

The Kite Academy Trust



ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025 A COMPANY LIMITED BY GUARANTEE

REGISTERED NUMBER: 09785186 (ENGLAND & WALES)

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REFERENCE AND ADMINISTRATIVE DETAILS

OF THE ACADEMY TRUST, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2025

Members

D. Natnael
C. Seaton
M. Rees
G. Williams
M. Devitt (resigned 10/03/2025)

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Trustees

M. Woodruff	Chair
J. Allan	Vice Chair
A. Johnson	Vice Chair
L. Quinn	
P. Syson-Harvey	
L. Hopkins	(appointed 11/09/24)
J. Gillum	(appointed 01/01/25)
R. Isaac	(appointed 14/05/25)
D. Andrews	(resigned 04/02/25)
P. Elston	(resigned 07/02/25)
M. Keightley	(resigned 04/04/25)
L. Chadwick	(resigned 04/07/25)

Executive Team

J. Meek	Chief Executive Officer & Accounting Officer
J. Godolphin	Director of Operations (resigned 31/01/25)
J. Coleman	Director of Finance & Chief Financial Officer
M. Swain	Director of Education
D. Hughes	Executive Head Teacher (appointed Deputy CEO 01/01/2025)
E. Gittins	Executive Head Teacher (appointed 01/01/2025)
L. Wicksey	Executive Head Teacher (appointed 01/01/2025)
S. Armstrong	Executive Head Teacher (appointed 01/01/2025)
S. Meakin	Executive Head Teacher (resigned 31/12/2025)

Senior Leadership

A. Stone	Head Teacher – Cross Farm & Sandringham (appointed to the latter 01/01/2025)
E. Gittins	Head Teacher – The Ferns
L. Wicksey	Head Teacher – The Grove
C. Freeman	Head Teacher – Hale & Folly Hill (appointed to the latter 01/01/2025)
T. Wisnia	Head Teacher – Holly Lodge
S. Armstrong	Head Teacher – Lakeside
S. Willans	Head Teacher – Mytchett (resigned 30/09/2024)
T. Lodge	Head Teacher – Mytchett (appointed 01/01/2025)
S. Andrews	Trust Leader (Quality of Education Team)
K. Lye	Trust Leader (Quality of Education Team)
S. Cochran	Trust Leader (Quality of Education Team)
S. Thomas	Trust Leader (Quality of Education Team)
J. Ford	Trust Leader (Quality of Education Team)
A. Batalli	Trust Leader (Quality of Education Team)

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 Audit 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 2025

The Trustees present their Annual Report together with the financial statements and auditor's report of the charitable company for the period 1 September 2024 to 31 August 2025. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law.

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 status under the Academies Act 2010. Since that date five other schools have joined the Trust:

- 1 December 2016 - Holly Lodge School (*Holly Lodge Primary Academy*)
- 1 August 2018 - Wyke Primary School (*Wyke Primary Academy*)
- 1 June 2019 – Fernhill Primary School (*The Ferns Primary Academy*)
- 1 October 2019 – Hale Primary School (*Hale Nursery & Primary Academy*)
- 1 March 2022 – Folly Hill Infant School (*Folly Hill Infant Academy*)

Following direction from the Regional Director for South East, Wyke Primary Academy transferred to South Farnham Educational Trust on 1 July 2024.

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

The capacity of the Trust is 2,486 primary aged children with two 25 place and two 48 place nurseries, including 2- year old FEET funded children, across the Trust.

The Trust comprised of nine academies as at August 31 2025:

- Cross Farm Infant (4-7 year olds)
- Folly Hill Infant (4-7 year olds)
- The Ferns Primary (4-11 year olds)
- 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 & Nursery (2- 11 year olds)
- Sandringham Infant & Nursery (2-7 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 Articles 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 2025 comprised 1 founder Trustee and 7 Member-appointed Trustees. Trustees are appointed through a process whereby they are interviewed by Trustees and Members followed by a recommendation to the Members for ratification.

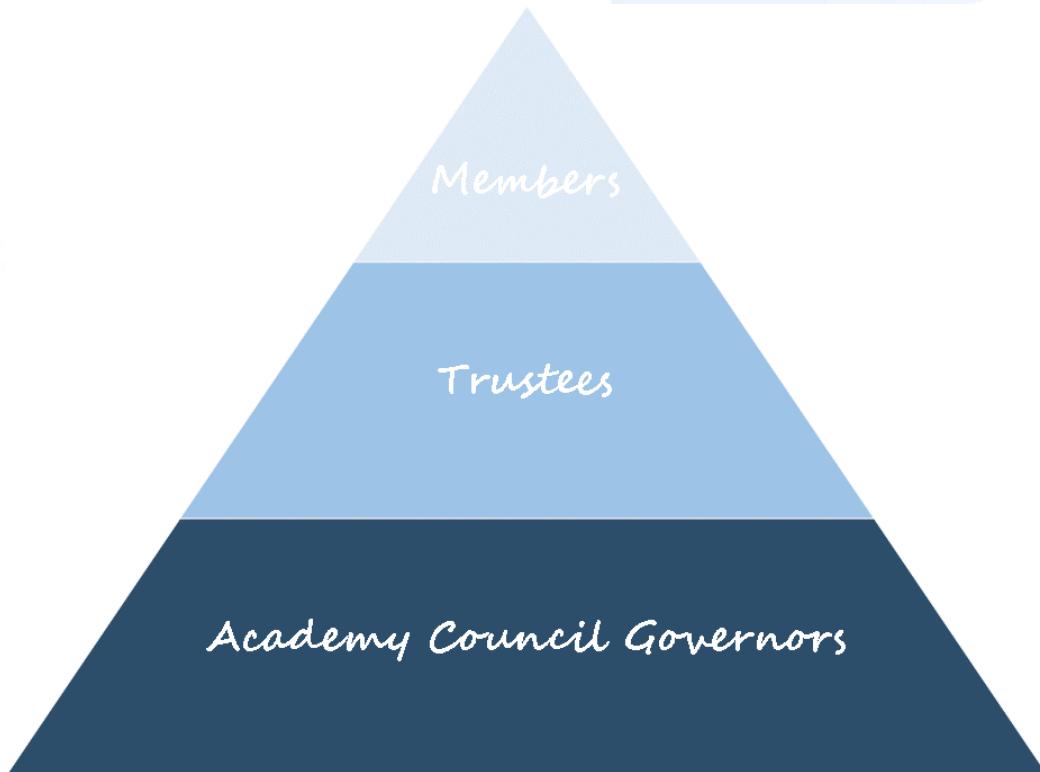
Policies and Procedures Adopted for the Induction & Training of Trustees

New Trustees are inducted to the Trust Board by the Chair of Trustees. All Trustees have undertaken 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 the Trust's Executive Team. The Trust seeks external support from agencies such as the Department for Education, Confederation of Schools Trust, National Governors Association, Trust Governance Insight, GovernEd, 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 and briefings throughout the year to support them with their role.

