

**OFFICE
COPY**

Company Registration No. 07640769 (England and Wales)

**THE EMMANUEL SCHOOL TRUST
(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2019**

THE EMMANUEL SCHOOL TRUST

CONTENTS

| | Page |
|--|-------------|
| Reference and administrative details | 1 - 2 |
| Trustees' report | 3 - 11 |
| Governance statement | 12 - 17 |
| Statement on regularity, propriety and compliance | 19 |
| Statement of trustees' responsibilities | 18 |
| Independent auditor's report on the accounts | 20 - 22 |
| Independent reporting accountant's report on regularity | 23 - 24 |
| Statement of financial activities including income and expenditure account | 25 |
| Balance sheet | 26 |
| Statement of cash flows | 27 |
| Notes to the accounts including accounting policies | 28 - 44 |

THE EMMANUEL SCHOOL TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

Rev A Hodgkinson
Mrs T Oluwatudimu
Rev D Williams
Dr A Oluwatudimu
Mr R Irish
Mr B Greaves
Ms E White

Members

Mrs M Fordjour
Mrs J Cooper
I Gurman
Rev A Hodgkinson
Mrs Y Onifade
Dr A Oluwatudimu

Senior management team

| | |
|-------------------------------------|-------------------|
| - Head Teacher & Accounting Officer | Mr P Lewis |
| - Senior Teacher | Dr L Lawson |
| - Senior Teacher | Mrs S Williams |
| - Director of Education | Mrs T Oluwatudimu |

Parent representatives

Mrs S Wilks
Mrs S Reid-Harley

Company registration number

07640769 (England and Wales)

Principal address

Emmanuel Community School
The Drive
Walthamstow
London
E17 3BN

Registered office

Greenleaf
67 - 69 Greenleaf
Walthamstow
London
E17 6QP

Independent auditor

Caton Fry & Co. Limited
Chartered Accountants and
Statutory Auditor
Essex House
7 The Shrubberies
George Lane
South Woodford
London E18 1BD

THE EMMANUEL SCHOOL TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

| | |
|-------------------|---|
| Solicitors | Stone King Solicitors 13 Queen Square Bath BA1 2HJ |
| Actuary | Mercer Ltd No.4 St Paul's Square Old Hall Street Liverpool L3 9SJ |
| Bankers | Barclays Bank PLC 99 Hatton Garden London EC1N 8DN |

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2019

The trustees present their annual report together with the accounts and independent auditor's report of the charitable company for the period 1 September 2018 to 31 August 2019. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

Principal activities

The Trust's principal activity is to establish the Emmanuel Community School (the School) as a first-choice in the area and provide the best possible education to children in its local area. Following the approval from DfE (Department for Education) to open a second primary school, the Trust has been working closely with DfE and ESFA (Education and Skills Funding Agency) to implement this goal.

The Trust became a Multi Academy Trust during this financial year and have been approved to open a new three form entry school in the London Borough of Havering.

Structure, governance and management

Constitution

The Emmanuel School Trust (the Trust) was incorporated on 19 May 2011 and is a company limited by guarantee and an exempt charity. The Trust's Memorandum and Articles of Association are the primary governing documents of the Trust.

Parent representatives, who are neither trustees nor directors of the charitable company, may also be appointed to attend Governing Body meetings and are therefore shown in the reference and administrative details to the financial statements. Parent Representatives may not vote at meetings.

The trustees of The Emmanuel School Trust are also the directors of the charitable company for the purposes of company law. Details of the trustees who served during the year, and to the date these accounts are approved, are included in the Reference and Administrative Details on page 1.

Members' liability

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

Trustees' indemnities

In accordance with normal commercial practice the Trust has purchased insurance to protect trustees from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £5,000,000 on any one claim.

Method of recruitment and appointment or election of trustees

The term of office for trustees is four years. Trustees who are appointed or co-opted onto the School's Governing Body can be re-appointed, if eligible, by the full Governing Body.

The Trust recruits its trustees in a number of ways:

- Approach people already known and who have the time, energy and skills to carry out their responsibilities
- Hold elections - particularly for the appointment of staff and parent governors
- Advertise the posts and then hold interviews

All other appointments of trustees and directors are done in strict compliance with the Memorandum and Articles of Association.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Policies and procedures adopted for the induction and training of trustees

Induction and training of trustees is carried out in line with the Trust's Induction and Continued Professional Development Policy. The training and induction is tailored according to each trustee's experience and needs but includes an invitation to visit the School and meet staff and pupils. All trustees have access to copies of our policies together with minutes, financial accounts, budgets and other relevant documents in order to keep them informed. Inductions are carried out by other trustees as nominated by the Trust and training is either undertaken in-house or via specific courses offered by the local authority, National Governors' Association and other bodies, tailored to the specific needs of the individual.

