

First Class

Inclusive

Collaborative

Forward-thinking



Kite Academy Trust

Kite
Academy
Trust
Flying high
together



KITE ACADEMY TRUST

A COMPANY LIMITED BY GUARANTEE

REGISTERED NUMBER: 09785186 (ENGLAND & WALES)


ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022



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REFERENCE AND ADMINISTRATIVE DETAILS

OF THE ACADEMY TRUST, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2022

Members

J. Allan	
R. Murton	
M. Devitt	
A. Johnson	
S. Thomas	(resigned 08/11/21)

Trustees

J. Allan	Chair
D. Andrews	Vice Chair (appointed Chair 07/09/22)
K. Findlay	Vice Chair
L. Quinn	(re-appointed 06/11/21)
M. Rees	
M. Ellis	
P. Elston	(appointed 08/09/21)
J. Brown	(appointed 11/03/22)
P. Syson-Harvey	(appointed 16/05/22)
J. Langley	(resigned 29/09/21)
Y. Bell-Russell-Jones	(resigned 14/10/21)
G. Williams	(resigned 20/02/22)

Executive Team

C. Dickinson	Chief Executive Officer & Accounting Officer
J. Godolphin	Director of Operations
P. Brooks	Director of Finance & Chief Financial Officer
J. Ibbotson	Head of Improvement
S. Meakin	Executive Head
J. Rogers	Executive Head

Senior Management

J. Titley-Rawson	Head Teacher – Cross Farm
A. Stone	Head Teacher – Folly Hill
N. Slater	Head Teacher – The Ferns (resigned 31/08/22)
L. Wicksey	Head Teacher – The Grove
C. Freeman	Head Teacher – Hale
C. Dancer	Head Teacher – Holly Lodge (resigned 31/08/22)
S. Armstrong	Head Teacher – Lakeside
S. Willans	Head Teacher – Mytchett
K. Money	Head Teacher – Sandringham
M. Wilson	Head Teacher – Wyke
S. Andrews	Lead Inclusion Manager
K. Lye	Improvement Advisor
T. Wisnia	Improvement Advisor

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Company Registered Number

09785186

Company Name

The Kite Academy Trust

Principal & Registered Office

Holly Lodge Primary Academy
Stratford Road
Ash Vale
Surrey
GU12 5PX

Independent Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

Lloyds Bank PLC
PO Box 1000
BX1 1LT

Solicitors

Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR



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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees present their Annual Report together with the financial statements and auditor's report of the charitable company for the period 1 September 2021 to 31 August 2022. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law.

The Trust also trades under the names Kite Academy and Kite.

The Trust was incorporated on 18 September 2015 and converted on 1 October 2015. The Trust was formed when five local primary schools converted to Academy Trust status under the Academies Act 2010. Since that date four other schools have joined the Trust:

1st December 2016 - Holly Lodge Primary School

1st August 2018 - Wyke Primary School

1st June 2019 - Fernhill Primary School

1st October 2019 – Hale Primary School

1st March 2022 – Folly Hill Infant School

The Trust operates academies for children aged 2-11 serving a catchment area around Frimley, Mytchett, Ash, Normandy, Farnborough and Farnham.

The capacity of the Trust is 2,760 primary aged children with two 25 place and two 48 place nurseries, including 2- year old FEET funded children, across the Trust. The number on roll (NOR) for primary aged children in the October census was 2,573.

The Trust comprised of ten academies as at August 31st 2022 as listed below and has no subsidiary companies.

- Cross Farm Infant (4-7 year olds)
- Folly Hill Infant (4-7 year olds)
- The Ferns Primary (4-11 year olds)(*formally Fernhill Primary*)
- The Grove Primary (4-11 year olds with a specialist COIN Centre)
- Hale Nursery & Primary (2-11 year olds)
- Holly Lodge Primary (4-11 year olds)
- Lakeside Nursery & Primary (2-11 year olds)
- Mytchett Primary and Nursery (2- 11 year olds)
- Sandringham Infant & Nursery (2-7 year olds)
- Wyke Primary (4-11 year olds)

STRUCTURE, GOVERNANCE & MANAGEMENT

Constitution

The Kite Academy Trust is a charitable company limited by guarantee and an exempt charity. The charitable company's Memorandum of Association is the primary governing document of the Academy Trust.

The Trustees of the Kite Academy Trust are also the directors of the charitable company for the purpose of company law.

Details of the Trustees who served during the period are included in the reference and administrative details on page 1.

The principal object is to advance for the public benefit of education in the United Kingdom.

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.

Method of Recruitment and Appointment or Election of Trustees

The management of the Trust is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. The Board of Trustees at 31 August 2022 comprised three founder Trustees and six co-opted Trustees. Trustees are appointed through a process whereby they are interviewed by Trustees and Members followed by a recommendation to the Members for ratification. We have consulted local experts, Inspiring Governance and Academy Ambassadors for the recruitment pool.

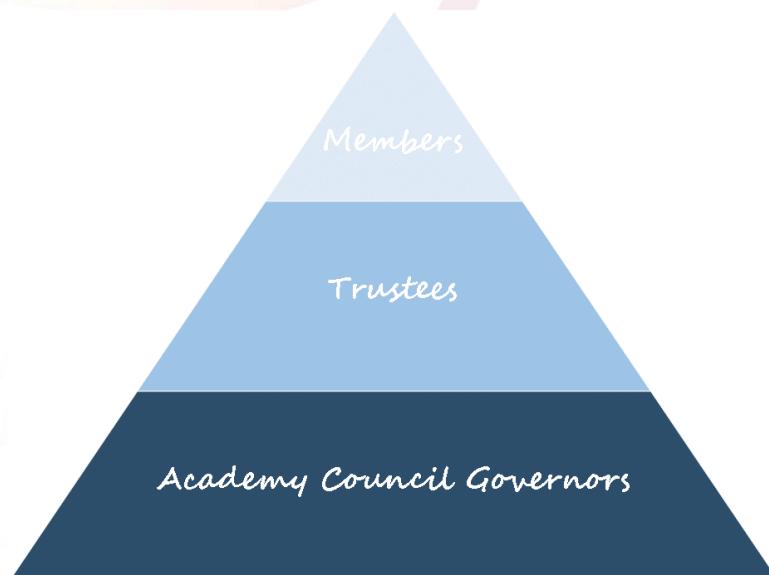
Policies and Procedures Adopted for the Induction and Training of Trustees

New Trustees are provided with an induction session with the Chair and Vice Chairs of the Trust Board. All Trustees have attended relevant training courses for their role and a record of continuous professional development is kept by the Trust's Governance Professional.

A Trustee with responsibility for safeguarding has been nominated to lead in this area on behalf of the Trust Board and has created guidance for nominated Academy Council Governors with responsibility for safeguarding following their completion of training provided by an external safeguarding expert. The Trust seeks external support from agencies such as the Education & Skills Funding Agency, Confederation of Schools Trust, National Governors Association, Trust Governance Insight, GovernEd, DfE and Executive Educators for guidance on best practice. Trustees share feedback at Board Meetings and through Committee meetings.

Academy Council Governors were provided with termly training sessions throughout the year to support them with their role.

Organisational Structure

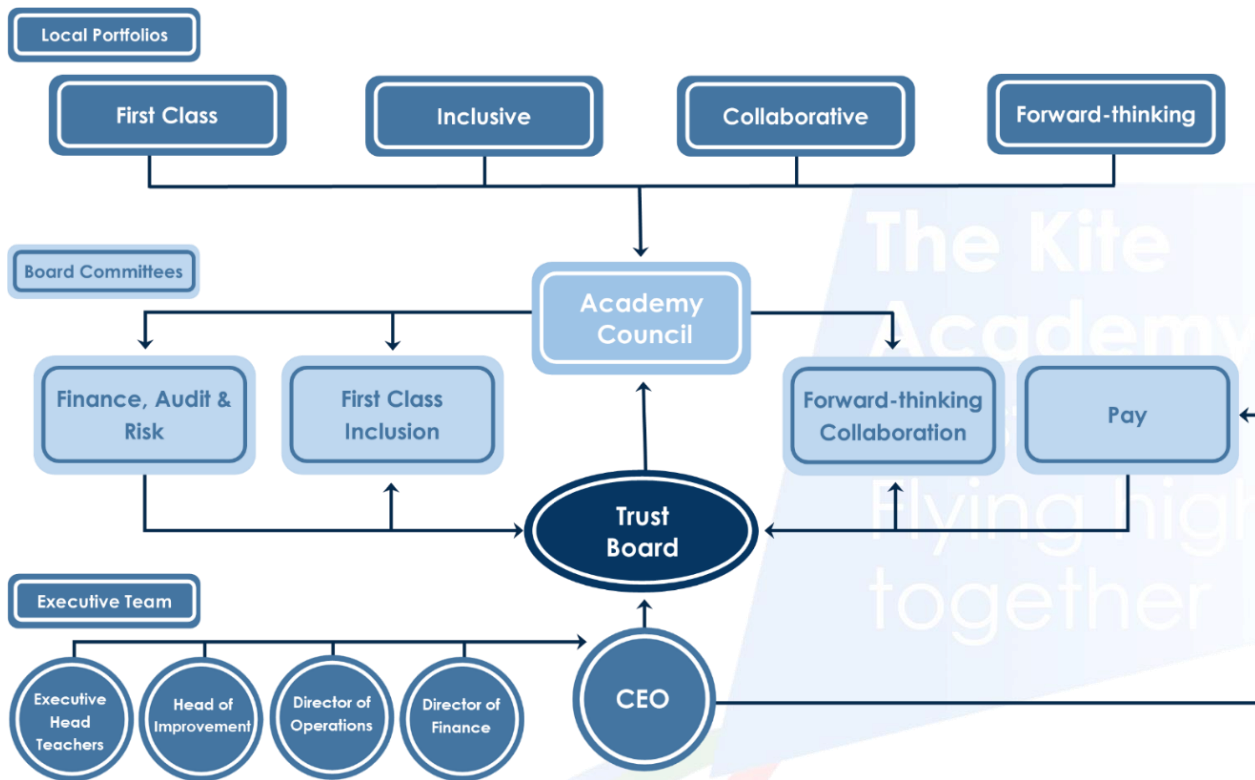


The Members of the Kite Academy Trust hold an Annual General Meeting each year, along with further meetings. This year, the Members have met on a termly basis with the Chair of the Trust Board and CEO.