Organisational Structure



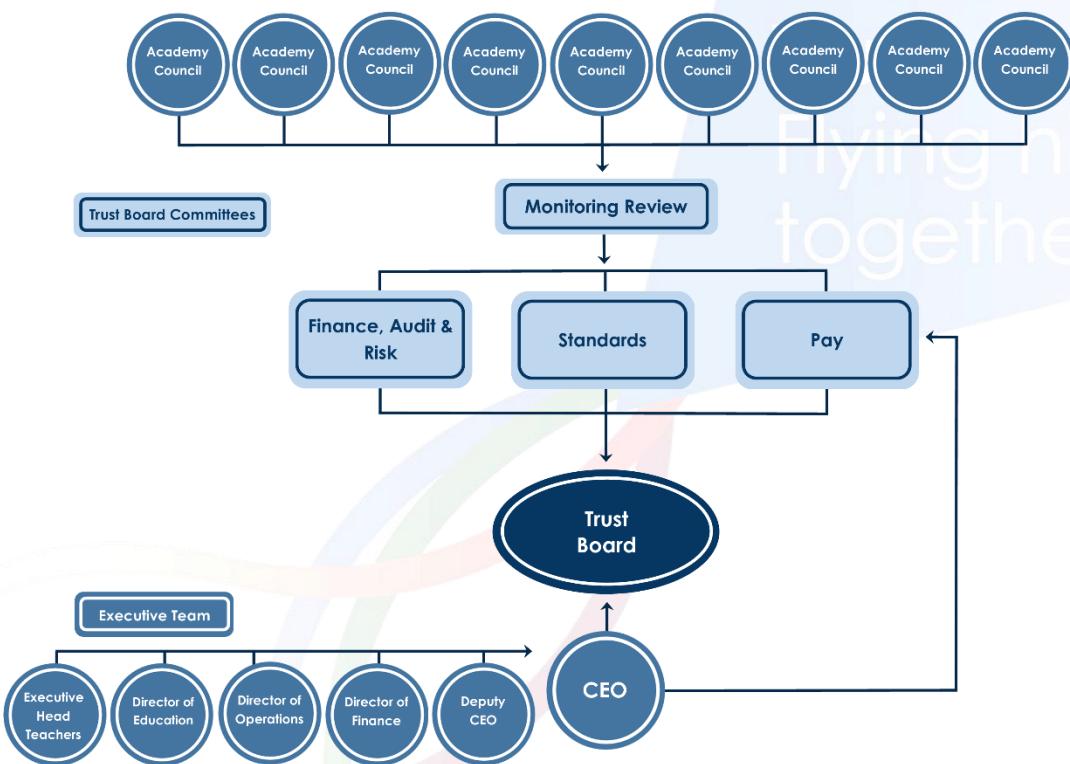
The Members of the Kite Academy Trust hold an Annual General Meeting each year, along with further meetings. This year, the Members have met on a termly basis with the Chair of the Trust Board.

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 Committee meetings and Academy Head Teachers to Governors at their Academy Councils meetings.

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 Academy Head Teacher of each academy have delegated authority for the functions of internal organisation, management, safeguarding and control of the academy, and implementation of agreed policies.

Governance across the Trust



Each Academy has an Academy Council comprising 7-11 Governors. Each Academy Council appoints: a Chair; Vice Chair; a Governor responsible in the event of allegation (child protection) against the Head Teacher; a Governor responsible for special educational needs and disability (SEND); a Governor responsible for safeguarding. Governors monitor the progress of the Academy Improvement Plan on a termly basis. Governor Monitoring Reports are discussed at the Academy Council meeting and an Executive Summary is written by the Chair to report the academy's strengths, challenges and areas of risk to the Trustees. The Executive Summary is then reviewed and discussed by the Monitoring Review Committee and actions assigned to the Standards Committee, Finance, Audit & Risk Committee or the Executive Team as appropriate.

The Trust Board Committees constitute a minimum of three Trustees and invite a member(s) of the Executive Team to attend each meeting. The Committee is chaired by a Trustee. Risks identified by the Committee are either reported to the Trust Board or actioned to 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 Finance, Audit & Risk Committee meet twice a term. The Standards Committee, the Monitoring Review Committee and the Pay Committee meet once a term.

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 Board of Trustees on financial planning, systems and controls to enable the proper management of the financial resources;
- Making recommendations to the Board of Trustees 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;
- Ensuring that the Board of Trustees is informed and make financial recommendations;
- Monitoring the Risk Register and reporting high priority issues to the Board of Trustees;
- Considering the areas that will be monitored by internal audit over the year;
- Reviewing the auditor's report and considering recommendations to the Board of Trustees.

Standards Committee

Responsible for:

- Supporting the Board of Trustees in providing an added level of scrutiny in the monitoring of standards and performance across the Trust.
- Supporting the Board of Trustees in ensuring that the framework is established and maintained for improving the standards of teaching and learning within the Trust by advising and making recommendations to the Board and holding the Executive leadership to account;
- Advising the Board of Trustees about the standards across the Trust and particularly identifying any support that may be needed in a specific academy;
- Making recommendations to the Board of Trustees on curriculum development;
- Ensuring that strategies are in place to raise achievement for all children;
- Ensuring there is high quality teaching across the Trust;
- Ensuring there is reliable assessment and high-quality tracking data for all children;
- Leading discussions at the Board of Trustees on school improvement initiatives and the impact;
- Advising the Board of Trustees on equality for all children across the Trust; and
- Advising the Board of Trustees on any safeguarding concerns across the Trust and recommendations for any actions required.

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 Board of Trustees staffing salaries including cost of living increases for staff;
- Leading the professional growth consultation with the CEO; and
- 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.

Pay Policy for Key Management Personnel

The pay structure for the Executive Team has been reviewed and 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 business services teams.

The Academy Head Teacher, working with the Executive Team, is responsible for the appointment of staff in their academy. The Executive Team is responsible for the appointment of an Academy Head Teacher.

The national School 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.

All staff, including the Senior Leadership Team, (with the exception of those subject to capability or disciplinary procedures), are eligible for an annual, performance-related pay award, through the Trust's appraisal process. Appraisal in the Trust is a supportive and developmental process designed to ensure that all staff have the skills and support they need to carry out their role effectively, with specific, measurable, achievable, realistic and time-bound objectives - appropriate to an employee's role and level of experience - set each academic year. Each employee's performance is formally assessed at the end of each annual appraisal period and a recommendation for pay award submitted to the Pay Committee.

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 Relationships 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, Access, Arbor, Microsoft and Tucasi.

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
- Inspiring Future Teachers
- GLF Teacher Training
- Local Universities
- SJB Maths hub
- Local junior schools
- Local secondary schools
- Local schools
- Surrey County Council Childcare and Early Years Services
- Surrey County Council Education Department
- Schools Alliance for Excellence (SAfE)
- Confederation of School Trusts
- 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

The Trust's collaborative ethos is central to our mission:

To work as one team; sharing our expertise to ensure every pupil receives an excellent education and an equal opportunity to thrive and succeed in life.

The main objectives of The Kite Academy Trust during the year ended on 31st August 2025 were:

- Align behind one Trust mission, vision and values;
- Embed our one team ethos;
- Implement a clear and consistent aligned Trust strategy, informed by stakeholder consultation and underpinned by a Trust data and analytics system;
- Incorporate a significant community focus within Trust strategy;
- Secure at least a good quality of education, in line with the Trust's renewed vision;
- Continue to raise academic outcomes;
- Ensure consistently strong leadership at all levels across the Trust;
- Set up a Trust school-centred initial teacher training (SCITT) provision;
- Implement a Trust-wide MIS;
- Ensure business services teams provide an outstanding provision to relevant stakeholders;
- Broaden our Trust outreach services in line with our civic duty;
- Continue to strengthen governance at all levels.