Organisational structure

The Trust members are key stakeholders that hold trustees/directors to account, receive reports on the finances and the strategy of the Trust from directors. They also appoint and remove directors. The directors are responsible for implementing the terms of the master funding agreement with the DfE and ensure the objectives and functions of the trust are delivered. They are accountable for the performance of any schools within the trust, delegate school governance to the Local Governing Body (LGB), which they hold accountable for the functions of the schools. The Trust board holds the Director of Education to account. The Director of Education is the Accounting Officer.

The Trust employs staff, including an Education specialist (Director of Education) who is responsible for liaison between the Trust and the Department for Education (DfE) and its Education Funding Agency (EFA). The Trust Director for Education undertakes a strategic leadership role, oversees performance of the school and holds the head teacher and senior leadership team to account on behalf of the Trust. The LGB comprises of governors and other representatives such as parents, who support the work of the Board of Directors through taking decisions and making recommendations. They hold the head teacher to account and oversee financial performance of each school and oversee the employment of local staff.

The head teacher leads the drive for continuous improvement in school and along with the senior leadership team, is responsible for daily leadership and management of school.

Arrangements for setting pay and remuneration of key management personnel

Pay and remuneration decisions take account of the resources available to the Trust. The Trust exercises its discretionary powers using fair, transparent and objective criteria in order to secure a consistent approach in pay decisions. All decisions will be rooted in evidence and objectively justified - for example, they are benchmarked against other schools of a similar size and in the outer London Zone. Adjustments are made to take account of special circumstances e.g. Teaching and Learning responsibilities where an individual leads on a particular subject.

Related parties and other connected charities and organisations

In pursuit of its charitable activities the Trust works closely with the following organisations:

- Emmanuel Community Church International (ECCI), the Trust's link church. Members of ECCI also contribute to the School's operations in staff, governor and volunteer capacities.

Objectives and activities

Objects and aims

The principal object of the Trust is the advancement for the public benefit of education in the United Kingdom by operation of a school offering a broad and balanced curriculum. The Trust currently operates one primary school, known as Emmanuel Community School but has been approved as a Multi Academy Trust during this financial year and have been approved to open a new three form entry school in the London Borough of Havering.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Objectives, strategies and activities

The governors agreed the following objectives for the School for 2018/19:

| Priority | Objective |
|--|--|
| <p>Priority 1 Ethos:</p> <p>Ensure the Christian character and values of the School have a significant impact on the spiritual, moral, social and cultural development of all learners, equipping them to be excellent citizens.</p> | <p>Stakeholders identify how well Christian values have an impact on spiritual, moral, social and cultural development of all pupils.</p> <p>Ofsted said that "provision for pupils' spiritual, moral, social and cultural development is excellent. It is embedded in the subjects taught and in the ethos of the School. The School's distinctive Christian character is clear. The School has built upon this and its values are even more apparent in all areas of the School's work."</p> <p>The school was graded outstanding in all areas of the Section 48 inspection, carried out by the Church of England, Diocese of Chelmsford.</p> |
| <p>Priority 2 Outcomes for Pupils:</p> <p>Do whatever it takes to ensure that all groups of pupils make substantial and sustained progress, so that attainment is significantly above the national average by the time children leave the School.</p> | <p>Emmanuel Community School has extremely high expectations for its pupils and believes that, regardless of background, children should be given every opportunity to excel. To date, children have entered the School with attainment below that typical of children nationally. It is the School's expectation that its pupils attain in line with the national average by the end of Foundation Key Stage, above the national average by the end of Key Stage 1 and significantly above by the end of Key Stage 2.</p> <p>School Improvement Partner (SIP) said "The Governors and Headteacher are very ambitious for every child at this School and have deeply held beliefs that every child can succeed.</p> <p>Analysis of the 2019 assessments demonstrates that the School is working well towards realising its high aspirations.</p> |
| <p>Priority 3 Teaching, Learning and Assessment:</p> <p>Ensure that all teaching by all teachers, support staff and volunteers is consistently outstanding so that children's progress and attainment are outstanding.</p> | <p>Ofsted said, "Teaching is good because staff have high expectations".</p> <p>LBWF SIP said "The School leaders triangulate lesson observations, progress data, the quality of children's work, marking and assessment to establish teaching grades".</p> <p>The School continues to use 'Teach Like a Champion' techniques to underpin its work in this area.</p> <p>Analysis of teaching and learning observations, pupils' work and pupils' progress and attainment confirms that teaching over time is good with outstanding features. It is anticipated that this will move to outstanding overall by the end of the academic year.</p> |