During the period of review, the Trust Board met 7 times. The Trustees have established an overall framework for governance of the academies and has determined membership, terms of reference and delegated powers. The Scheme of Delegation clearly identifies the delegated powers and responsibilities of each group.

The Executive Team report to and answer questions from the Trustees at Board meetings and Academy Head Teachers at their Academy Councils meetings.

Governance across the Trust



Each Academy has an Academy Council comprising 7-11 Governors. Four Governors become Portfolio Holders and monitor an aspect of the academy. Their Portfolio Reports are discussed at the Academy Council meeting and an Executive Summary is written by the Chair. The Executive Summary is then reviewed and discussed by the relevant Trust Board Committee.

The Committees are made up of three or four Trustees and one or two nominated Portfolio Holders from across the academies. Risks are identified to the Trustees and information is sent to either the Trust Board or the Executive Team (as appropriate) to ensure that relevant personnel are informed and appropriate action taken. Following the Trust Board meeting, feedback is shared with Academy Councils, through the Academy Council Chair, to ensure that all governance stakeholders are kept well informed.

The First-Class Inclusion and Forward-thinking Collaboration Committees meet once each term, as a minimum, to discuss the Executive Summary. The Finance, Audit & Risk Committee meets twice a term to provide strategic financial direction, which is then recommended to the whole Trust Board. The Pay Committee meets at least once a year to agree salaries and cost of living increases across the Trust.

A number of working parties have also been created with specific areas of focus; during the year 2021-22 these related to IT and Estates.

Finance, Audit & Risk Committee

Responsible for:

- Supporting the Board of Trustees by recommending a framework for establishing and maintaining for optimised employment given the resources available to the Trust;
- Advising the Trust Board on financial planning, systems and controls to enable the proper management of the financial resources;
- Make recommendations to the Board for the use of reserves;
- Developing strategies for the employment of staff, communications, procurement, value for money, health & safety and facilities management;

- Supporting the Board of Trustees in providing an added level of scrutiny in the monitoring of financial performance across the Trust and the performance of other consolidated services;
- Ensure that the Trust Board is informed and make financial recommendations;
- Monitoring the risk register and reporting high priority issues to the Trust Board;
- Consider the areas that will be monitored by internal audit over the year;
- Reviewing the auditor's report and consider recommendations to the Trust Board.

First Class Inclusion Committee

Responsible for:

- Advising the Board of Trustees about the standards across the Trust and particularly identifying any support that may be needed in a specific academy;
- Make recommendations to the Trust Board on curriculum development;
- Leading discussions at the Trust Board on school improvement initiatives and the impact;
- Advising the Trust Board on equality for all children across the Trust;
- Supporting the Board of Trustees in providing an added level of scrutiny in the monitoring of standards and performance across the Trust;
- Advising the Board on any safeguarding concerns across the Trust and recommendations for any actions required;
- Supporting the Trust to ensure compliance in all academies for Health and Safety.

Forward-thinking Collaboration Committee

Responsible for:

- Advising the Board on the academy culture and if it is in line with Trust vision and values;
- Supporting the Board in providing an added level of scrutiny on the reputation of academy communities;
- Consider use of buildings in the Trust supporting income streams.

Pay Committee

Responsible for:

- Supporting the Board of Trustees by recommending a framework for establishing and maintaining optimised employment within the resources available to the Trust;
- Recommending to the Trust Board staffing salaries including cost of living increases for staff;
- Leading the professional growth consultation with the CEO;
- Supporting the Board of Trustees in providing an added level of scrutiny in the monitoring of the application of the pay policy in a fair and transparent way.

Chairs of Academy Councils meet with the Vice Chair of the Trust Board termly to ensure that there is good communication between academies and the Trust Board. They review, recommend and implement best governance practice. Portfolio Holders also meet to discuss issues and solutions across the Trust.

The Leadership Board comprises all academy Head Teachers, the Executive Team and the Academies' Improvement & Support Team (AsIST). They meet regularly to ensure that standards across the academies are high and academies are supported if there are any concerns. They look at ways to ensure consistencies across the academies and their day-to-day operations.

The Trustees are responsible for adopting an annual plan and budget, approving the statutory accounts, monitoring the use of budgets and data, and making major decisions about the direction of the Trust and capital expenditure.

The Trustees have delegated to the Executive Team the day-to-day responsibility for ensuring the financial controls of the Trust conform to the requirements of both propriety and good financial management of the agreement between the Kite Academy Trust and the Secretary of State for Education, along with the day-to-day management of the Trust.

The Accounting Officer is responsible for reporting to the Board of Trustees any material weaknesses or break downs in financial controls. The Head Teachers of each academy have delegated authority for the functions of internal organisation, management, safeguarding and control of the academy, and implementation of agreed policies.

The Academy Head Teacher, working with the Executive Team, is responsible for the appointment of staff in their academy. The Executive Team, working with the Chair of Academy Council, is responsible for the appointment of a Head Teacher of an academy. Academy Head Teacher appointments are ratified by the Board of Trustees.

Pay Policy for Key Management Personnel

The pay structure for the Executive Team has been reviewed as the Trust has grown. The pay structure has been benchmarked by Trustees against similar roles and responsibilities of personnel in other academies and companies; external advice is also sought for all key personnel in the Central Team.

The National Teachers' Pay & Conditions have been adopted for all teaching staff across the Trust. The Trust has implemented its own Support Staff pay structure which ensures a consistent approach to pay.

Incremental pay increases are given through the Trust's Professional Growth Policy which is applied to all staff. With the exception of any staff subject to Capability or Disciplinary procedures, all staff are rewarded for identifying an area of their work for development during the year, researching and progressing this area and reporting the growth at the end of the review period. The Pay Policy is reviewed annually and shared with all staff via the Trust's intranet.

Engagement with Employees & Trade Union Facility Time

There are currently no union officials in the Trust and there is therefore no facility time to report. The Trust does, however, engage with employees through 'Kite Strings' – a staff representative group - which is constituted of self-nominated, non-leadership employees from across the Trust. The Trust makes provision for a separate fund for wellbeing which, in addition to supporting academies with long term sickness, is used to release staff for a number of activities such as facilities time, TA training, jury service and includes Kite Strings meetings.

Engagement with Suppliers, Customers and Others in Business Relationship with the Trust

Our Managers work closely with suppliers to ensure best value for money and contribute to developing our internal services. These have included FSE, PSF, Microsoft and Tucasi. This year they have introduced Access Education & Budgeting which has allowed for the streamlining of the procurement process, improved reporting and analysis. The introduction of Access has also facilitated cost effective transfer to the DfE chart of accounts which, in turn, facilitates importation of the year-end accounts to the Annual Accounts Return.

Connected Organisations, Including related Party Relationships

The Kite Academy Trust has strong links with:

- The Anchor Group of Surrey CEOs
- The schools in the Surrey Heath Learning Partnership
- The South Farnham Teaching School (SCITT & ECT programme)
- Local Universities (teaching practice students)
- SJB Maths hub (working on Maths Mastery with academy staff)
- The English hub supporting the introduction of ELS and improvement to reading
- Local secondary schools (work experience students)
- Two local junior schools (where the children from our two Infant schools move to)
- Secondary schools where the children move to for Year 7
- Surrey County Council Childcare and Early Years Services
- Surrey County Council Education Department
- SaFE (Schools Alliance for Excellence)
- Confederation of Schools Trust
- Trust Governance Insight
- Each Academy has its own PTA who support the academy through fundraising

No Trustee received any remuneration in respect of their services as a Trustee during the year, nor for any work undertaken on behalf of the Trust.

Trustees' Indemnities

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense (RPA) to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach 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.

This is 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 per academy.

OBJECTIVES & ACTIVITIES

Mission

Our motto, *Flying high together*, underpins the vision of the Trust to work collaboratively to achieve our mission:

“Together we inspire a lifelong love of learning, which enables all our children to achieve more than they ever believed possible.”