Activities for Achieving Objectives

The key activities for achieving these objectives are summarised below:

- Trust communications and professional development shared to align behind one mission, one vision and one set of values;
- Celebration and promotion of ethos embedded within Trust culture;
- Series of externally facilitated strategy days, involving Trustees, Executives, Academy Head Teachers and Business Services Managers;
- Parent and colleague surveys undertaken;
- Data and analytics system sourced and customised for the Trust.
- Definition of 4 Trust strategic aims, with underpinning objectives and critical success factors;
- Stronger Communities Trust strategic aim agreed. Launch of Kite Community week involving all Trust colleagues and pupils. Community services implemented as part of focus;
- Primary focus on quality of education;
- Refinement of pupil target setting and tracking process, to ensure even greater accuracy of predictions. Accuracy, and intervention model;
- Appointment of Interim Director of Operations;
- Recruitment to Director of Finance vacancy;
- Design and launch of Trust SCITT provision;
- Trust MIS tender process concluded, with new system purchased and launched Trust-wide;
- Peer review of Finance, Estates and IT services/processes;
- Collaboration with a number of MATs and primary providers;
- Delivery of professional development on behalf of Schools Alliance for Excellence (SAfE);
- Appointment of new Trustees;
- Internal review of governance.

Review of Activities

Activity Undertaken	Status
Align behind one Trust mission, vision and values	Achieved
Embed our one team ethos	Achieved
Implement a clear and consistent aligned Trust strategy, informed by stakeholder consultation and underpinned by a Trust data and analytics system	On Track
Incorporate a significant community focus within Trust strategy	On Track
Secure at least a good quality of education, in line with the Trust's renewed vision	Achieved
Continue to raise academic outcomes	On Track
Ensure consistently strong leadership at all levels across the Trust	On Track
Set up a Trust SCITT provision	Achieved
Implement Trust-wide MIS	Achieved
Ensure business services teams provide an outstanding provision to relevant stakeholders	On Track
Broaden our Trust outreach services in line with our civic duty	On Track
Continue to strengthen governance at all levels	On Track

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.

The Trust supports local secondary schools by giving work experience opportunities for pupils and to support aspects of training for different courses.

STRATEGIC REPORT

Achievements & Performance

	CRO	FOL	HAL	HLG	LAK	MYT	SAN	TFN	TGR
Published Admission Number (Reception)	30	30	30	60	60	30	60	30	60
Published Admission Number (Year 3)	<i>n/a</i>	<i>n/a</i>	30	4	4	2	<i>n/a</i>	<i>n/a</i>	4
Capacity (%)	66	80	73	98	54	93	96	42	96
Special Provision									14
N ^o s in Provision									14
Nursery Spaces			60		60	60	48		
Nursery Capacity (%)									
Attendance (%)	95.7	95.0	93.9	95.5	94.8	95.7	94.8	92.7	94.3
EYs GLD (%)	73.3	64.7	81.0	82.8	87.2	60.0	79.2	63.6	75.6
Y1 Phonics (%)	86.2	74.1	86.2	86.7	83.7	96.7	81.7	86.7	93.4
Year 4									
Times Table Check (% 20+)			51.2	33.9	58.1	50.0		60.0	44.6
KS2									
Reading (%)			65.9	74.6	74.4	74.2		54.5	80.3
Writing (%)			56.1	71.2	74.4	83.9		63.6	72.7
Maths (%)			63.4	72.9	62.8	71.0		81.8	77.3
RWM Combined (%)			48.8	62.7	60.5	61.3		54.5	65.2

*Results for The Grove Primary Academy include special provision data.

Financial key performance indicators, integrated curriculum financial planning tools and benchmarking data are used to evaluate performance across academies within The Kite Academy Trust. This information is utilised to identify areas of best practice to facilitate continuous improvement for the benefit of the pupils within the academy trust.

FINANCIAL REVIEW

Going Concern

The Board of Trustees has considered the uncertainties of operating in the current economic climate, reduced pupil numbers along with an increased number of education and health care plans for the academic year 2025/26. When taking account of pupil numbers, our response to adapting to the current cost of living crisis, along with the forecast cash and reserves, 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 adoption of the going concern basis can be found in the statement of accounting policies.

Financial Report for the Year

The overall 2024/25 operational position was a deficit of £75,000 (2024: £763,000) and was in line with 2024/25 forecast position. The results for the period are shown on page 26 in the statement of financial activities. The forecast position includes the following:

- Costs associated with restructuring leadership and support staff
- Additional SEN support requirements
- Investment in IT and premises across the Trust
- Additional DfE Teachers pay and Teachers Pension grants
- The impact of the National Living Wage with effect from 1 April 2025

During the year improvements were made to the Kite Estate & facilities with the following projects:

- A Reinforced Aerated Autoclaved Concrete (RAAC) remediation grant funded re-roofing project at The Grove Academy.
- A Section 106 funded office refurbishment project at Holly Lodge Academy.

The analysis below shows the financial performance reported in the financial statements excluding net movements on tangible fixed assets, the defined benefit pension liability, and other non-recurring items. The Trust's 'operational' deficit for the year was £75,000 (2024: operational deficit of £763,000), as reconciled below:

Financial Performance 2024/25	2025 £000's	2024 £000's
Overall Net movement in funds	161	(2,627)
Add: net movement on the fixed assets fund	739	2,625
Add: Pension attributable to Wyke leaving the Trust	—	41
Less: LGPS actuarial gain, service & interest adjustments	(975)	(802)
Operational deficit for the year	(75)	(763)
Reconciliation of revenue reserves		
Revenue reserves brought forward	795	1,558
Operational deficit for the year (as referred to above)	(75)	(763)
Revenue reserves carried forward	720	795

The net movement in funds for the year was an increase of £161,000 (2024: decrease of £2,627,000) including depreciation and adjustments to pension schemes. Total fund balances before fixed asset fund and pension reserves totalled £720,000 (2024: £795,000). This is outlined in more detail in note 17.

Financial Preview of 2025/26

The 2025/26 budget operating position is a breakeven position which includes a reduced executive team, savings achieved from implementing a shared Academy head teacher model, along with investment in the Trust curriculum. A key challenge for the Trust during 2025/26 and is the reduction in DfE funding resulting from fewer pupils. The impact of the current economic crisis intensifies this challenge as pay inflation and energy costs remain high.

We have used DfE benchmarking data and a Peer review of our business functions to help focus on areas where savings could be achieved to secure our financial stability during these challenging economic times. Whilst we are aware the future remains uncertain, we believe that the assumptions underpinning the budget are robust.

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 contingency plans to support academies where pupil numbers are reducing. The Trust will aim to maintain a minimum Reserves balance of £500,000. Actual unrestricted funds as at 31 August 2025 were £720,000.

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

- Trust growth
- Trust contribution to successful CIF bids along with plans for any major capital projects.
- Investment in ICT and Estates across the Trust
- Supporting specific projects in academies as approved by Trustees

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

Investment Policy

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;
- The need to have regard to social, environmental or ethical consideration.

During 2024/25 the Trust continued using a cash management platform with a view to improving returns. Investments are only made with banking institutions which show good credit quality as assessed by the three main rating agencies (Fitch, Moody's, Standard and Poor's).

The Trust aims to manage the risk of default by spreading deposits across banking institutions which are authorised by the Bank of England through the Prudential Regulation Authority (PRA) (with reference to the Financial Conduct Authority (FCA)). Preferably, deposits will be selected with a maximum exposure of £500,000 as, whilst this sum exceeds the current protection limit of £85,000 provided by the Financial Services Compensation Scheme (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 no projected deficit on the Local Government Pension scheme.

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 the Trust's Risk Register.

During 2024-25, the Risk Policy and Risk Register were reviewed by the Finance, Audit & Risk Committee. The main financial risk for the Trust is the current economic climate combined with a reduction in pupil numbers putting pressure on the Trust's financial position. Other risks include the following:

- Risk that buildings and facilities are not maintained appropriately and compliant with appropriate legislation
- Insufficient demand for places in its academies leaves the Trust unsustainable
- Information/data security breach and risk of cyber attack
- Recruitment challenges impact the quality of teaching

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 2024/25. The Trust was comprised of nine academies, employs 341 staff members (actual staff) and has 2,096 pupils registered.

UK Greenhouse Gas Emissions and Energy Use Data for the period 1st September 2024 to 31st August 2025

UK Greenhouse Gas Emissions and Energy Use Data for the period 1 st September 2024 to 31 st August 2025	
Energy Consumption used to Calculate Emissions (kWh)	
Scope 1 Emissions in metric tonnes CO2e	Gas consumption: 166,319 kWh Owned Transport –van
Scope 2 Emissions in metric tonnes CO2e	Purchased electricity: 462,083 kWh
Scope 3 Emissions in metric tonnes CO2e	Business travel in privately owned vehicles: 992.42
Total Gross Emissions in metric tonnes CO2e	628,402 kWh
Intensity Ratio	0.3 CO2e per pupil

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 (updated 2023) has been followed.

Measures taken to improve Energy Efficiency

Smart meters and efficient lighting have 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 strategic aims and objectives:

Remarkable People

- Attract the very best people
- Invest in our people
- Nurture a culture of high performance
- Promote diversity and inclusion
- Focus on wellness

Exemplary Education

- Offer extensive personal development
- Build belonging
- Ensure academic excellence
- Equity for all
- Focus on wellness
- Positively contribute to the sector

Exceptional Services

- Build a compelling brand
- Establish the highest standards
- Offer excellent value for money
- Maximise income generation
- Intelligence driven
- Digital direction
- Sustainability

Stronger Communities

- Schools are anchor institutions
- Effective community partnerships

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

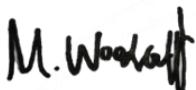
The Kite Academy Trust and its Trustees do not act as the Custodian Trustees of any other charity.

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 18 December 2025 and signed on its behalf by:



M. Woodruff
Chair of Trustees

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	
M. Woodruff (Chair)	7 of 7	
J. Allan	7 of 7	
A. Johnson	7 of 7	
L. Quinn	3 of 7	
P. Syson-Harvey	7 of 7	
L. Hopkins	6 of 7	Appointed on 11/09/24
J. Gillum	3 of 4	Appointed 01/01/2025
R. Isaac	2 of 2	Appointed 14/05/2025
D. Andrews	1 of 3	Resigned 04/02/2025
P. Elston	0 of 0	Leave of absence; resigned 07/02/2025
M. Keightley	0 of 4	Resigned 04/04/2025
L. Chadwick	1 of 6	Resigned 04/07/2025
J. Meek (CEO)	6 of 7	(In Attendance)
D. Hughes (Deputy CEO)	1 of 1	(In Attendance)
M. Swain (Director of Education)	1 of 1	(In Attendance)

There have been 3 appointments and 4 resignations from the Board during the period of review.

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 of Trustees; 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	
J. Allan (Chair)(Trustee)	6 of 6	
L. Quinn (Trustee)	4 of 6	
A. Johnson (Trustee)	5 of 6	
L. Chadwick (Trustee)	1 of 6	Resigned 04/07/2025
M. Woodruff (Trustee)	3 of 6	(In Attendance)
J. Gillum (Trustee)	1 of 2	(In Attendance)
P. Elston (Trustee)	1 of 2	Leave of absence; resigned 07/02/2025
J. Meek (CEO)	6 of 6	(In Attendance)
J. Coleman (Director of Finance)	6 of 6	(In Attendance)
J. Godolphin (Director of Operations)	0 of 2	Resigned 31/12/2025

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:

- Using DfE Benchmarking tools to compare income and expenditure with a similar cohort of primary school MATs to identify areas to review which may generate potential savings;
- Undertaking a peer review of business services to identify potential efficiencies;
- Staff pension cost saving resulting from the LGPS pooled MAT fund;
- Performing functions in-house (previously procured externally) through the Kite Business Team who deliver financial, HR, IT and estate management services across the Trust;
- The use of Maintenance Technicians working across all academies to enable a greater focus on Estate Management across the Trust;
- Investment in cloud-based IT systems to enable future growth and centralisation of business systems, e.g. Finance, HR, payroll & Assets;
- Use of the Buying for Schools service and government recommended frameworks to deliver value-for-money procurement;
- Investing surplus cash balances using a cash management platform;
- Collaboration of teaching expertise and resources, to deliver the best learning environment and experience for our children;

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 2024 to 31 August 2025 and up to the date of approval of the Annual Report and Financial Statements.

Capacity to Handle Risk

During 2024-25, the Risk Management Policy & Procedure was reviewed by the Finance, Audit & Risk Committee. 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 2024 to 31 August 2025 and, up to the date of approval, of the Annual Report and Financial Statements.

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, Audit & Risk 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. During 2024/25 a cyber security follow-up assessment, along with Key Payroll Controls and Risk Management Audits were undertaken by TIAA, our internal auditors.

To enhance the risk and control framework, an Internal Scrutiny Plan covering the period 2023-2026 was approved by the Trust Board in 2023-24 and reviewed in 2024-25.

Review of Effectiveness

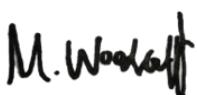
As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the period in question the review has been informed by:

- 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 Team within the Trust who have responsibility for the development and maintenance of the internal control framework.

Conclusion

Based on the advice of the audit and risk committee and the accounting officer, the Board of Trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

Approved by order of the members of the Board of Trustees on 18 December 2025 and signed on their behalf, by:



M. Woodruff (Chair)
Chair of Trustees



J. Meek (CEO)
Accounting Officer

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

To form their conclusion, the Accounting Officer must ensure that the academy trust is working within the boundaries of regularity and propriety. This work has been performed throughout the year, as part of their oversight of internal control processes:

- review of monthly management accounts documents
- review of Trustee/Governor minutes
- ensuring use of funds is compliant with the funding agreement or relevant grant terms and conditions
- review of the school resource management self-assessment checklist (SRMSAC)
- confirming compliance with the academy trust's scheme of delegation
- compliance with delegated authorities
- evaluation of compliance with the academy trust's scheme of delegation
- compliance with delegated authorities
- evaluation of compliance with the 'musts' in the Academy Trust Handbook
- ensuring related party transactions have been completed in accordance with the not-for-profit principles and the relevant statements of assurance have been obtained and reviewed
- consideration of whether any personal benefit has been derived from the academy trust's transactions by staff or connected individuals
- adherence to tendering policies
- review of the tests the reporting accountant carries out in the auditor framework and guide to provide evidence to support their conclusion on regularity
- review of other external sources of assurance available to the academy trust over the year e.g. audit reports compiled by the Trust's internal auditors (TIAA).

As Accounting Officer of The Kite Academy Trust, I have considered my responsibility to notify the academy trust's Board of Trustees and the Department for Education (DfE) of material irregularity, impropriety and non-compliance with the DfE 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 2024.

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 2024.

I confirm that:

- no instances of material irregularity, impropriety or funding non-compliance have been discovered to date.
- no instances of material estate management or site security issues 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 the DfE.



J. Meek (CEO)
Accounting Officer

18 December 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2025

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 Department for Education, 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:

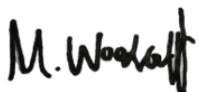
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities SORP FRS102 and the Annual Accounts Direction 2023 to 2024;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the 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 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 Board of Trustees and signed on its behalf by:



M. Woodruff
Chair of Trustees

18 December 2025

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE KITE ACADEMY TRUST

FOR THE YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of The Kite Academy Trust (the 'charitable company') for the year ended 31 August 2025 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 2019) and the Academies Accounts Direction 2024 to 2025.

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 2025 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 2019 and Academies Accounts Direction 2024 to 2025.

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.

Opinions 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.

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.

Auditor's 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 2019, the Academies Accounts Direction 2024 to 2025, the Academies Trust Handbook 2024, and the academy trust's funding agreement with the DfE (formerly 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 Department for Education, 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, DfE (formerly 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 Department for Education, 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 charitable company'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 charitable company's members those matters we are required to state to them in an auditor's 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 charitable company and the charitable company's 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 Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Dated: 19 December 2025

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INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE KITE ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION

FOR THE YEAR ENDED 31 AUGUST 2025

In accordance with the terms of our engagement letter dated 26 June 2025 and further to the requirements of the Department for Education (DfE), as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by The Kite Academy Trust during the period 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament or the financial transactions do not conform to the authorities which govern them.

This report is made solely to The Kite Academy Trust and the Secretary of State for Education in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Kite Academy Trust and the Secretary of State for Education 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 Secretary of State for Education, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of the accounting officer of The Kite Academy Trust and the reporting accountant

The accounting officer is responsible, under the requirements of The Kite Academy Trust's funding agreement with the Secretary of State for Education and the Academy Trust Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament, and that 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 extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts. 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 2024 to 31 August 2025 have not been applied for the 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 Accountants of Academy Trusts issued by DfE, which requires a limited assurance engagement, as set out 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.

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 1 September 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.



Buzzacott Audit LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

Dated: 19 December 2025

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STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted Funds 2025	Restricted Funds 2025	Restricted Fixed Asset Fund 2025	Total Funds 2025	Total Funds 2024
	Note	£000	£000	£000	£000	£000
Income from:						
Donations & Capital Grants:	2	47	—	154	201	7,004
Funding for the Academy Trust's educational operations	3	—	14,633	—	14,633	14,615
Other Trading Activities Investments	4	587	—	—	587	682
Total Income		681	14,633	154	15,468	22,359
Expenditure on:						
Charitable Activities Transfer on academies leaving the Trust	6,7,17 6,22	862	14,692	752	16,306	21,688
Total Expenditure		862	14,692	752	16,306	25,889
Net expenditure before Transfers		(181)	(59)	(598)	(838)	(3,530)
Transfers between Funds	17	106	35	(141)	—	—
Net expenditure before other recognised gains		(75)	(24)	(739)	(838)	(3,530)
Actuarial gains on defined benefit pension schemes	23	—	999	—	999	903
Net Movement in Funds		(75)	975	(739)	161	(2,627)
Reconciliation of Funds:						
Total Funds Brought Forward		795	(975)	35,920	35,740	38,367
Total Funds Carried Forward		720	—	35,181	35,901	35,740

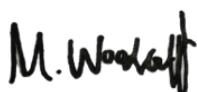
All the Trust's activities relate to continuing operations.

BALANCE SHEET

AS AT 31 AUGUST 2025

	Note	2025 £000	2024 £000
Fixed Assets			
Intangible Assets	13	—	—
Tangible Assets	14	<u>35,181</u>	<u>35,821</u>
		<u>35,181</u>	<u>35,821</u>
Current Assets			
Debtors	15	608	595
Short term deposits		256	701
Cash at Bank and in Hand	20	<u>1,016</u>	<u>1,419</u>
		<u>1,016</u>	<u>1,419</u>
		<u>1,880</u>	<u>2,715</u>
Liabilities			
Creditors: amounts falling due within one year	16	<u>(1,160)</u>	<u>(1,821)</u>
		<u>(1,160)</u>	<u>(1,821)</u>
Net current assets		720	894
Total assets less current liabilities		35,901	36,715
Defined Benefit Pension Scheme Liability	23	—	(975)
		<u>—</u>	<u>(975)</u>
Total Net Assets		<u>35,901</u>	<u>35,740</u>
Funds of the Trust			
Restricted Funds			
Restricted Fixed Asset Fund	17	35,181	35,920
Restricted income fund	17	—	—
Pension Reserve	17	—	(975)
Total Restricted Funds		35,181	34,945
Unrestricted Income Funds	17		
General fund		720	795
		<u>720</u>	<u>795</u>
Total Funds		<u>35,901</u>	<u>35,740</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 18 December 2025 and were signed on their behalf by:



M. Woodruff
Chair of Trustees

Company number 09785186

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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2024 £000	2024 £000
Cash Flows from Operating Activities			
Net Cash used in Operating Activities	19	(937)	(497)
Cash Flows from Investing Activities:			
Dividends, interest and rents from investments		47	56
Purchase of tangible fixed assets		(112)	(795)
Cash drawn from short term deposits		445	482
Capital grants from DfE		154	220
Net Cash provided by (used in) Investing Activities		<u>534</u>	<u>(37)</u>
Change in Cash & Cash Equivalents in the Period			
Cash & Cash Equivalents Brought Forward		<u>1,419</u>	<u>1,953</u>
Cash & Cash Equivalents Carried Forward	20,21	<u>1,016</u>	<u>1,419</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

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 FRS102, 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 (FRS102) (Charities SORP (FRS102)), the Academies Accounts Direction 2022 to 2023 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

The Kite Academy Trust constitutes a public benefit entity as defined by FRS102.

1.2 Company Status

The Kite Academy Trust is a company limited by guarantee. The Members of the company are 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 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	-	10-15% 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 FRS102. 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. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Short term deposits – are fixed term deposit accounts with an original maturity date over three months.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments and are measured at amortised cost. 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.

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 2022, has been used by the actuary in valuing the pensions liability at 31 August 2025. 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	Restricted	Restricted	Total Funds 2025 £000	Total Funds 2024 £000
	Funds 2025	Funds 2025	Fixed Asset Fund 2025 £000		
	£000	£000	£000		
Donated Fixed Assets	—	—	—	—	6,699
Other donations	47	—	—	47	85
Capital Grants	—	—	154	154	220
Total Donations & Capital Grants	47	—	154	201	7,004

Donated fixed assets in the year to 31 August 2024 represented the transfer from Surrey County Council of a purpose built school at Mindenhurst valued at £6.699m and occupied by Lakeside Nursery & Primary Academy.

	Unrestricted	Restricted	Restricted	Total Funds 2024 £000
	Funds 2024	Funds 2024	Fixed Asset Fund 2024 £000	
	£000	£000	£000	
Donated Fixed Assets	—	—	6,699	6,699
Other donations	85	—	—	85
Capital Grants	—	—	220	220
Total 2024 Donations & Capital Grants	85	—	6,919	7,004

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

	Total Funds 2025 £000	Total Funds 2024 £000
DfE/EFSA Grants		
General Annual Grant (GAG)	10,534	11,149
Other EFSA/DfE Grants		
Universal Infant Free School Meals	325	368
Pupil Premium	587	642
Teachers Pay Grant	177	196
Teachers Pension	215	95
PE and Sports Grant	161	186
National Tutoring Programme	—	26
Other DfE Grants	966	657
	12,965	13,319
Other Government Grants		
Local Authority grants	1,639	1,244
Other Income from the Trust's Educational Operations		
Other Income	29	52
Total Funding for Educational Operations		
	14,633	14,615

All funding for The Kite Academy Trust's Educational Operations was unrestricted in both 2025 and 2024.

4. Other Trading Activities

	Total Funds 2025 £000	Total Funds 2024 £000
Hire of facilities		
Hire of facilities	105	90
Income from other charitable activities		
Income from other charitable activities	316	396
Income from ancillary trading activities		
Income from ancillary trading activities	166	196
	587	682

All trading activities income was unrestricted in both 2025 and 2024.

5. Investment Income

	Total Funds 2025 £000	Total Funds 2024 £000
Short Term Deposits		
Short Term Deposits	47	58

Investment income was unrestricted in both 2025 and 2024.

6. Expenditure

	Non-pay expenditure			2025
	Staff costs	Premises	Other costs	Total funds
	£000	£000	£000	£000
Academy's educational operations:				
. Direct costs	7,896	752	399	9,047
. Allocated support costs	4,397	1,536	1,326	7,259
	12,293	2,288	1,725	16,306

Academy Trust's educational operations:

	Non-pay expenditure			2024
	Staff costs	Premises	Other costs	Total funds
	£000	£000	£000	£000
<i>Academy Trust's educational operations:</i>				
.. Direct costs	8,284	9,544	605	18,433
.. Allocated support costs	4,635	1,389	1,432	7,456
	12,919	10,933	2,037	25,889

2024 figures include the transfer of academies leaving the Trust of £4.201m within premises costs.

	2025	2024
	£000	£000
Net income (expenditure) for the period includes:		
Operating lease rentals	16	31
Depreciation	752	554
Fees payable to auditor		
. Current year statutory audit	37	27
. Other assurance services	5	9

7. Charitable Activities - Academy Trust's Educational Operations

	Total	Total
	2025	2024
	£000	£000
Direct Costs		
Support Costs	9,047	18,433
	7,259	7,456
	16,306	25,889

2024 figures include the transfer of academies leaving the Trust of £4.201m within premises costs.

	2025 Total funds £000	2024 Total funds £000
Analysis of support costs		
Support staff costs	4,397	4,635
Technology costs	202	205
Premises costs	1,536	1,389
Other support costs	1,071	1,188
Governance costs	53	39
Total support costs	7,259	7,456

8. Staff Costs

	2025 £000	2024 £000
Wages & Salaries	8,937	9,478
Social Security Costs	963	890
Operating Costs of Defined Benefit Pension Schemes	2,226	2,272
Apprenticeship levy	30	—
	12,156	12,640
Supply Teacher Costs	103	279
Staff restructuring costs	34	—
	12,293	12,919

The Kite Academy Trust made three contractual severance payments in the year; all were within the bandings of £0 - £25,000 (2024 – 3 x £0 - £25,000).

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

HEADCOUNT	2025	2024
Teachers	109	130
Administration	212	241
Management	20	21
	341	392

FTE	2025	2024
Teachers	97	108
Administration	155	175
Management	17	21
	269	304

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

	2025	2024
In band £60,001 - £70,000	4	5
In band £70,001 - £80,000	3	5
In band £80,001 - £90,000	4	1
In band £90,001 - £100,000	—	3
In band £100,001 - £110,000	2	—
In band £110,001 - £120,000	1	1

12 of the above employees participated in the Teachers' Pension Scheme with 1 participating in the LGPS.

During the period ended 31 August 2025, pension contributions to the Teachers' Pension Scheme for these staff amounted to £276,824 (2024: £242,000) and pension contributions to the LGPS for these staff amounted to £16,490 (2024: £32,000).

Key management comprises the trustees, the Executive Team and the Senior Leadership Team. During the period, the ended 31 August 2025 the aggregate key management personnel remuneration (including employer pension and N.I. contributions) was £1,874,548 (2024: £2,086,020). No trustees were remunerated in the year (2024: none).

9. Business & Education Services

The Kite Academy Trust has provided the following business and education services to its academies during the period:

- Legal Services;
- Financial Services;
- Chief Executive Services;
- HR Services;
- Estate Management;
- IT Services;
- GDPR Compliance;
- Quality of Education Services

To fund these services the Trust operates a 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' & Members Remuneration and Expenses

The Chief Executive Officer has been paid remuneration or has received other benefits from an employment with The Kite Academy Trust. They only receive remuneration in respect of services they provide undertaking the role of Chief Executive Officer under their contract of employment.

During the period ended 31 August 2025, there were no Trustee expenses reimbursed or paid directly to any Trustee (2024: nil). No Member expenses were reimbursed (2024: £109.08).

12. Other Finance Income

	Surrey £000	Hampshire £000	2025 Total £000	2024 Total £000
Interest Income on Pension Scheme Assets	543	22	565	516
Interest on Pension Scheme Liabilities	(591)	(22)	(613)	(607)
	(48)	—	(48)	(91)

13. Intangible Fixed Assets

	Software
Cost	£000
At 1 September 2024	51
Additions	(51)
At 31 August 2025	—
Amortisation	
At 1 September 2024	51
Charge for the Period	(51)
At 31 August 2025	—
Carrying Amount	
At 31 August 2025	—
At 31 August 2024	—

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 2024 (as restated)	37,455	266	109	689	6	38,525
Additions	15	—	41	56	—	112
Disposals	—	—	—	(100)	—	(100)
Transfers	266	(266)	—	—	—	—
As at 31 August 2025	37,736	—	150	645	6	38,537
Depreciation						
At 1 September 2024 (as restated)	2,180	—	25	497	2	2,704
Charge for the Period	617	—	20	114	1	752
Disposals	—	—	—	(100)	—	(100)
As at 31 August 2025	2,797	—	45	511	3	3,356
Net Book Value						
As at 31 August 2025	34,939	—	105	134	3	35,181
As at 31 August 2024	35,275	266	84	192	4	35,821

*Cost and depreciation of long-term leasehold properties and motor vehicles have been restated as at 1 September 2024 by £12,105,000 and £13,000 respectively to more accurately reflect the correct cost and depreciation values as at that date. There was no impact of this restatement on the net book value as at 1 September 2024.

The Mindenhurst property was donated to the Trust for no consideration and is recognised at its market value at the date of transfer.

Land and buildings at remaining academies are under a 125 year lease with the Local Council and brought in at valuation on the date of transfer of the academy into the Trust.

Included in land and buildings is leasehold land valued at £15.8 million which is not depreciated.

15. Debtors

	2025 £000	2024 £000
Trade Debtors	13	26
VAT Repayable	43	79
Prepayments & Accrued Income	<u>552</u>	<u>490</u>
	<u>608</u>	<u>595</u>

16. Creditors: Amounts falling due within one year

	2025 £000	2024 £000
Trade Creditors	244	476
Other Taxation & Social Security	194	179
Other Creditors	241	237
Accruals & Deferred Income	<u>481</u>	<u>929</u>
	<u>1,160</u>	<u>1,821</u>

Deferred Income

Deferred income includes Universal Free School Meals funding for 2025-26 of £192,000 (2024: £197,000); DFC funding for 2025-26 of £60,000 (2024: £62,000); SEN funding for 2025-26 of £nil (2024: £129,000); and other deferred income for 2025-26 of £90,000 (2024: £68,000).

17. Statement of Funds 2024 – 2025

	2024	2025	2025	2025	2025
	Brought Forward	Income	Expenditure	Gains/ (Losses) & Transfers	Carried Forward
	£000	£000	£000	£000	£000
Unrestricted Funds					
General Fund	795	681	(862)	106	720
Total unrestricted funds	795	681	(862)	106	720
Restricted Funds					
Restricted Donations					
General Annual Grant (GAG)	—	10,534	(10,569)	35	—
UIFSM	—	325	(325)	—	—
Teachers Pay Additional Grant	—	177	(177)	—	—
Teachers' Pension Employers					
Contribution Grant	—	215	(215)	—	—
PE And Sports Grant	—	161	(161)	—	—
Pupil Premium	—	587	(587)	—	—
Other grants	—	966	(966)	—	—
Pension Reserve	(975)	—	(24)	999	—
	(975)	12,965	(13,024)	1,034	—
Other restricted grants					
Local authority grants	—	1,639	(1,639)	—	—
Other restricted grants	—	29	(29)	—	—
	—	1,668	(1,668)	—	—
Restricted Fixed Asset Fund					
Assets Inherited on Conversion	33,741	—	(706)	—	33,035
DfE capital grants	1,184	154	(25)	(50)	1,263
Capital expenditure from GAG	321	—	(7)	—	314
S106 Funding	674	—	(14)	(91)	569
	35,920	154	(752)	(141)	35,181
Total Restricted Funds	34,945	14,787	(15,444)	893	35,181
Total Funds	35,740	15,468	(16,306)	999	35,901

Comparative Statement of Funds 2023 – 2024

	2023	2024	2024	2024	2024
	<i>Brought Forward</i> £000	<i>Income</i> £000	<i>Expenditure</i> £000	<i>Gains/ (Losses) & Transfers</i> £000	<i>Carried Forward</i> £000
Unrestricted Funds					
General Fund	1,516	825	—	(1,546)	765
School Funds	42	—	—	(42)	—
Total unrestricted funds	1,558	825	—	(1,588)	795
Restricted Funds					
<i>Restricted Donations</i>					
General Annual Grant (GAG)	—	11,149	(12,737)	1,588	—
UIFSM	—	368	(368)	—	—
Teachers Pay Additional Grant	—	196	(196)	—	—
Teachers' Pension Employers	—	95	(95)	—	—
Contribution Grant	—	187	(187)	—	—
PE And Sports Grant	—	642	(642)	—	—
Pupil Premium	—	682	(682)	—	—
Other grants	—	—	—	—	—
Pension Reserve	(1,736)	—	(142)	903	(975)
	(1,736)	13,319	(15,049)	2,491	(975)
Other restricted grants					
Local authority grants	—	1,244	(1,244)	—	—
Other restricted grants	—	52	(52)	—	—
	—	1,296	(1,296)	—	—
Restricted Fixed Asset Fund					
Assets Inherited on Conversion	36,033	6,699	(4,830)	—	37,901
Transfer out of the Trust - Wyke	—	—	(4,160)	—	(4,160)
DfE capital grants	1,518	220	(554)	—	1,184
Capital expenditure from GAG	321	—	—	—	321
S106 Funding	674	—	—	—	674
	38,545	6,919	(9,544)	—	35,920
Total Restricted Funds	36,810	21,534	(25,889)	2,491	34,945
Total Funds	38,367	22,359	(25,889)	903	35,740

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 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 2025.

Other Restricted Funds relates to funding provided for specific areas of the Trust's activities including capital funding, pupil premium, local authority grants, start-up 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 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 was fully utilised in the year. The transfer out of this fund represents amounts spent in prior year which were initially included as income into the fixed asset fund, however on review of the use of the fund, the Academy Trust determined that the expenditure was revenue in nature and therefore this expenditure was met by the general fund in prior years.

Analysis of Academies by Fund Balance

The Trust Board has decided that all reserves that are held in the central services 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 and educational support staff		Educational supplies 2025 £000	Other costs (excluding depreciation) 2025 £000	Total 2025 £000	Total 2024 £000
	2025	staff costs				
	£000	£000				
Cross farm	339	216	22	63	640	741
Mytchett	647	354	52	93	1,146	1,195
Sandringham	577	325	37	116	1,055	982
The Grove	1,234	733	63	181	2,211	2,114
Lakeside	1,130	520	65	161	1,876	1,843
Holly Lodge	1,130	581	63	207	1,981	1,768
Wyke	—	—	—	—	—	915
Hale	837	567	82	159	1,645	1,774
The Ferns	468	215	21	62	766	919
Folly Hill	289	115	19	57	480	545
Central services	1,124	862	4	1,764	3,754	3,551
	<u>7,775</u>	<u>4,488</u>	<u>428</u>	<u>2,863</u>	<u>15,554</u>	<u>16,347</u>

18. Analysis of Net Assets between Funds

	Unrestricted Funds 2025 £000	Restricted Funds 2025 £000	Restricted Fixed Asset Fund 2025 £000	Total Funds 2025 £000	Total Funds 2024 £000
Tangible Fixed Assets	—	—	35,181	35,181	35,821
Current Assets	1,880	—	—	1,880	2,715
Creditors Due within One Year	(1,160)	—	—	(1,160)	(1,821)
Provisions for Liabilities & Charges	—	—	—	—	(975)
Total Net Assets between Funds	720	—	35,181	35,901	35,740

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

	2025 £000	2024 £000
Net expenditure for the Year (as per Statement of Financial Activities)	(838)	(3,530)
Adjustment for:		
Transfer of school from Trust	—	4,201
Donated assets	—	(6,699)
Depreciation, amortisation and losses on disposal	752	5,383
Interest receivable	(47)	(58)
Increase in Debtors	(13)	(208)
(Decrease) increase in Creditors	(661)	533
Capital Grants from DfE & Other Capital Income	(154)	(220)
Defined benefit pension scheme cost less contributions	(24)	10
Defined benefit pension scheme finance cost	48	91
Net Cash used in Operating Activities	(937)	(497)

20. Analysis of Cash and Cash Equivalents

	2025 £000	2023 £000
Cash in Hand	1,016	1,419
Total	1,016	1,419

21. Analysis of Changes in Net Debt

	At 1 September 2024 £000	Cash flows £000	Other non- cash changes £000	At 31 August 2025 £000
Cash and cash equivalents	1,419	(403)	—	1,016
Total	1,419	(403)	—	1,016

22. Transfer on academies leaving the Trust

The Wyke Primary School was transferred out of the Trust in the prior financial year. The below table detail the net assets transferred from the Kite Academy Trust for £NIL consideration.

	Unrestricted funds £000	Restricted funds £000	Restricted Fixed asset fund £000	Total 2024 £000
Tangible fixed assets				
Leasehold Land and Buildings	—	—	4,160	4,160
LGPS pension deficit	—	41	—	41
Total	—	41	4,160	4,201

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.

Prior to 31 August 2023, the latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2022. A further valuation of the TPS scheme, relating to the period ended 31 March 2020 was published in October 2023.