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

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|---|--|
| <p>Priority 4 Personal Development, Behaviour and Welfare:</p> <p>Ensure the behaviour of learners is of the highest standard, including in the way this is reflected in pupils' high attendance, and excellent relationships between all members of the School community. Ensure that children have an outstanding understanding of how to keep healthy and safe.</p> | <p>Attendance for the whole School is at 96.2%.</p> <p>Stakeholders identify how well children behave and how good relationships are throughout the School community. Good behaviour for learning is reflected in the good progress and attainment of all pupils.</p> <p>Feedback from pupils, parents and carers confirms that pupils are clear about how to stay healthy and safe.</p> <p>The School achieved Healthy School Bronze and Silver awards and is progressing through gold.</p> <p>Pupils' behaviour is good and this is reinforced through both positive acknowledgement of good behaviour and clear sanctions for inappropriate behaviour.</p> <p>Positive attitudes are taught well, especially through assemblies, where the School's values are sensitively, but uncompromisingly, promoted.</p> |
| <p>Priority 5 Leadership and Management:</p> <p>Ensure that leaders and governors consistently and confidently articulate, live out and promote a vision for the School to be outstanding in all that it does and use their thorough understanding of the School's performance to set direction and plan next steps.</p> | <p>Ofsted graded this area as outstanding.</p> <p>We continue to develop the Trust and School's outstanding leadership and management. Staff can point to the impact of their leadership on students' achievement and progress.</p> <p>There is a clear vision for further improvement and a strong determination to bring this about.</p> <p>Plans for improvement are well thought out and carefully monitored. They are reviewed and adjusted as the School succeeds.</p> <p>According to Ofsted, "The head teacher provides clear strategic direction, the senior team work especially well together with skills and expertise which complement each other. This strong partnership has secured significant improvements in a short time. The School is supported very ably by the governing body, which plays a crucial role in leading the strategic overview."</p> <p>We have experienced and knowledgeable Governors who make very good use of their expertise to provide support and challenge for the School. They are involved in monitoring and evaluating the School's work and setting priorities for improvement. Our Governors are instrumental in developing leadership skills in pupils and staff.</p> <p>There is a strong link between the School council and the Governing Body with the Student Voice Governor training and allocating leadership responsibilities to a variety of its pupils.</p> |

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

| | |
|---|---|
| <p>Priority 5 Leadership and Management: (continued)</p> <p>Ensure that leaders and governors consistently and confidently articulate, live out and promote a vision for the School to be outstanding in all that it does and use their thorough understanding of the School's performance to set direction and plan next steps.</p> | <p>Governors have ensured that the skills of teaching assistants have been developed effectively so that they now lead intervention groups more effectively.</p> <p>Governors are well trained and help to ensure that children are kept safe.</p> <p>They hold the School to account for ensuring that additional funding is spent wisely and are rigorous in ensuring that this spending gives good value for money.</p> <p>They are knowledgeable about the School's performance data.</p> |
| <p>Priority 6 Early Years Provision:</p> <p>Ensure that the School's provision for its youngest learners is outstanding providing a strong foundation for pupils' future learning.</p> | <p>Excellent leadership, a highly stimulating environment, an exceptional curriculum, high quality teaching and highly successful strategies to involve parents ensure that pupils' attainment moves from below age related expectations upon entry to the School to broadly in line with national age related expectations by the end of Foundation Key Stage.</p> |

Public benefit

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission in determining the activities undertaken by the Charity.

Strategic report

Achievements and performance

Early Years Foundation Stage Headlines 2018/19

The reception class as a whole entered the School at a level below age related expectations. By the end of the academic year, 73.3% achieved the expected 'good level of development'.

Phonics Screening Check 2018/19

Year 1 pupils: 70% of pupils achieved the threshold mark or higher.