The main objectives of the Kite Academy Trust during the year ended on 31st August 2022 were:

- To be a first class, collaborative and forward-thinking family of local schools ensuring excellence in Primary Education;
- Our children will thrive and achieve as confident and caring, local, national and global citizens;
- Families will embrace opportunities across Kite, helping to promote the best outcomes for all children;
- Empowered and nurtured teams will enhance expertise, share best practice and have the professional courage to explore possibilities;
- With strategies in place for growth, the Multi Academy Trust will develop sustainability, delivering excellent Primary Education in local communities.

Activities for Achieving Objectives

The Key activities for achieving these objectives are summarised below:

- Regular meetings for leaders at Executive meetings, Leadership Board meetings, Academies' Improvement & Support Team (AsIST) meetings, Inclusion Leader meetings, subject leader meetings and network meetings;
- Further development of Executive Team consisting of CEO, Director of Finance, Director of Operations, Executive Head Teachers and Head of Academy Improvement;
- Further development of leadership structure with two experienced Executive Head Teachers and Head of Academy Improvement, along with AsIST team, providing consistent support for leaders across the Trust;
- Further development of AsIST to support school improvement and coaching leaders in all academies;
- Use of AsIST to support all academies by providing coaching and training, both virtual and face to face;
- Executive team identifying key personnel to provide bespoke development for aspiring leaders;
- Academy Improvement led by Executive Team working with each academy;
- Lead Inclusion Advisor employed centrally to support all academy Inclusion Leads;
- Use of Teams for all staff /governors and Trustees to attend virtual meetings and training sessions, if required;
- Cross-Trust meetings for subject leadership, year groups and networks throughout the year;
- Programme of training opportunities, including virtual training, for **all** staff led by AsIST;
- Consistent assessment system used across the Trust, with training for new staff;
- Successful application for Condition Improvement Funding (CIF) bids to ensure high quality estates;
- Implementation of IT strategy across the Trust to ensure consistency of technology;

- Further development of the electronic document processing system for all staff to access key documents and share across the Trust;
- CEO attending networks with other CEOs;
- Further training opportunities for Clerk to the Trust Board to become Governance Professional;
- Further development of the governance system ensuring consistent monitoring and communication across the Trust;
- Review of the Scheme of Delegation to take into consideration different structure;
- Further development of pastoral team with FSWs and Inclusion Welfare Officer to support families, particularly strong through pandemic;
- Continued subscription for Confederation of School Trusts (CST) and attendance at conference to provide up to date information to inform decision making;
- Communication and support from the Regional Schools' Commissioner.

Review of Activities

Activity Undertaken	Status
Continue to develop staff for succession planning	On track
Continue to develop a new financial structure, with pooled funding, to ensure that all children across the Trust get the best possible opportunities fairly	On track
Provide opportunities for staff to develop within the Trust by providing movement across academies including secondments	Achieved
To reopen the swimming pool site at The Ferns Primary	Achieved
To review the applicants for our Reception classes across the Trust in the light of County predictions for future years and adapt numbers	Achieved
Consult the community to reduce PAN at Cross Farm to 30 for September '23	Achieved
Consult the community to reduce PAN at Hale to 30 in Reception for September '23	Achieved
To review the numbers of children needing school places due to new housing developments and develop a strategy for growth	On track
Consult the community to move Lakeside to a new site at Mindenhurst and decide if we want to proceed with this	On track – awaiting Advisory Board decision
To develop the role of the Welfare Support Officer to support families and improving attendance, through supporting academies	Achieved
To develop capital projects through funding received through CIF bids	Achieved
To use pooled reserves to develop projects across the Trust that will enhance the educational provision for children across the academies	Achieved
To further develop training programmes, both remote and in person, for our staff and sell to other schools	On track
Develop a high quality teaching proforma to be used in all Academies	Achieved
Grow the Trust to 10 local primary schools by converting Folly Hill Infants	Achieved
Continue to engage with schools interested in joining the Trust	On track
Develop consistencies across the MAT through an admin review and implementing recommendations	Achieved
Implement a new financial system to ensure improved reporting and analysis	Achieved
Embed the new governance structure across the Trust	Achieved

Public Benefit

In setting the Trust's objectives and activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

Main Activities Undertaken to Further the Charity's Purposes for the Public Benefit

The academies work with other schools in the Surrey Heath Learning Partnership to share practice and moderate learning

- We support the South Farnham Teaching School by training SCITT students and local universities by supporting training opportunities for student teachers;
- Two AsIST members and one Head Teacher work closely with South Farnham Teaching School to support the development of ECTs and SCITT students;
- We support local secondary schools by giving work experience opportunities for students and to support aspects of training for different courses;
- Working with other new MATs to support setting up systems.

STRATEGIC REPORT

Achievements & Performance

The exceptional circumstances of the COVID-19 pandemic resulted in children not taking SATs, the results of which would usually inform achievement and performance data. It is therefore not possible to report these results for this academic year.

We intend to use the financial data to evaluate performance across academies within the Kite Academy Trust, and to benchmark with other similar size academies. We will use this information to identify areas of best practice which will help us continually improve what we do for the benefit of our children.

FINANCIAL REVIEW

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, 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 Report for the Year

The majority of Kite Academy Trust's income is obtained from the Education Skills & Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received during 2021/2022 and associated expenditure are shown as restricted funds in the Statement of Financial Activities. During the year Kite Academy Trust's total income was £16.5m (2021 – £14m). Increase was due to £1.6m inherited on conversion of Folly Hill Infant School which joined the Trust on 1st March 2022 and an increase of £0.5m of grant funding for educational operations. Total expenditure in the year was £15.3m (2021 - £14.5m) driven by an increase in the LGPS pension cost of £0.5m.

The net movement in funds for the year was an increase of £10m (2021 – £2.0m decrease) due to a reduction in the LGPS pension liability of £7.1m and an increase of £2.5m in the tangible fixed asset fund. Total fund balances before fixed asset fund and pension reserves totalled £1.4m. This is outlined in more detail in Note 17.

The overall financial position was in line with budget and reflects a number of exceptional items including:

- School improvement grants;
- IT investment across academies;
- Development of centralised services.

Reserves Policy

The policy of the Kite Academy Trust is to carry forward a prudent level of resources designed to meet the capital programme, long term development plans, cyclical needs of renewal and any other unforeseen contingencies, subject to the constraint that the level of resources does not exceed the level permitted by the DfE. The Trust has set a minimum level of reserves of £300k which will be revisited in the coming year. Actual free reserves equating to unrestricted income funds were £1.4m.

Plans are in place to spend restricted and unrestricted reserves on the following projects:

- Trust contribution to successful CIF bids;
- IT investment across the Trust;
- The Staff Wellbeing Fund to support academies with long term absence cover, employment support, facilities time, jury service etc.;
- A Trust contingency fund for Estates;
- Investment in academy improvement across the Trust.

These investments are intended to benefit all children within the Kite Academy Trust.

Investment Policy and Performance

The Trustees are committed to ensuring that all funds under their control are managed in a way as to maximise return whilst minimising risk. The Trust's investment objectives are:

- To ensure adequate cash balances are maintained in the current account to cover day to day working capital requirements;
- Only invest funds surplus to operational need based on all financial commitments being met without the bank account becoming overdrawn;
- To ensure there is no risk of loss in the capital value of any cash funds invested;
- To protect the capital value of any invested funds against inflation;
- To optimise returns on invested funds.

Surplus funds (over and above the required day-to-day funds) in the following types of investment:

- Cash Management accounts;
- Term deposit accounts or instant access deposit account;
- Accepted or endorsed bills of exchange;
- Negotiable, convertible or transferrable certificates of deposit;
- Money market funds.

The investment of school funds in shares or other financial products is not allowed due to the higher risk attached to these investments.

To manage the risk of default, deposits should be spread by banking institution and be subject to a maximum exposure of £300,000 (per academy) with any PRA authorised institution by the Bank of England (refer to Financial Conduct Authority (FCA)). Whilst this exceeds the protection limit of £85,000 provided by the FSCS it is accepted that it is not always practicable to find a sufficient number of investments of this size that meet the prudent criteria outlined in this policy.

Pension Scheme Deficit

The Kite Academy Trust currently has a projected deficit on the Local Government Pension scheme of £3.1m. The current deficit on the LGPS, of which has been apportioned to the Trust, does not crystallize immediately but the Trust ensures scheme contributions are paid as they fall due in line with those recommended by the pension scheme actuaries. The Trustees include the pension contributions within the budgets submitted to the ESFA as part of its annual application for GAG funding. The long-term deficit is recognised on the balance sheet in accordance with FRS102.

Principal Risks and Uncertainties

The Kite Academy Trust has made a considered choice about its desired risk profile, taking account of its legal obligations, business objectives and public expectations. The recognised risks, and arrangements for managing present and future risks are recorded in KAT's Risk Register.

The main financial risks for the Trust are the considerable reliance on continued government funding through the ESFA and the concerns that the funding may change and leave a shortfall for the Trust. Other risks include the following:

- Under capacity within academies;
- Changes in funding formulas;
- Increase in staffing costs through salary increases and increased employer pension contributions;
- Failure to recruit and retain high quality staff;
- Failure to grow the MAT in accordance with strategic plans;
- Failure of key infrastructure leading to unplanned closures;
- Poor performance of IT infrastructure impacting on the quality of teaching[and
- Harpur/Brazel ruling

The Board of Trustees is also aware that the Local Government Pension scheme represents a potential liability. However, the Trustees consider that the Trust will be able to meet its known annual contribution commitment.

Fundraising

The Kite Academy Trust does not currently undertake any fundraising activities.

Streamlined Energy & Carbon Reporting

As the Trust is a large company, as determined by sections 465 and 466 of the Companies Act 2006, and consumes more than 40,000 kWh of energy (in the UK) in a reporting period, the Trust's UK energy use and associated greenhouse gas emissions, relating to gas, electricity, burning oil and transport fuel have been included in the period. The following summarises the energy and carbon use for The Kite Academy Trust for the academic year 2020/21. The Trust is comprised of ten academies, employs 377 staff members (actual staff) and has 2,614 pupils registered.

UK Greenhouse Gas Emissions and Energy Use Data for the period 1st September 2021 to 31st August 2022

Energy Consumption used to Calculate Emissions (kWh)	
Scope 1 Emissions in metric tonnes CO ₂ e	Heating oil 44,520 Gas consumption 439,879
Scope 2 Emissions in metric tonnes CO ₂ e	Purchased electricity 87,312
Scope 3 Emissions in metric tonnes CO ₂ e	Business travel in privately owned vehicles 1531.18 Train Travel 11.77
Total Gross Emissions in metric tonnes CO ₂ e	573,253.95
Intensity Ratio	CO ₂ e per unit

Quantification & Reporting Methodology

In compiling this report, the guidance contained in HM Government Environmental Reporting Guidelines (updated March 2019), the GHG Reporting Protocol – Corporate Standard and UK Government Conversion Factors for Company Reporting (2022) has been followed.

Measures taken to improve Energy Efficiency

Smart meters and efficient lighting has been installed in some academies within the Trust; it is intended to roll this out across the Trust. Video conferencing technology for staff meetings, leadership meetings and training has been improved so as to reduce the need for travel between sites.

Future Developments

The future plans for the Trust include the following objectives:

- Implement a new pay system to ensure that there is an efficient system for the Trust;
- Continue to develop more analysis of finances with the pooled funding and develop ICFP to support analysis to support decision making;
- To further develop the estates team to provide high quality maintenance across the Trust;
- To employ a grants and procurement officer to access more funding and get greater value for money;
- To develop the Holly Lodge site to ensure all children from the new housing development have a place at their closest school;
- To develop a strategy for growth;
- To develop Lakeside at the new site at Mindenhurst (if agreed by the Advisory Board);
- To ensure that the Trust is financially viable by introducing different structures in some academies;
- To consider our offer for children with SEMH issues across the Trust;
- To find suitable accommodation for the central business team;
- To ensure that leadership across the Trust is high quality and supportive of the Trust's aims;
- To consider succession planning for key roles in the Trust;
- To introduce governance that concentrates on monitoring school improvement;
- To ensure that the quality of education at The Ferns is improved through strong leadership, teaching and appropriate approaches
- Since the Ofsted inspection of Wyke at the end of September 2022 we have set into motion an action plan to improve the identified areas of weakness in leadership and management (including safeguarding practices), quality of education (particularly curriculum development and sequencing of knowledge) and early years.

Equal Opportunities

The Trustees aim to establish equal opportunity in all areas of its activities, including creating a working environment in which the contribution and needs of everyone are fully valued.

Funds Held as Custodian

The Kite Academy Trust and its Trustees do not act as the Custodian Trustees of any other charity.

Disclosure of Information to Auditor

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 charitable company's auditor is 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 charitable company's auditor is aware of that information.

This report was approved by order of the Board of Trustees as the company directors, on 14 December 2022 and signed on its behalf by:



D. Andrews
Chair of Trustees
 (appointed 07/09/22)

GOVERNANCE STATEMENT

Scope of Responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that The Kite 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 The Kite 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 7 times during the period. Attendance during the period at meetings of the Board of Trustees was as follows:

Name	Attendance	
J. Allan (Chair)	7 of 7	
K. Findlay	6 of 7	
D. Andrews	5 of 7	
L. Quinn	6 of 7	
M. Rees	6 of 7	
M. Ellis	7 of 7	
P. Elston	5 of 7	
J. Brown	3 of 3	
P. Syson-Harvey	1 of 2	
J. Langley	0 of 0	
Y. Bell-Russell-Jones	0 of 1	
G. Williams	2 of 3	
C. Dickinson (CEO)	7 of 7	(In Attendance)
J. Godolphin (DoO)	2 of 2	(In Attendance)
P. Brooks (DoF)	1 of 7	(In Attendance)
J. Ibbotson (Hol)	2 of 7	(In Attendance)
J. Rogers (EH)	2 of 7	(In Attendance)
S. Meakin (EH)	2 of 7	(In Attendance)

There have been three resignation from the Board during the period of review.

Conflicts of Interest

The Trust maintains an up-to-date and complete register of interests, and the information on this register is used in the day-to-day management and governance of the academy trust. Declarations of business or other pecuniary

interests are made annually and confirmed at each governance meeting. The Trust does not have ownership or control of any subsidiaries, joint ventures or associates.

Coverage of Work

This year, the Trustees continued to develop and train the Governors in the structure as outlined on pages 3-6. To try to support the financial viability of the Trust, a consultation was undertaken to reduce PANs in KS1 for two of our academies (from 60 to 30) and this will be implemented in September 2023.

The Trustees, working with Surrey County Council, have worked on a resolution for inhabiting a new vacant school in the area without it being detrimental to the other schools in the community.

Our Finance Team continued to work on pooled finances so that academies were all able to access appropriate resources while continuing to ensure that the Trust was a going concern.

Our School Improvement Team, the Academies' Improvement & Support Team (AsIST), has worked with academies to focus on high quality teaching and learning and continue to support individual leaders through coaching.

Our Pastoral Team continued to provide support for our more vulnerable families and our Inclusion Welfare Officer has supported academies to ensure that our children attended school regularly.

Our IT Team continued to implement the IT strategy across the Trust aiming to bring all of our academies up to a standard level. Academies continued to use learning platforms that had been introduced during the COVID-19 pandemic to provide enhanced interaction with families in supporting their child's learning.

Our work on succession planning has led to internal appointments of an HR Manager, IT Manager and three Academy Heads. This, with, external appointments should further strengthen leadership across the Trust.

Challenges

COVID-19 has continued to be a challenge, affecting staff, children and families both inside and outside of school, however our academies have worked together to support each other.

Across the Trust, academies have found it difficult to appoint a sufficient number of Governors for their Academy Council.

Recruitment to some key posts has also been difficult over the year.

Finance, Audit & Risk Committee

The Finance, Audit & Risk Committee is a sub-committee of the Board of Trustees. The purpose of the Committee is to: scrutinise the finances; recommend the auditors for the year to the Board; monitor and report on the Trust's Risk Register; and review and report on any audit reports that have been completed. The Finance, Audit & Risk Committee has formally met 6 times during the period. Attendance at meetings of the Committee was as follows:

Name	Attendance	
M. Rees (Chair)(Trustee)	6 of 6	
D. Andrews (Trustee)	6 of 6	
J. Allan (Trustee)	5 of 6	
G. Williams (Trustee)	2 of 2	
J. Brown (Trustee)	2 of 2	
J. Clague (Governor)	5 of 6	
M. Ellis (Trustee)	3 of 6	(In Attendance)
K. Findlay (Trustee)	2 of 6	(In Attendance)
C. Dickinson (CEO)	5 of 6	(In Attendance)
P. Brooks (Director of Finance)	6 of 6	(In Attendance)
J. Godolphin (Director of Operations)	1 of 6	(In Attendance)

Review of Value for Money

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Kite 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 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 Trust has delivered improved value for money during the year by:

- Staff cost saving resulting from the LGPS pooled MAT fund;
- Generating efficiencies through the creation of a Kite Central Business Team service to deliver financial, HR, IT and estates services across Kite academies;
- Cost savings from a review of the leadership structure across the Trust which has provided high calibre leaders working across all academies;
- Investment in cloud-based IT systems to enable future growth and centralisation of business systems, e.g. Finance, HR and Assets;
- Use of 'Buying for Schools' and other government recommended frameworks to deliver value-for-money procurement;
- Investing surplus cash balances on 32-day notice deposit with Lloyds Bank Plc;
- Collaboration of teaching expertise and resources, to deliver the best learning environment and experience for our children;
- Performing business functions in-house previously procured externally, e.g. finance, premises, IT and GDPR.

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 ongoing process designed to identify and prioritise the risks to the achievement of Kite 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 the Kite Academy Trust for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the Annual Report and Financial Statements.

Capacity to Handle Risk

The Board of Trustees has reviewed the key risks to which the Kite 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 Trust's significant risks, which has been in place for the period 1 September 2021 to 31 August 2022 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 & Control Framework

The Kite 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 Resources 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.

The Board of Trustees has considered the need for a specific internal audit function. An audit was completed by RPA, examining risk assessment procedures across the Trust. This was particularly important this year with the COVID-19 pandemic. The report concluded that the Trust should further develop the risk assessment procedures in place with a plan to include evaluations and a documented Stress Policy with risk assessments. An audit was also commissioned to review cash and bank management through Haines and Watts. There were no serious concerns and the recommendations were to detail operating procedures for the completion of bank reconciliations and to include additional explanatory commentary in the cash flow forecast.

Review of Effectiveness

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

- The work of the internal auditor;
- The work of the external auditor;
- The financial management and governance self-assessment process;
- The work of the Executive Managers within the Trust who have responsibility for the development and maintenance of the internal control framework.

Approved by order of the members of the Board of Trustees on 14 December 2022 and signed on their behalf, by:



D. Andrews
Chair of Trustees
(appointed 07/09/22)



C. Dickinson (CEO)
Accounting Officer

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of the Kite Academy Trust, I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with EFSAs terms & conditions of funding, under the funding agreement in place between the Kite Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2021.


I confirm that I and the Kite Academy Trust Board of Trustees are able to identify any material irregularity or improper use of funds by the Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academy Trust Handbook 2021.

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.



C. Dickinson (CEO)
Accounting Officer

14 December 2022



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STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees (who act as governors of The Kite Academy Trust and 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 issued by the Education and 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 FRS102 and the Annual Accounts Direction 2021 to 2022;
- Make judgments and accounting estimates that are reasonable and prudent;
- 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 to the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the 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 14 December 2022 and signed on their behalf, by:



D. Andrews
Chair of Trustees
(appointed 07/09/22)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

Opinion

We have audited the financial statements of Kite Academy Trust (the 'charitable company') for the year ended 31 August 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), 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) (the Charities SORP FRS102) and the Academies Accounts Direction 2021 to 2022.

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP FRS102 and Academies Accounts Direction 2021 to 2022.

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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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 auditor's report thereon. 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, which is also the Directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the Directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by Exception

In the light of the knowledge and understanding of the charitable company 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the Directors 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 charitable company'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 Trustees either intend to liquidate the charitable company 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 auditor's 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge of the academy trust sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant are the Companies Act 2006, the Charities SORP FRS102, the Academies Accounts Direction 2021 to 2022, the Academy Trust Handbook 2021, and the academy trust's funding agreement with the ESFA as well as legislation pertaining to safeguarding in the UK;
- we understood how the charitable company is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the Trustees;
- we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of Trustees' meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims;
- reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. International Standards on Auditing also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

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. This description forms part of our auditor's report.


Use of Our Report

This report is made solely to the 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 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 Trust and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Shachi Blakemore (Senior Statutory Auditor)
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Dated: 14 December 2022



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INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE KITE ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY FOR THE YEAR ENDED 31 AUGUST 2022

In accordance with the terms of our engagement letter dated 14 September 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2021 to 2022, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Kite Academy Trust during the period from 1 September 2021 to 31 August 2022 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 Kite 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 Kite Academy Trust and the 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 the Kite Academy Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective Responsibilities of the Kite Academy Trust's Accounting Officer and the Reporting Accountant

The Accounting Officer is responsible, under the requirements of Kite Academy Trust funding agreement with the Secretary of State for Education and the Academies Financial Handbook, extant from 1 September 2020, 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 2021 to 2022. 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 period from 1 September 2021 to 31 August 2022 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts 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.

The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the Academy Trust's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period from 1 September 2021 to 31 August 2022 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

Dated: 14 December 2022



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STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2022

		Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Restricted Fixed Asset Fund 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
	Note					
Income from:						
Donations & Capital Grants:	2	64	—	1,173	1,237	978
Transfer from Local Authority on Conversion Funding for the academy trust's educational operations	2	76	(234)	1,802	1,644	—
Other Trading Activities	3	22	12,993	—	13,015	12,528
	4	622	—	—	622	521
Total Income		<u>784</u>	<u>12,759</u>	<u>2,975</u>	<u>16,518</u>	<u>14,027</u>
Expenditure on:						
Charitable Activities	6,7,17	174	14,583	560	15,317	14,520
Total Expenditure		<u>174</u>	<u>14,583</u>	<u>560</u>	<u>15,317</u>	<u>14,520</u>
Net Income/(Expenditure) before Transfers		610	(1,824)	2,415	1,201	(493)
Transfers between Funds	19	(270)	198	72	—	—
Net Income/(Expenditure) before Other Recognised Gains & Losses		340	(1,626)	2,487	1,201	(493)
Actuarial Gains (Losses) on Defined Benefit Pension Schemes	23	—	8,775	—	8,755	(1,562)
Net Movement in Funds		340	7,149	2,487	9,976	(2,055)
Reconciliation of Funds:						
Total Funds Brought Forward		1,050	(10,168)	47,445	38,327	40,382
Total Funds Carried Forward		<u>1,390</u>	<u>(3,019)</u>	<u>49,932</u>	<u>48,303</u>	<u>38,327</u>

All the Trust's activities relate to continuing operations.

BALANCE SHEET

AS AT 31 AUGUST 2022

		2022	2021
	Note	£000	£000
Fixed Assets			
Intangible Assets	13	3	6
Tangible Assets	14	49,085	46,692
		<u>49,088</u>	<u>46,698</u>
Current Assets			
Debtors	15	843	404
Cash at Bank and in Hand	20	2,336	2,543
		<u>3,179</u>	<u>2,947</u>
Liabilities			
Creditors: amounts falling due within one year	16	(945)	(1,150)
Net current assets		2,234	1,797
Total assets less current liabilities		51,322	48,495
Defined Benefit Pension Scheme Liability	23	(3,019)	(10,168)
Total Net Assets		<u>48,303</u>	<u>38,327</u>
Funds of the Trust			
Restricted Funds			
Restricted Fixed Asset Fund	17	49,932	47,445
Restricted income fund	17	—	—
Pension Reserve	17	(3,019)	(10,168)
Total Restricted Funds		<u>46,913</u>	<u>37,277</u>
Unrestricted Income Funds	17	1,390	1,050
Total Funds		<u>48,303</u>	<u>38,327</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 14 December 2022 and were signed on their behalf by:



D. Andrews
Chair of Trustees
 (appointed 07/09/22)

The notes on pages 29 to 49 form part of these financial statements

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2022

		2022	2021
	Note	£000	£000
Cash Flows from Operating Activities			
Net Cash (used in) provided by Operating Activities	19	(229)	651
Cash Flows from Investing Activities:			
Sale of Tangible Fixed Assets			—
Purchase of Tangible Fixed Assets		(1,151)	(1,140)
Capital Funding Received from Sponsors & Others		1,173	860
Cash transferred from Local Authority on conversion			—
Net Cash (used in) Investing Activities		<u>(22)</u>	<u>(280)</u>
Change in Cash & Cash Equivalents in the Period		(207)	371
Cash & Cash Equivalents Brought Forward		<u>2,543</u>	<u>2,172</u>
Cash & Cash Equivalents Carried Forward	21	<u>2,336</u>	<u>2,543</u>

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. Accounting Policies

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

1.1 Basis of Preparation of Financial Statements

The Financial Statements of the Kite Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical 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 2021 to 2022 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Kite Academy Trust constitutes a public benefit entity as defined by FRS 102.

1.2 Company Status

The Kite Academy Trust is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Fund Accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Kite 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 Department for Education 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 and include grants from the Department for Education.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

All income is recognised once the Kite Academy Trust has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities incorporating income and expenditure account 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 entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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 an entitlement and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund.

General Annual Grant is recognised in full in the Statement of Financial Activities incorporating income and expenditure account in the period for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Other income, including the hire of facilities, extended day and nursery fees is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Where assets and liabilities are received by the Trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risk and rewards of ownership pass to the Trust. An equal amount of income is recognised as a transfer on conversion within Income from donations and capital grants.

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

All resources expended are inclusive of irrecoverable VAT.

1.6 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 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 Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the 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.

1.7 Intangible Fixed Assets and Amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life as follows:

Amortisation is provided at the following rates:

Software	20% straight line
----------	-------------------

1.8 Tangible Fixed Assets and Depreciation

One or more assets costing more than £1,000 are capitalised.

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 incorporating income and expenditure account 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 incorporating income and expenditure account. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

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 incorporating income and expenditure account.

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property	-	2% straight line
Fixtures and fittings	-	15% straight line
Motor vehicles	-	20% straight line
Computer equipment	-	33% straight line

1.9 Interest Receivable

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

1.10 Operating Leases

Rentals under operating leases are charged to the Statement of Financial Activities incorporating income and expenditure account on a straight line basis over the lease term.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at Bank and in Hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity three month or less from the date of acquisition or opening of the deposit or similar account.

1.13 Liabilities and Provisions

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 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.

Provisions are recognised when the Trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.14 Financial Instruments

The Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Trust and their measurement basis 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 15. 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 Notes 16. 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.

1.15 Taxation

The Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.16 Pensions

Retirement benefits to employees of the Kite 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 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. As stated in note 23, the 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 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 incorporating income and expenditure account 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.

1.17 Critical Accounting Estimates and Areas of Judgement

Estimates and judgements 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 Kite Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, 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 2019, has been used by the actuary in valuing the pensions liability at 31 August 2022. 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.

2. Income from Donations and Capital Grants

	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Restricted Fixed Asset Fund 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
Donated Fixed Assets	—	—	1,173	1,173	73
Other donations	64	—	—	64	55
Transferred on conversion	76	(234)	1,802	1,644	
Capital Grants	—	—	—	—	850
Total Donations & Capital Grants	140	(234)	2,975	2,881	978

	Unrestricted Funds 2021 £000	Restricted Funds 2021 £000	Restricted Fixed Asset Fund 2021 £000	Total Funds 2021 £000
Donated fixed assets	—	—	73	73
Other donations	55	—	—	55
Capital grants	—	63	787	850
Total 2021 donations & Capital Grants	55	63	860	978

3. Funding for the Kite Academy Trust's Educational Operations

	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
DfE/EFSA Grants				
General Annual Grant (GAG)	—	10,617	10,617	8,382
Start Up Grants				
Other EFSA/DfE Grants				
Universal Infant Free School Meals	—	340	340	384
Pupil Premium	—	584	584	530
Others	—	320	320	2,117
	<u>—</u>	<u>11,861</u>	<u>11,861</u>	<u>11,413</u>
Other Government Grants				
Local Authority grants	—	1,013	1,013	1,033
Special education projects	—	—	—	—
	<u>—</u>	<u>1,013</u>	<u>1,013</u>	<u>1,033</u>
Exceptional government funding				
Recovery/Catch up premium	—	61	61	56
Other ESFA/DfE Coronavirus grants	—	52	52	—
Job retention scheme grants	—	—	—	26
	<u>—</u>	<u>113</u>	<u>113</u>	<u>82</u>
Other Income from the Trust's Educational Operations				
Other Income	<u>22</u>	<u>6</u>	<u>28</u>	<u>—</u>
Total 2022 Funding for Educational Operations	<u>22</u>	<u>12,993</u>	<u>13,015</u>	<u>12,528</u>

During the year, the Kite Academy Trust received income of £61,000 relating to recovery premium (2021 – catch-up premium of £56,000). The full amount has been spent in the year. The Kite Academy Trust also received National Tutoring Programme funding totalling £84,000 (2021 – £NIL) and spent £52,000 (2021 £NIL). Under the terms of the funding unspent funds are subject to clawback therefore £32,000 has been recognised in deferred income.

The Kite Academy Trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received for coronavirus exceptional support covers £20,163 of reclaimed costs relating to additional cleaning costs, premises costs and free school meals. These costs are included in note 6 and 7 below, as appropriate.

4. Other Trading Activities

	2022	2021
	Total	Total
	funds	funds
	£000	£000
Hire of facilities	88	41
Income from other charitable activities	423	480
Income from ancillary trading activities	111	—
	622	521

All trading activities income was unrestricted in both 2022 and 2021.

5. Investment Income

	Total Funds	Total Funds
	2022	2021
	£000	£000
Short Term Deposits	—	—

Investment income was unrestricted in both years.

6. Expenditure

	<u>Non-pay expenditure</u>			2022
	Staff	Premises	Other	Total
	costs	£000	costs	funds
	£000	£000	£000	£000
Academy's educational operations:				
. Direct costs	6,948	560	438	7,946
. Allocated support costs	5,374	804	1,193	7,371
	12,322	1,364	1,631	15,317

	<u>Non-pay expenditure</u>			2021
	Staff	Premises	Other	Total
	costs	£'000	costs	funds
	£'000	£'000	£'000	£'000
Academy Trust's educational operations:				
.. Direct costs	6,784	527	451	7,762
.. Allocated support costs	4,755	786	1,217	6,758
	11,539	1,313	1,668	14,520

6. Expenditure (continued)

	2022 £000	2021 £000
Net income (expenditure) for the period includes:		
Operating lease rentals	33	—
Depreciation	553	524
Amortisation	3	4
Fees payable to auditor		
· Current year statutory audit	26	16
· Prior year statutory audit	10	—
· Other services	—	1

7. Charitable Activities - Academy Trust's Educational Operations

	Total 2022 £000	Total 2021 £000
Direct Costs	7,946	7,762
Support Costs	7,371	6,758
	15,317	14,520

	2022 Total funds £000	2021 Total funds £000
Analysis of support costs		
Support staff costs	5,374	4,755
Technology costs	212	220
Premises costs	804	786
Legal costs – other	22	24
Other support costs	908	953
Governance costs	51	20
Total support costs	7,371	6,758

8. Staff Costs

	2022 £000	2021 £000
Wages & Salaries	8,458	8,165
Social Security Costs	680	719
Operating Costs of Defined Benefit Pension Schemes	3,126	2,645
	12,264	11,529
Supply Teacher Costs	58	10
	12,322	11,539

Kite Academy Trust did not have any settlements within a compromise agreement payments in 2022 (2021 - £4,176).

8. Staff Costs (continued)

The average number of persons employed by the Kite Academy Trust:

HEADCOUNT	2022	2021
Teachers	128	130
Administration	231	239
Management	18	18
	377	387

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

	2022	2021
In band £60,001 - £70,000	8	7
In band £70,001 - £80,000	—	1
In band £80,001 - £90,000	2	2
In band £90,001 - £100,000	1	—

10 of the above employees participated in the Teachers' Pension Scheme with one participating in the LGPS (2021 – 9)

During the year ended 31 August 2022, pension contributions to the Teachers' Pension Scheme and LGPS schemes for these staff amounted to £166,146 (2021: £85,797) and pension contributions to the LGPS for these staff amounted to £13,901 (2021: £13,068).

Key management comprise the Senior Leadership Team.

During the period the ended 31 August 2022 the aggregate key management personnel remuneration (including employer pension and N.I. contributions) was £1,470,180 (2021: £1,532,716).

9. Central Services

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

- Legal Services;
- Financial Services;
- Chief Executive Services;
- HR Services;
- Estate Management;
- GDPR Compliance

To fund these services the Trust has moved to the GAG pooling model, therefore no specific charges were made during the year.

10. Trustees' and Officers' Insurance

The Kite Academy Trust has opted into the Department for Education's Risk Protection Arrangement (RPA), an alternative to insurance where the UK Government funds cover losses that arise. This scheme protects Trustees and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business and provides cover up to £10,000,000. It is not possible to quantify the Trustees and Officers indemnity element from the overall cost of the RPA scheme.

11. Trustees' Remuneration and Expenses

The Chief Executive Officer is not a Trustee and has been paid remuneration or has received other benefits from an employment with the Kite Academy Trust in respect of the services they provide undertaking the role of Chief Executive Officer under their contract of employment. No trustee is under a contract of employment with the Trust and, therefore, has not received remuneration or other benefits.

During the period ended 31 August 2022, there were no Trustee expenses reimbursed or paid directly to any Trustee (2021: nil).

12. Other Finance Income

	Surrey £000	Hampshire £000	2022 Total £000	2021 Total £000
Interest Income on Pension Scheme Assets	136	6	142	103
Interest on Pension Scheme Liabilities	(311)	(10)	(321)	(239)
	<u>(175)</u>	<u>(4)</u>	<u>(179)</u>	<u>(136)</u>

13. Intangible Fixed Assets

Cost	Software £000
At 1st September 2021	51
Additions	—
At 31st August 2022	<u>51</u>
Amortisation	
At 1st September 2021	45
Charge for the Period	3
At 31st August 2022	<u>48</u>
Carrying Amount	
At 31st August 2022	<u>3</u>
At 31st August 2021	<u>6</u>

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14. Tangible Fixed Assets

	Long-Term Leasehold Property £000	Asset Under Construction £000	Fixtures & Fittings £000	Computer Equipment £000	Motor Vehicles £000	Total Fixed Assets £000
Cost						
At 1 September 2021	48,219	329	53	464	13	49,078
Donated assets on conversion	1,800	—	—	—	—	1,800
Additions	489	563	43	56	—	1,151
Transfer	329	(329)	—	—	—	—
As at 31st August 2022	<u>50,837</u>	<u>563</u>	<u>96</u>	<u>520</u>	<u>13</u>	<u>52,029</u>
Depreciation						
At 1 September 2021	2,081	—	29	263	13	2,386
Charge for the Period	470	—	7	80	—	557
As at 31st August 2022	<u>2,551</u>	<u>—</u>	<u>36</u>	<u>344</u>	<u>13</u>	<u>2,944</u>
Net Book Value						
As at 31st August 2022	<u>48,286</u>	<u>563</u>	<u>60</u>	<u>176</u>	<u>—</u>	<u>49,085</u>
As at 31st August 2021	<u>46,138</u>	<u>329</u>	<u>24</u>	<u>201</u>	<u>—</u>	<u>46,692</u>

The land and buildings at Hale are held under a 125-year lease agreement with Surrey County Council commencing on 1 October 2019 at nil cost. The land and buildings at The Ferns are held under a 125-lease agreement with Hampshire County Council commencing 1 June 2019 nil cost. The land and buildings at the remaining academies are held under 125-year lease agreements with Surrey County Council commencing 1 October 2015, 1 December 2016 and 31 July 2018 at nil cost. Included in land and buildings is leasehold land valued at £25.2 million which is not depreciated.

15. Debtors

	2022 £000	2021 £000
Trade Debtors	2	3
VAT Repayable	150	37
Other Debtors	—	101
Prepayments & Accrued Income	691	263
	843	404

16. Creditors: Amounts falling due within one year

	2022 £000	2021 £000
Trade Creditors	45	10
Other Taxation & Social Security	169	156
Other Creditors	235	220
Accruals & Deferred Income	496	764
	945	1,150

Deferred Income

	£000
Deferred Income at 1st September 2021	286
Resources Deferred during the Year	(286)
Amounts Released from Previous Year	324
Deferred Income at 31st August 2022	324

Deferred income includes Universal Free School Meals funding for 2021/22 of £200,562; DFC funding for 2021/22 £64,312, CIF funding for 2020/21 of £48,503 and other deferred income for 2021/22 £19,778.

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17. Statement of Funds 2021 - 2022

	2021	2022	2022	2022	2022
	Brought Forward	Income	Expenditure	Gains/ (Losses) & Transfers	Carried Forward
	£000	£000	£000	£000	£000
Unrestricted Funds					
General Fund	1,050	784	(174)	(270)	1,390
	<u>1,050</u>	<u>784</u>	<u>(174)</u>	<u>(270)</u>	<u>1,390</u>
Restricted Funds					
Restricted Donations					
General Annual Grant (GAG)	—	10,617	(10,815)	198	—
Other EFA/DfE Grants	—	—	—	—	—
UIFSM	—	340	(340)	—	—
Catch-up Premium	—	61	(61)	—	—
Other ESFA covid grants	—	52	(52)	—	—
Pupil Premium	—	584	(584)	—	—
Other grants	—	320	(320)	—	—
Pension Reserve	(10,168)	(234)	(1,392)	8,775	(3,019)
	<u>(10,168)</u>	<u>11,740</u>	<u>(13,564)</u>	<u>8,973</u>	<u>(3,019)</u>
Other restricted grants					
Local authority grants	—	1,013	(1,013)	—	—
Other restricted grants	—	6	(6)	—	—
	<u>—</u>	<u>1,019</u>	<u>(1,019)</u>	<u>—</u>	<u>—</u>
Restricted Fixed Asset Fund					
Assets Inherited on Conversion	45,516	1,802	—	—	47,318
DfE/ESFA capital grants	902	1,173	(560)	—	1,354
Capital expenditure from GAG	353	—	—	72	425
S106 Funding	674	—	—	—	674
	<u>47,445</u>	<u>2,975</u>	<u>(560)</u>	<u>72</u>	<u>49,932</u>
Total Restricted Funds	<u>37,277</u>	<u>15,734</u>	<u>15,143</u>	<u>9,045</u>	<u>46,913</u>
Total Funds	<u>38,327</u>	<u>16,518</u>	<u>(15,317)</u>	<u>8,775</u>	<u>48,303</u>

17. Statement of Funds 2020 – 2021 (continued)**Comparative Statement of Funds 2020– 2021**

	2020 Brought Forward (as restated) £000	2021 Income £000	2021 Expenditure £000	2021 Transfers in/out £000	2021 Gains/ (Losses) £000	2021 Carried Forward £000
Unrestricted Funds						
General Fund	1,232	576	(187)	(571)	–	1,050
	<u>1,232</u>	<u>576</u>	<u>(187)</u>	<u>(571)</u>	<u>–</u>	<u>1,050</u>
Restricted Funds						
General Annual Grant (GAG)	–	8,382	(8,382)	–	–	–
UIFSM	–	384	(384)	–	–	–
Catch-up Premium	–	56	(56)	–	–	–
Coronavirus Job Retention Scheme	–	26	(26)	–	–	–
Pupil Premium	–	530	(530)	–	–	–
Other grants	87	1,360	(1,665)	218	–	–
Pension Reserve	(7,697)	–	(909)	–	(1,562)	(10,168)
	<u>(7,610)</u>	<u>10,738</u>	<u>(11,952)</u>	<u>218</u>	<u>(1,562)</u>	<u>(10,168)</u>
Other restricted grants						
Local authority grants	–	1,003	(1,003)	–	–	–
Other restricted grants	–	850	(850)	–	–	–
	<u>–</u>	<u>1,853</u>	<u>(1,853)</u>	<u>–</u>	<u>–</u>	<u>–</u>
Restricted Fixed Asset Fund						
Assets Inherited on Conversion	45,443	73	–	–	–	45,516
DfE/ESFA capital grants	643	787	(528)	–	–	902
Capital expenditure from GAG	–	–	–	353	–	353
S106 Funding	674	–	–	–	–	674
	<u>46,760</u>	<u>860</u>	<u>(528)</u>	<u>353</u>	<u>–</u>	<u>47,445</u>
Total Restricted Funds	<u>39,150</u>	<u>13,451</u>	<u>(14,333)</u>	<u>571</u>	<u>(1,562)</u>	<u>47,445</u>
Total Funds	<u>40,382</u>	<u>14,027</u>	<u>(14,520)</u>	<u>–</u>	<u>(1,562)</u>	<u>38,327</u>

Reserves - The Trust Board has decided that all reserves are held in a central fund and will be available to fund projects identified to the Trustee panel. All successful projects must make a valuable impact on the children.

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

Restricted Funds

The General Annual Grant (GAG) represents the core funding for the educational activities of the academy that has been provided to the Trust via the Education and Skills Funding Agency by the Department for Education. The General Annual Grant has been set up because the GAG must be used for the normal running costs of the Trust.

Under the funding agreement with the Secretary of State, the academies in the Trust are not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

Other Restricted Funds relates to funding provided for specific areas of the Trust's activities including capital funding, pupil premium, local authority grants, startup grants for new schools joining the Trust and school improvement funding.

The Pension Reserve Fund has been created to separately identify the LGPS pension deficit inherited from the local authority upon conversion to Multi Academy Trust status and through which all the pension scheme movements are recognised.

Restricted Fixed Asset Funds

The inherited fixed assets fund has been set up to recognise the tangible assets gifted to the Trust upon conversion which represent the academy site including the freehold land and buildings and all material items of plant and machinery included therein. Depreciation charged on those inherited assets is allocated to the fund.

Other capital funding and specific donations recognise the tangible assets purchased with those funds and the relevant depreciation charges on those assets is allocated to the funds. The S106 fund will be used for expansion works to meet the increased intake of pupils at the affected schools.

Analysis of Academies by Fund Balance

The Trust Board has decided that all reserves are held in a central fund and will be available to fund projects identified to the Trustee panel. All successful projects must make a valuable impact on the children.

Analysis of Academies by Cost

Expenditure incurred by each Academy during the Year:

	Teaching & Educational Support Staff Costs	Other Support Staff Costs	Educational Supplies	Other Costs excluding Depreciation	Total 2022	Total 2021
	£000	£000	£000	£000	£000	£000
Cross Farm	401	221	13	60	695	725
The Ferns	429	172	7	67	675	730
The Grove	995	580	49	108	1,732	1,876
Hale	826	514	52	140	1,532	1,472
Holly Lodge	934	437	67	98	1,536	1,620
Lakeside	952	508	54	128	1,641	1,718
Mytchett	618	283	50	67	1,019	1,105
Sandringham	488	280	29	78	875	1,092
Wyke	546	267	31	92	936	1,175
Folly Hill	132	86	17	28	263	—
Central Services	627	802	68	955	2,461	2,479
Total	6,948	4,150	437	1,817	13,352	13,992

18. Analysis of Net Assets between Funds

	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Restricted Fixed Asset Fund 2022 £000	Total Funds 2022 £000	Total Funds 2021 £000
Intangible Fixed Assets	—	—	—	—	6
Tangible Fixed Assets	—	—	49,088	49,088	46,692
Current Assets	1,390	945	844	3,179	2,947
Creditors Due within One Year	—	(945)	—	(945)	(1,150)
Provisions for Liabilities & Charges	—	(3,019)	—	(3,019)	(10,168)
Total Net Assets between Funds	1,390	(3,019)	49,932	48,303	38,327

19. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	2022 £000	2021 £000
Net Income (Expenditure) for the Year (as per Statement of Financial Activities)	1,201	(493)
Adjustment for:		
Inherited pension deficit		
Inherited tangible assets	(1,800)	—
Depreciation and amortisation charges	560	524
(Increase) Decrease in Debtors	(438)	639
Decrease in Creditors	(205)	(67)
Capital Grants from DfE & Other Capital Income	(1,173)	(860)
Defined benefit pension scheme cost less contributions	1,213	—
Defined benefit pension scheme finance cost	179	136
Net Cash (used in) provided by Operating Activities	(229)	651

20. Analysis of Cash and Cash Equivalents

	2022 £000	2021 £000
Cash in Hand	2,336	2,543
Notice Deposits (less than 3 months)	—	—
Total	2,336	2,543

21. Analysis of Changes in Net Debt

	At 1 September 2021 £000	Cash flows £000	Other non- cash changes £000	At 31 August 2022 £000
Cash	2,543	(207)	—	2,336
Total	2,543	(207)	—	2,336

22. Conversion to an Academy

On 28 February 2022, Folly Hill Infant School converted to academy status under the Academies Act 2010 and joined Kite Academy Trust. The below table detail the net assets transferred to the Kite Academy Trust from Surrey County Council for £NIL consideration.

	Unrestricted funds £000	Restricted funds £000	Restricted Fixed asset fund £000	Total 2022 £000
Tangible fixed assets				
Leasehold Land and Buildings	—	—	1,800	1,800
LGPS pension deficit	—	(234)	—	(234)
Net current assets	76	—	2	78
Total	<u>76</u>	<u>(234)</u>	<u>1,802</u>	<u>1,644</u>

23. Pension Commitments

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2022 and of the LGPS 31 March 2022. Contributions amounting to £213,554 were payable to the schemes at 31 August 2022 (2021: £220,192) and are included in 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. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary – these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds and 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 every 4 years. 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 2019. The valuation report was published by the Department for Education on 5 March 2020. 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 levy);
- 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;
- The SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. Assumed real rate of return of 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

including earnings growth is 4.45%. The next valuation result is due to be implemented from 1 April 2023. The employer's pension costs paid to the TPS in the period amounted to £1,211,597 (2021: £1,205,983).

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 Trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with assets held in separate trustee administered funds. The total contribution made for the year ended 31 August 2022 was £885,000 (2021: £846,000), of which employer's contributions totalled £697,000 (2021: £667,000) and employees' contributions totalled £188,000 (2021: £179,000). The agreed contribution rates for future years are 21.7% for employers and 5.5 - 12.5% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that in the event of Multi Academy Trust 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

	Surrey 2022 %	Surrey 2021 %	Hampshire 2022 %	Hampshire 2021 %
Discount Rate for Scheme Liabilities	4.2	1.65	4.1	1.7
Rate of Increase in Salaries	3.9	3.8	3.7	3.7
Rate of Increase for Pensions in Payment/Inflation	3.0	2.9	2.7	2.7
Inflation Assumption (CPI)	3.0	2.9	2.7	2.7

The current mortality assumption includes sufficient allowance for future improvements in mortality rates.

The assumed life expectations on retirement age 65 are:

	Surrey 2022	Surrey 2021	Hampshire 2022	Hampshire 2021
Retiring Today:				
Males	22.1	22.3	22.9	23.1
Females	24.5	24.7	25.4	25.5
Retiring in 20 Years:				
Males	23.1	23.4	24.7	24.8
Females	26.2	26.4	27.1	27.3

Local Government Pension Scheme (continued)

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in Assumptions at 31 August 2022	Approximate Increase to Defined Benefit Obligation (Surrey)	Approximate Monetary Amount (Surrey)	Approximate Increase to Defined Benefit Obligation (Hampshire)	Approximate Monetary Amount (Hampshire)
	%	£000	%	£000
0.1% decrease in Real Discount Rate	2%	268	2%	8
0.1% increase in Salary Increase Rate	0%	14	0%	1
0.1% increase in Pension Increase Rate	2%	256	2%	7
1 year increase in Life Expectancy	4%	452	4%	10

Change in Assumptions at 31 August 2021	Approximate Increase to Defined Benefit Obligation (Surrey)	Approximate Monetary Amount (Surrey)	Approximate Increase to Defined Benefit Obligation (Hampshire)	Approximate Monetary Amount (Hampshire)
	%	£000	%	£000
0.5% decrease in Real Discount Rate	2%	419	3.3%	6.9
0.5% increase in Salary Increase Rate	0%	23	0%	7.1
0.5% increase in Pension Increase Rate	2%	390	3.4%	7.3
1 year increase in Life Expectancy	4%	707	4.1%	7.4

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

	Fair Value at 31 August 2022 (Surrey)	Fair Value at 31 August 2022 (Hampshire)	Fair Value at 31 August 2021 (Surrey)	Fair Value at 31 August 2021 (Hampshire)
	£000	£000	£000	£000
Equities	6,325	183	5,847	187
Debt Instruments	1,165	48	1,247	59
Property	666	25	546	20
Cash	166	3	156	2
Other	—	58	—	58
Total Market Value of Assets	8,322	317	7,796	326
Present value of scheme liabilities	(11,293)	(365)	(17,684)	(606)
Deficit in the scheme	(2,971)	(48)	(9,888)	(280)

The actual return on scheme assets was a loss of £416,000 (2021: gain of £1,542,000).

The amounts recognised in the Statement of Financial Activities incorporating Income and Expenditure Account are as follows:

	Surrey 2022	Surrey 2021	Hampshire 2022	Hampshire 2021
	£000	£000	£000	£000
Current Service Cost	(1,849)	(1,209)	(54)	(59)
Interest Income	136	103	6	5
Interest cost	(311)	(236)	(10)	(8)
Inherited on conversion	(234)	—	—	—
Total	(2,258)	(1,342)	(50)	(62)

Local Government Pension Scheme (continued)

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

	Surrey 2022	Surrey 2021	Hampshire 2022	Hampshire 2021
	£000	£000	£000	£000
Opening Defined Benefit Obligation	17,684	13,146	606	489
Inherited on conversion	377	—	—	—
Current Service Cost	1,849	1,381	61	59
Interest Cost	311	236	10	8
Contributions by Employees	181	172	7	7
Actuarial (gain) loss	(9,026)	—	(307)	—
Changes and Assumptions	—	2,815	—	53
Benefits Paid	(83)	(66)	(12)	(10)
	<u>11,293</u>	<u>17,684</u>	<u>365</u>	<u>606</u>

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

	Surrey 2022	Surrey 2021	Hampshire 2022	Hampshire 2021
	£000	£000	£000	£000
Opening Fair Value of Scheme Assets	7,796	5,679	326	259
Upon Conversion	143	—	—	—
Interest income	135	103	6	5
Return on Plan Assets	(529)	1,262	(29)	44
Employer Contributions	678	646	19	21
Employee Contributions	181	172	7	7
Benefits Paid	(83)	(66)	(12)	(10)
	<u>8,322</u>	<u>7,796</u>	<u>317</u>	<u>326</u>

24. Operating Lease Commitments

At 31 August 2022, the total of the Kite Academy Trust's future minimum lease payment under non-cancellable operating leases was:

	2022 £000	2021 £000
Amounts Payable:		
Within 1 Year	39	33
Between 2 and 5 Years	64	104
Total	<u>104</u>	<u>137</u>

24. Operating Lease Commitments (continued)

	2022 £	2021 £
Amounts Receivable:		
Within 1 Year	—	6
Total	<u>—</u>	<u>6</u>

25. Capital Commitments

At year end, there were £168k (2021: £132k).

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.

27. Related Party Transactions

Owing to the nature of the Kite 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 the Trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Trust financial regulations and normal procurement procedures.

L Byrne, spouse of C Byrne, a governor of The Grove Primary Academy, is employed by the Kite Academy Trust as a teacher. L Byrne's appointment predates C Byrne's appointment as a governor. L Byrne is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a governor.

J Houghton, daughter of N Houghton, a governor of The Grove Primary Academy, is employed by the Kite Academy Trust as a teacher. J Houghton's appointment predates the appointment of N Houghton as a governor. J Houghton is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a governor.

K Ayre, daughter of I Ayre, a governor of Hale Nursery & Primary Academy, is employed by the Kite Academy Trust as a teacher. I Ayre's appointment as governor predates the appointment of K Ayre as a teacher. K Ayre is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a governor.

28. Legal Status

The Kite Academy Trust is an incorporated exempt charity registered in England and Wales. The principal office is located at Holly Lodge Primary Academy, Stratford Road, Ash Vale, Surrey GU12 5PX.

**29. Statement of Financial Activities incorporating Income and Expenditure Account
(for the year ended 31 August 2021)**

		Unrestricted Funds 2021	Restricted Funds 2021	Restricted Fixed Asset Fund 2021	Total Funds 2021
	Note	£000	£000	£000	£000
Income from:					
Donations & Capital Grants:	2	55	63	860	978
Transfer from Local Authority on Conversion	2	—	—	—	—
Funding for the academy trust's educational operations	3	—	12,528	—	12,528
Other Trading Activities	4	521	—	—	521
Investments	5	—	—	—	—
Total Income		<u>576</u>	<u>12,591</u>	<u>860</u>	<u>14,027</u>
Expenditure on:					
Charitable Activities	6,7,17	187	13,805	528	14,520
Total Expenditure		<u>187</u>	<u>13,805</u>	<u>528</u>	<u>14,520</u>
Net Income/(Expenditure) before Transfers		389	(1,214)	332	(493)
Transfers between Funds	19	(571)	218	353	—
Net (Expenditure)/Income before Other Recognised Gains & Losses		(182)	(996)	685	(493)
Actuarial Losses on Defined Benefit Pension Schemes	23	—	(1,562)	—	(1,562)
Net Movement in Funds		(182)	(2,558)	685	(2,055)
Reconciliation of Funds:					
Total Funds Brought Forward		1,232	(7,610)	46,760	40,382
Total Funds Carried Forward		<u>1,050</u>	<u>(10,168)</u>	<u>47,445</u>	<u>38,327</u>