 5. Staffing has also increased to cater for the additional pupils. A further eleven teachers and support staff have been employed since September 2014. The number on roll will be 960 when full which is well above average in size compared to all primary schools, nationally.

The school is popular and well-respected. Its excellent reputation attracts pupils from beyond the catchment area, across Slough. The school has continued to attract new pupils through the year hence there is now a waiting list for places at the school. Lynch Hill is a National Support School and the Executive headteacher is a National Leader of Education which means that it is recognised for the high standards and good progress it achieves for all its pupils and its capacity to support other underperforming schools, on behalf of the National College of Teaching & Leadership and the DfE. Lynch Hill was also granted Teaching School status in April 2013 and is now one of three Slough schools leading the Slough Teaching School Alliance.

The school population reflects the changing context of Slough. As well as increasing numbers of pupils from...





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### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 AUGUST 2014

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context of Slough with 72.7% pupils from ethnic minority groups, 24.2% of its pupils eligible for Free School Meals (FSM) and some 18.9% of pupils receiving additional support for special educational needs. The school population has above average levels of deprivation compared to national figures.

#### Key Performance Indicators

The key financial performance indicators are:

The Trust will continue to trade with sufficient balances so as to continue to improve the infrastructure of the Trust and to ensure the continuity of education of students.

The Trust will keep within the agreed budget unless a variation is agreed by the governing body.

Non-financial performance indicators are: pupil numbers, exam results and maintaining facilities to a high standard. The Trust has a full complement in all year groups and details of exam results and facilities are explained within this report.

#### Going Concern

After making appropriate enquiries, the governing body has a reasonable expectation that the academy 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 Accounting Policies.

#### Financial Review

The Trust's principal income is from the Education Funding Agency ("EFA") in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received during the year ended 31 August 2014 and the associated expenditure are shown in the Statement of Financial Activities.

The Trust also receives grants for fixed assets from the EFA and other agencies. These grants 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 expected useful life of the assets.

During the year ended 31 August 2014 total expenditure of £5,074,000 (2013: £3,941,000) was covered by recurrent grant funding from the EFA together with other incoming resources. The excess of income over expenditure for the year was £21,000 (2013: £164,000 net expenditure over income) made up of restricted fixed asset funds of £(127,000) (2013: £110,000); restricted general funds of £148,000 (2013: (£274,000)).

Expenditure was used to provide a stimulating education for students and to improve the school infrastructure of in order to improve learning.

Within grant income and resources expended are those identified to the set up costs and costs relating to planning and site costs for Lynch Hill Enterprise Academy. These were funded by specific grants awarded by the EFA of £1,115,000 in the year.

The deficit in the Local Government Pension Scheme (LGPS) is recognised on the balance sheet in accordance with FRS17. At 31 August 2014, the deficit stood at £655,000 (2013: £520,000). The existence of the pension scheme deficit does not mean an immediate liability crystallises and is addressed over a series of years through pension contributions recommended by the pension scheme actuaries during subsequent triennial valuations of the scheme. Note 24 details the assumptions and movements during the year on the Scheme.

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**TRUSTEES' REPORT (continued)**  
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As at 31 August 2014 the net book value of assets was £6,263,000 (2013: £6,390,000) and movements in tangible assets are shown in Note 13 to the financial statements. The buildings and land are owned by the Trust. Any alterations or improvements incurred by the Trust are shown as fixed assets.

**Reserves Policy**

The Trustees agree the levels of reserves 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 have determined that the level of reserves should be sufficient to cover the Trust's commitments for the next financial year.

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**TRUSTEES' REPORT (continued)**  
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The Trustees have assessed the major risks to which the Trust is exposed, in particular those relating to teaching, provision of facilities and other operational areas of the Trust, and its finances. The Trustees have implemented a number of systems to assess risks that the Trust faces, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying and school trips) and in relation to the control of finances. They have also introduced systems and procedures (e.g. safeguarding) and internal financial controls in order to

minimise risk. Where significant risk still remains they have ensured that they have sufficient insurance cover.

The Trust has an effective system of internal financial controls and this is explained in more detail in the following statement.

As Trustees and directors, we acknowledge we have overall responsibility for ensuring that the Trust has an effective and appropriate system of controls, both financial and otherwise. We are also responsible for ensuring that proper accounting records are kept that disclose with reasonable accuracy the financial position of the Trust and enable us to prepare financial statements that comply with the Companies Act. We also acknowledge responsibility for safeguarding the assets of the Academy Trust and for taking reasonable assurance that:

- The Academy Trust is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use and disposition;
- Proper records are maintained and financial information used within the Trust or for publication is reliable;