End of Key Stage 1 Assessments 2018/19

Reading: Working At Expected Level or above 61%, Working At Greater Depth or above 18%

Writing: Working At Expected Level or above 54% Working At Greater Depth or above 11%

Maths: Working At Expected Level or above 54%, Working At Greater Depth or above 14%

End of Key Stage 2 Assessments 2018/19

Reading: Working At Expected Level or above 64%, Working At Greater Depth or above 9%

Writing: Working At Expected Level or above 73% Working At Greater Depth or above 9%

Maths: Working At Expected Level or above 86%, Working At Greater Depth or above 32%

Grammar, Punctuation and Spelling: Working At Expected Level or above 86%, Working At Greater Depth or above 59%

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Key performance indicators

| KPI | 2019/20 | 2018/19 | 2018/19 |
|--|---------|---------|---------|
| | Target | Target | Actuals |
| Total staff costs as a % of total outgoing resources | 75.0% | 79.0% | 73.1% |
| Teaching staff costs as a % of total staff costs | 57.0% | 57.0% | 79.9% |
| Year-end surplus margin as a % of revenue | 1.0% | 5.0% | -3.0% |
| Total spend on learning resources as a % of total outgoing resources | 3.0% | 4.0% | 3.6% |

Going concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason the board of trustees continues to adopt the going concern basis in preparing the accounts. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

Financial review

ESFA is the principal funding source for the charitable company, providing the General Annual Grant to which the Trust is entitled on an ongoing basis. ESFA continued to provide a Start Up Grant during the year, and in addition provided capital grants towards the acquisition of fixtures, fittings & equipment, IT equipment, and improvements to the school premises during the year ended 31 August 2019. The Trust also receives local authority funding.

The use of income from ESFA is restricted to the particular purposes of the grant. The grants received from the ESFA in the year ended 31 August 2019 and the associated expenditure are shown as restricted funds in the financial statements. The above assets acquired and the related depreciation are shown within the restricted fixed asset fund in the financial statements. The funding agreement with ESFA provides assurance to limit the potential risk of funding difficulties for the charitable company.

The vast majority of the Trust's incoming resources arose in the form of grants received from ESFA, being £1,074,370 of the total incoming resources of £1,249,755 (2018: £1,080,532). This included capital grant recognised of £67,543 during the year in accordance with the qualifying expenditure incurred in the period.

Total outgoing resources for the year amounted to £1,291,496 (2018: £1,201,641) which related fully to the charitable activities of the Trust's educational operations. Net expenditure for the year (excluding movements on the pension reserve) amounted to £36,741 (2018: net expenditure of £115,109.)

Reserves policy

The level of reserves held takes into account the nature of income and expenditure streams, the need to match them with commitments, including future capital projects, and the nature of reserves. The trustees will keep the level of reserves under review; where possible they seek to maintain approximately the levels as permitted by the ESFA guidelines in order that there is sufficient working capital to cover delays between spending and receipt of grants and deal with unexpected emergencies, such as urgent maintenance.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

As at 31 August 2019 the Trust had £177,023 (2018: £148,423) held in 'free' reserves, i.e. Income funds that are unrestricted and available for general purposes at the discretion of the Trust and restricted reserves (excluding the pension fund) of £500 (2018 : £93,540). This gives a combined total of restricted general funds (excluding the pension fund) and unrestricted funds of £177,523 (2018 : £241,963). There is a deficit of £60,000 carried forward in relation to the Local Government Pension Scheme. Total funds at the year amounted to £1,757,508 (2018 : £1,843,249).

None of the reserves held by Trust are dependent upon the disposal of tangible fixed assets to be realised.

The amount of reserves held by the Trust at 31 August 2019 is deemed to be appropriate and in line with Trust's policy.

The deficit on the restricted pension fund in relation to the London Borough of Waltham Forest Pension Scheme increased during the year from £11,000 to £60,000. The deficit is funded by a higher level of employer pension contributions into the scheme.

A significant factor in the increase, according to the actuaries acting for the Trust, Mercer, was due to the impact of the McCloud/Sargeant judgement which related to unlawful age discrimination when the Government implemented transitional protection in 2015 in the scheme.

Investment policy

The Trust has no formal investment policy except that no speculative activity or investment which may put the Trust's funds at risk should be made. Surplus funds are placed on deposit at recognised UK clearing banks approved by the trustees.

Principal risks and uncertainties

The trustees have a duty to identify and review the risks to which the Trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have assessed the major risks to which the Trust is exposed, in particular those related to its operations and finances, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. A risk register has been completed and all issues identified as medium and high risk have been reviewed in detail and, where necessary, appropriate responsibilities, monitoring and procedures have been agreed.