Contributions amounting to £234,000 were payable to the schemes at 31 August 2025 (2024: £237,000) 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 actuarial valuation of the TPS which applied during the year was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to the TPS in the period amounted to £1,492,000 (2024: £1,431,000).

Under the definitions set out in FRS102, the TPS is an unfunded multi-employer pension scheme. The academy trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the academy trust has taken advantage of the exemption in FRS102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above, the information available on the scheme.

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 2025 was £906,000 (2024: £958,000), of which employer's contributions totalled £705,000 (2024: £745,000) and employees' contributions totalled £201,000 (2024: £213,000).

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 2025 %	Surrey 2024 %	Hampshire 2025 %	Hampshire 2024 %
Discount Rate for Scheme Liabilities	6.1	5.0	6.1	5.0
Rate of Increase in Salaries	3.7	3.7	3.7	3.7
Rate of Increase for Pensions in Payment/Inflation	2.7	2.7	2.7	2.7
Inflation Assumption (CPI)	2.7	2.7	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 2025	Surrey 2024	Hampshire 2025	Hampshire 2024
Retiring Today:				
Males	22.0	19.3	22.3	22.0
Females	24.5	23.7	24.8	24.7
Retiring in 20 Years:				
Males	22.7	21.0	22.7	22.5
Females	25.9	26.0	25.7	25.6

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

Change in Assumptions at 31 August 2025	Approximate Increase to Defined Benefit Obligation (Surrey) %	Approximate Increase to Defined Benefit Obligation (Hampshire) %
0.1% decrease in Real Discount Rate	2	2
0.1% increase in Salary Increase Rate	0	0
0.1% increase in Pension Increase Rate	2	2
1 year increase in Life Expectancy	4	4

Change in Assumptions at 31 August 2024

	Approximate Increase to Defined Benefit Obligation (Surrey) %	Approximate Increase to Defined Benefit Obligation (Hampshire) %
0.1% decrease in Real Discount Rate	2	2
0.1% increase in Salary Increase Rate	0	0
0.1% increase in Pension Increase Rate	2	2
1 year increase in Life Expectancy	4	4

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

	Fair Value at 31 August 2025 (Surrey) £000	Fair Value at 31 August 2025 (Hampshire) £000	Fair Value at 31 August 2024 (Surrey) £000	Fair Value at 31 August 2024 (Hampshire) £000
Equities	9,323	267	7,777	235
Debt Instruments	1,740	168	1,471	158
Property	870	45	841	30
Cash	497	15	420	4
Total Market Value of Assets	12,431	495	10,510	428
Present value of scheme liabilities	(12,431)	(495)	(11,488)	(425)
Deficit in the scheme	—	—	(978)	3

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

	Surrey 2025 £000	Surrey 2024 £000	Hampshire 2025 £000	Hampshire 2024 £000
Current Service Cost	(623)	(717)	(38)	(38)
Interest Income	543	497	22	19
Interest cost	(591)	(587)	(22)	(20)
Effect of settlements	—	(41)	—	—
Total	(691)	(848)	(38)	(39)

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

	Surrey 2025 £000	Surrey 2024 £000	Hampshire 2025 £000	Hampshire 2024 £000
Opening Defined Benefit Obligation	11,488	11,049	425	360
Effect of settlement	—	(833)	—	—
Current Service Cost	643	717	38	38
Interest Cost	591	587	22	20
Contributions by Employees	190	201	11	12
Actuarial (gain) loss	(340)	(65)	1	(3)
Benefits Paid	(141)	(168)	(2)	(2)
	12,431	11,488	495	425

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

	Surrey 2025 £000	Surrey 2024 £000	Hampshire 2025 £000	Hampshire 2024 £000
Opening Fair Value of Scheme Assets	10,510	9,325	428	348
Effect of settlements	—	(874)	—	—
Interest income	543	497	22	19
Return on Plan Assets	650	819	—	16
Employer Contributions	669	710	36	35
Employee Contributions	190	201	11	12
Benefits Paid	(141)	(168)	(2)	(2)
	<u>12,431</u>	<u>10,510</u>	<u>495</u>	<u>428</u>

24. Operating Lease Commitments

At 31 August 2025, the total of The Kite Academy Trust's future minimum lease payment under non-cancellable operating leases was:

	2025 £000	2024 £000
Amounts Payable:		
Within 1 Year	16	16
Between 2 and 5 Years	3	19
Total	19	35

25. Capital Commitments

At year end, there were no capital commitments (2024: £Nil).

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 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 cease 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.

E. Young, daughter of S. Young (a Governor at The Grove Primary Academy), is employed by the academy trust as a teacher. E. Young's appointment predates the appointment of S. Young as a Governor. E. Young is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a Governor.

D. Roberts, wife of C. Roberts (a Governor at The Grove Primary Academy), is employed by the academy trust as a learning support assistant. D. Roberts' appointment predates the appointment of C. Roberts as a Governor. D. Roberts 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 at Hale Nursery & Primary Academy and The Ferns Primary Academy), is employed by the academy trust as a teacher. K. Ayre's appointment predates the appointment of I. Ayre as a Governor. 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.

B. Brown, sister-in-law of M. Lyons (a Governor at Holly Lodge Primary Academy), is employed by the academy trust as a learning support assistant. B. Brown's appointment predates the appointment of M. Lyons as a Governor. B. Brown 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. Cull, sister-in-law of E. Braun (a Governor at Mytchett Primary & Nursery Academy), is employed by the academy trust as a learning support assistant. K. Cull's appointment predates the appointment of E. Braun as a Governor. K. Cull is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a Governor.

D. Collins, wife of G. Collins (a Governor at Sandringham Infant & Nursery Academy), is employed by the academy trust as a learning support assistant. D. Collins' appointment predates the appointment of G. Collins as a Governor. D. Collins 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.

28. Statement of Financial Activities incorporating Income and Expenditure Account
 (for the year ended 31 August 2024)

		Unrestricted Funds 2024	Restricted Funds 2024	Restricted Fixed Asset Fund 2024	Total Funds 2024	Total Funds 2023
	Note	£000	£000	£000	£000	£000
Income from:						
Donations & Capital Grants:	2	85	—	6,919	7,004	612
<i>Funding for the academy trust's educational operations</i>						
Other Trading Activities	3	—	14,615	—	14,615	14,002
<i>Investments</i>	4	682	—	—	682	676
		58	—	—	58	13
Total Income		825	14,615	6,919	22,359	15,303
Expenditure on:						
Charitable Activities	6,7,17	—	16,304	5,384	21,688	26,851
<i>Transfer on academies leaving the Trust</i>	22	—	41	4,160	4,201	—
		—	—	—	9,544	25,889
Total Expenditure		—	16,345	9,544	25,889	26,851
Net (expenditures) income before Transfers		825	(1,730)	(2,625)	(3,530)	(11,548)
Transfers between Funds	17	(1,588)	1,588	—	—	—
Net expenditure before other recognised gains		(763)	(142)	(2,625)	(3,530)	(11,548)
Actuarial Gains on Defined Benefit Pension Schemes	23	—	903	—	903	1,612
Net Movement in Funds		(763)	761	(2,625)	(2,627)	(9,936)
Reconciliation of Funds:						
Total Funds Brought Forward		1,558	(1,736)	38,545	38,367	48,303
Total Funds Carried Forward		795	(975)	35,920	35,740	38,367