Financial and risk management objectives and policies

The Trust is exposed to a number of financial risks including credit, cash flow and liquidity risks. Given the Trust's exposure to financial instruments is limited, the exposure principally relates to bank balances, cash and trade creditors, with limited trade (and other) debtors. The Trust's system of internal controls ensures risk is minimal in these areas.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

The Trust has established a system of internal control, including financial, operational and risk management, which is designed to protect the Trust's assets and reputation.

These include:

- budgeting/monitoring systems with an annual budget and regular financial reports which are reviewed and agreed by the School's Governing Body.
- regular reviews by the School's Finance, Premises and Human Resources Committee (FPH) of procedures and financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes; and
- setting targets to measure financial and other performance

The above system will be applied to any school established (or taken over) by the Trust.

The trustees review the risks to which the Trust is exposed, which for the reporting period included:-

- reduced pupil numbers, due to pupil movement
- financial impact of the Local Government Pension scheme
- condition of the building and repairs needed

They identify systems and procedures including specific actions to manage and/or mitigate the impact of these risks and the likelihood of them occurring.

Financial and risk management objectives and policies

In relation specifically to 'financial instruments', the Local Government Pension Scheme is a defined benefit pension scheme in relation to which there is currently a deficit as indicated elsewhere in the financial statements. The deficit is not considered to be material to the financial statements.

Fundraising

In accordance with the Charities (Protection and Social Investment) Act 2016 the school monitors all fundraising undertaken and complies with relevant regulations.

The approach taken by the school is to raise funds through other trading activities. Donations are accepted but the school does not engage with commercial fundraising or seeking funds through members of the public. Monies generated through fundraising for the year amounted to £1,559 (2018: £5,966).

All fundraising carried out on behalf of the school is done so by voluntarily. There are no commercial participators or professional fundraisers involved.

These activities are all monitored internally by the Trustees and comply with the relevant legislation and regulations regarding fundraising by auditable charities.

Proper care is taken to ensure that no one is placed under undue pressure, persistence or intrusion to donate money or property for fundraising purposes in line with appropriate regulation.

There have been no complaints received by the charity with regards to fundraising for the year 2019 or the comparative year 2018.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Plans for future periods

The Trust's key priorities and objectives for the coming year are set out below:

- Continue to develop the School's Christian ethos so that it permeates every aspect of the School. The success of the section 48 inspection and the outstanding grades achieved will be maintained.
- Ensure that pupil progress and attainment are outstanding through high quality assessment, excellent quality first teaching and effective and well targeted interventions.
- Embed the School's teaching and learning policy, provide relevant in service training for staff members, monitor the effectiveness of the policy so that all aspects of teaching and learning at the School are outstanding.
- Develop a 'great attendance' culture where attendance is at least 96.5% through continuing to highlight the strong link between attendance and attainment to all stakeholders
- Embed the School's behaviour policy to ensure a consistent approach across the School so that behaviour continues to move from strength to strength and is outstanding overall.
- Through excellent leadership of early years, and strong collaboration with other settings within our local authority and beyond, ensure that the provision for the youngest pupils is outstanding.
- Continue to develop leaders across the School with a constant focus on raising standards and building character in the School's pupils. Create the roles of head girl, head boy and prefects.
- The Trust became a Multi Academy Trust during this financial year and have been approved to open a new three form entry school in the London Borough of Havering.
- The Trust will continue to grow over the coming years taking on new schools which will have tangible financial and practicable benefits to all the schools within the Trust.
- The Trust will enable governors and leaders to come together and take responsibility to provide better education in the community, supported by a common ethos.
- The Trust will share good practice across all the schools so that when a particular approach has been shown to work it can be implemented across the MAT.
- The Trust will generate economies of scale, enabling cost efficient commissioning and purchasing of goods and services.

Auditor

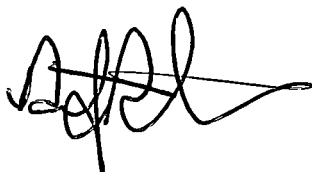
In so far as the trustees are aware:

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

A resolution proposing that Caton Fry & Co Ltd be reappointed as auditor of the charitable company will be put to the members.

The trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 05 December 2019 and signed on its behalf by:

Rev A Hodgkinson



Mr B Greaves



THE EMMANUEL SCHOOL TRUST

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2019

Scope of responsibility

As trustees we acknowledge we have overall responsibility for ensuring that The Emmanuel School 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 head teacher, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Emmanuel School 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. Attendance during the year at meetings of the board of trustees was as follows: