

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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**THE BLUE KITE ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	H Brown P Miller N Tucker R Soare (resigned 12 January 2023) P Hemmings L Brierley (appointed 1 September 2023)
<b>Trustees</b>	G Evans, Chief Executive Officer <sup>1,2,3,4,5</sup> P Miller, Chair/ Chair of Education Standards and Strategy <sup>3,4,5</sup> C Harris, Vice Chair/ Chair of Risk, Audit, Health and Safety and Premises <sup>2,4,5</sup> P Himple, Chair of People and Culture <sup>1,4,5</sup> A Hunt <sup>2,3</sup> N Uzzell <sup>2</sup> A Miller, Chair of Finance <sup>1,4,5</sup> S Tomkins <sup>1,2</sup> S Bishop <sup>1,3</sup> J Randell-Sly (appointed 1 September 2022) <sup>3</sup> R Munir (appointed 18 October 2022) <sup>1</sup>  <sup>1</sup> Finance Committee <sup>2</sup> Risk, Audit, Health and Safety and Premises Committee <sup>3</sup> Education Standards Committee <sup>4</sup> People and Culture Committee <sup>5</sup> Trust Growth Working Party Committee
<b>Company registered number</b>	09889819
<b>Company name</b>	The Blue Kite Academy Trust
<b>Principal and registered office</b>	Ferndale Primary And Nursery School Wiltshire Avenue Swindon Wiltshire SN2 1NX
<b>Company secretary</b>	A Richardson
<b>Chief executive officer</b>	G Evans
<b>Senior management team</b>	G Evans, Chief Executive Officer R Buckley, Deputy Chief Executive Officer S Edge, Director of Finance and Operations & CFO (appointed 6 February 2023) J Toogood, Chief Finance Officer (resigned 5 February 2023)
<b>Independent auditors</b>	Bishop Fleming Bath Limited Chartered Accountants Statutory Auditors 10 Temple Back Bristol BS1 6FL

**THE BLUE KITE ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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<b>Bankers</b>	Lloyds Bank plc 5 High Street Swindon SN1 3EN
<b>Solicitors</b>	Browne Jacobson Mobray House Castle Meadow Road Nottingham NG2 1BJ

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year 1st September 2022 and ended 31 August 2023. The annual report serves the purpose of both a Trustees' report, and a Directors' report and strategic report under company law.

The Trust operates nine primary, one junior and one infant academies in Swindon. This includes two new free schools which opened in September 2019 and one additional primary school that joined the Academy Trust during the year. Its academies have a combined pupil capacity of 4,185 and had a roll of 3,872 in the school census on October 2023.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Academy Trust incorporated on 26 November 2015, is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust.

The Trustees of The Blue Kite Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company operates as The Blue Kite Academy Trust.

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

**Members' liability**

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

**Trade union facility time**

In line with the Trade Union (Facility Time Publication Requirements) Regulations 2017, the Academy Trust's analysis is as follows:

**Relevant union officials**

<i>Number of employees who were union officials during the relevant period</i>	<i>Full-time equivalent employee numbers</i>
1	1

**Percentage of time spent on facility time**

<i>Percentage of time</i>	<i>Number of employees</i>
0%	0
1-50%	1
51%-99%	0
100%	0

This role is completed mostly in their own time and the Trust has incurred a negligible cost in relation to this.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defense 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.

**Method of recruitment and appointment or election of Trustees**

The Academy Trust shall have the following Trustees as set out in its Articles of Association and Funding Agreement:

- The number of Trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.
- Members may appoint by ordinary resolution up to ten Trustees which shall include the Chief Executive Officer.
- Trustees may appoint Co-opted Trustees. A 'Co-opted Trustee' means a person who is appointed to be a Trustee by being Co-opted by Trustees who have not themselves been so appointed.
- The total number of Trustees including the Chief Executive Officer if they so choose to act as Trustee who are employees of the Academy Trust shall not exceed one third of the total number of Trustees.
- A minimum of two Parent Trustees should be appointed in the event that no Local Governing Bodies are established or if no provision is made for at least two Parent Local Governors on each established Local Governing Body.

Trustees are appointed for a four-year period. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

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

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

The Academy Trust has a Trustee Recruitment, Induction and Training policy available from the Head of Governance.

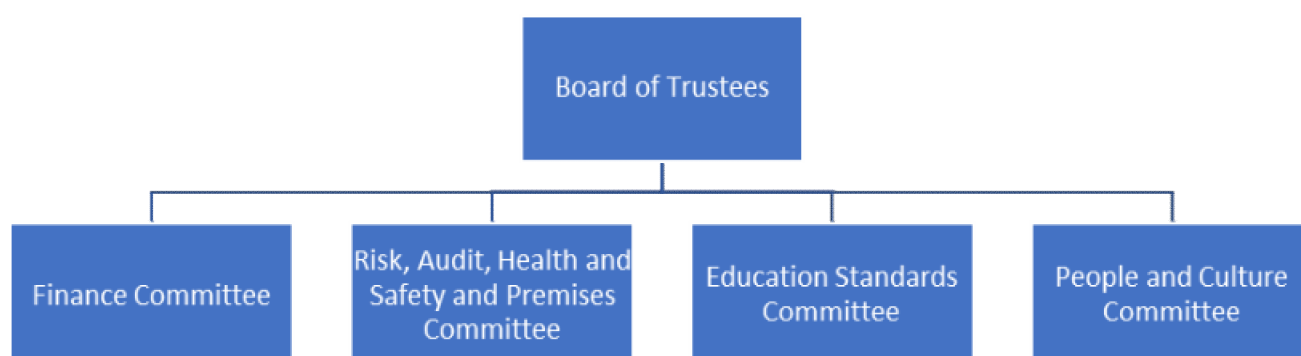
The training and induction provided for new Trustees will depend upon their existing experience but would always include a tour of the Trust and a chance to meet staff and pupils. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Trustees. All Trustees will have to meet the Trust's safeguarding standards. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual.

TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023

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### Organisational Structure

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



There are four Committees:

**Finance Committee** - this meets at least three times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, compliance with reporting and regulatory requirements and reporting, receiving reports from the Chief Financial Officer/internal audit and drafting the annual budget including setting staffing levels.

**Education Standards and Strategy Committee** - this meets up to six times a year to monitor, evaluate and review Trust policy, practice and performance in relation to curriculum planning, communications, target setting and assessment, examinations and all pastoral issues.

**Risk, Audit, Health and Safety and Premises Committee** - meets three times a year to monitor, evaluate and review policy and performance in relation to the effectiveness of the Trust's systems of internal control and its arrangement for risk management. It will assist in developing the audit strategy in growing the MAT and balancing the growth of the Academy Trust against the level of risk. It also incorporates the role of an audit committee.

**People and Culture Committee** - meets three times a year to monitor, evaluate and review policy and performance in relation to the HR function of the Trust. This includes pay, appraisals, equalities and staff wellbeing.

The following decisions are reserved to the Board of Trustees: to consider any proposals for changes to the status or constitution of the Trust and its committee structure, to appoint or remove the Chair and/or Vice Chair, to appoint the CEO and Governance Professional, to approve the annual development plan and budget.

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

The Trustees have devolved responsibility for day-to-day management of the Academy Trust to the CEO and the Trust Leadership team. Each individual academy is led by a Headteacher supported by their Leadership team and a Local Governing Body. The Headteacher, along with the Senior Leadership Team implement the policies laid down by the CEO and Trustees and report back to them on performance.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Senior Trust Leadership Team consists of the Chief Executive Officer (CEO), Deputy CEO and Director of Finance and Operations (holds office of Chief Financial Officer CFO). The Chief Executive Officer is the Accounting Officer.

The Academy Trust comprises nine primary schools, one infant school and one junior school: Abbey Meads Community Primary School, Badbury Park Primary School, Brook Field Primary School, Catherine Wayte Primary School, Ferndale Primary and Nursery School, Greenmeadow Primary School, Lethbridge Primary School, Robert Le Kyng Primary School, William Morris Primary School, Colebrook Infant School and Ruskin Junior School. Each school has its own Local Governing Body responsible for day-to-day operations and management of the school's budget. The Trust Board comprises of Trustees who have been appointed on a skills basis, some have been local governors in our schools.

**Arrangements for setting pay and remuneration of key management personnel**

The remuneration of the Senior Leadership Team of the Academy Trust, and the Senior Leadership in each academy is reviewed annually. These are considered on an individual basis considering performance, relevant benchmarking, current responsibilities, and parity across the Trust.

Details of Trustees' expenses and related party transactions if any, are disclosed in the notes to the accounts. The Trustees benchmark against pay levels in other academies of a similar size. Details of Trustees' expenses and related party transactions are disclosed in the notes to the accounts.

**Related Parties and other Connected Charities and Organisations**

There are no related parties which either control or significantly influence the decisions and operations of The Blue Kite Academy Trust. There are no sponsors associated with the Trust.

**Engagement with employees (including disabled persons)**

The Trust engages with its employees through many means and methods, including:

- Consulting with employees on key matters, including engaging the relevant union officials
- Consistent policies and guidance to support key messaging
- Regular news provided to staff via termly updates and newsletters
- Schools in the Trust have a strong collaborative ethos with fortnightly meetings with headteachers
- Communication and key updates are distributed via headteachers to all staff in schools to ensure consistent messages

**Trade Union recognition**

We have established a trade union recognition agreement and in the Joint Consultative Committee (JNC) we meet with recognised unions to discuss current issues and discuss how the Academy Trust is looking to develop and grow and how we are supporting staff and schools.

**Development of HR policies and procedures**

We have developed HR policies to reflect current employment law, safeguarding practice and equalities legislation. The Trust recognises its responsibilities under the Equalities Act 2021 and our policies reflect these requirements. HR policies are subject to union consultation and feedback. This is a rolling programme and policies and guidance are reviewed periodically. These are shared and signed off by the Trust's People and Culture Committee.

**Introduction of HR software**

We are implementing Every HR software across the Academy Trust. This will give staff access to a portal where they can view their contracts and pay information. Schools will be able to run the workforce census, follow safer recruitment procedures, and maintain their single central record on the system.



**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Support to disabled employees:**

The Trust seeks to make reasonable adjustments to support recruitment from disabled groups and is helped to identify adjustments through pre-employment medical questionnaires and through the job application process.

Lifts, ramps, and disabled toilets are installed and door widths are adequate to enable wheelchair access to all the main areas within the Academy Trust, however some sites contain listed buildings so appropriate adaptations are made. The Academy Trust also makes support resources available, plus training and career development wherever possible.

Through staff absence procedures the HR team support schools to ensure all reasonable adjustments are offered and monitored.

Staff mental wellbeing is also an important area of focus for the Trust, with a wellbeing survey of all staff completed each year and free access to a confidential wellbeing counselling service for all staff. This is provided by the Schools Advisory Service and is promoted widely to all staff. The Trust has written a wellbeing and mental health policy to demonstrate its commitment to positively supporting wellbeing and mental health. The majority of schools have a mental health first aider in place and there is a termly network meeting to discuss initiatives to manage staff wellbeing.

**OBJECTIVES AND ACTIVITIES**

The principal object and activity of the Academy Trust is to advance for the public benefit education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing schools, offering a broad range of curriculum for pupils of different abilities. At The Blue Kite Academy Trust, we aim to get the best for, and from, each child. We intend to enable each child to realise his or her full academic, creative, and physical potential and to develop positive social and moral values. The Academy Trust is a community in which children, staff and parents should be part of a happy and caring environment.

The aims of the Academy Trust during the year ended 31 August 2023 are summarised below:

The Blue Kite Academy Trust aims to be a leading Trust in the region. We will need to be big enough to be financially strong and be able to offer a range of high-quality services, but not so big that we are unable to know our schools well. We will be of a size that we can develop a strong, cohesive culture and a sense of teamwork and family. To achieve this, we will foster a culture of quality and excellence amongst our schools, underpinned by robust evidence-based systems of quality assurance and a progressive programme of professional development, whilst retaining the unique ethos of individual schools.

Our Trust is a community in which children, staff and parents should be part of a happy and caring environment.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Objectives, Strategies and Activities**

Key priorities for the year are contained in our Trust Development Plan which is available from the Trust Office. Improvement focuses identified for this year include:

- Review our summative data entry and analysis system.
- Explore cutting-edge tools and technology to enhance teaching and learning and improve wellbeing.
- Develop a Trust-wide attendance strategy.
- Engage in the preopening sequence for Lotmead Free school.
- Develop the Trust portal until it goes live across all our schools, ensuring it becomes the single point of access for Trust information.
- Further strengthen our CPD offer and golden thread
- Preparing schools within the inspection window for successful outcomes.
- Create a Trust Pupil Parliament to give children a voice
- Further develop wider opportunities for children to enrich their personal development which extends beyond the core curriculum.
- Improve the Trust's marketing strategy and using social media to raise our profile both locally and nationally.
- Develop an IT strategy and increase capacity to manage Trust wide issues
- Improve procurement practice
- Further develop the Trust's Health and Safety model
- Develop a sustainability strategy

**Public Benefit**

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

The Trust aims to advance for the public benefit, education in Swindon and the surrounding area.

**STRATEGIC REPORT**

The Trust remains popular and continues to build on its reputation in the local area. Two schools are joining us on 1st November with the due diligence and convergence work for a third to join later in the year. This would take our current number of schools to fourteen. The Trust are proud to secure a Free School in the Wave 15 competition. Only three schools were awarded throughout the South West. Lotmead Primary is due to open in September 2025.

Our quality assurance system of school visits has restarted, with a new system in place that has been refined over time. Our schools now receive Autumn and Spring visits from the Trust where we discuss any issues the schools have, the well-being of staff and how well the school is working towards its development plan objectives.

Our successful Blue Kite Brick network groups have run throughout the year with a focus on curriculum development. Stakeholder feedback on the events organised by the Trust for our pupils and families has been incredibly positive with a strong request for more this year. We have increased the number and range of our networking groups as well as the opportunities we are developing for pupils. During last year our charity work took centre stage as we raised money for schools in Gambia. In total £6,000 of donations were collected from across our schools.

Inspire, our professional development arm has grown further this year. We have been delivering two new National Professional Qualification (NPQs) in Early Years and Leading Literacy. They have been very well attended with high engagement. We now work with schools across the country. This is a very exciting time for

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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us as we put plans in place to ensure that the staff in the Trust, as well as schools across England are able to benefit from the training we provide. The number of NPQs we offer is increasing this year.

Early intervention for pupils and families is a key part of the work we do. The Lighthouse Team expanded even further this year as we were able to employ our own Education Welfare Officer. Adding this element to our provision creates an all-round approach to identify needs and address them in a meaningful way, as quickly as possible.

**Achievements and Performance**

**KS1**

We are above national in all subjects and there is an upward trend showing an improvement in outcomes at KS1. National averages for KS1 are not yet available. The Trust has used the Fisher Family Trust (FFT) for averages at expected.

KS1	EXP		GDS	
Subject	TRUST	NATIONAL	TRUST	NATIONAL
READING	77%	69%	26%	Not Available
WRITING	70%	61%	15%	Not Available
MATHS	80%	72%	20%	Not Available

**Phonics**

Results in general continue to improve and are more in line with pre-pandemic outcomes. Brook Field, Lethbridge and Ferndale have had particularly strong results at Y1.

**Early Years**

The Trust is above national averages for Good Level of Development.

Subject	TRUST	NATIONAL
Y1 PHONICS	81%	81%
GLD	70%	65%

**Key Stage 2**

- The Trust is consistently above national in every subject at expected. This cohort had their KS1 prior to lockdown. The pandemic took place throughout their KS2 journey.
- Reading has dropped compared to last year but is still significantly above the national average. We are significantly above at Greater Depth.
- In Writing, the Trust is above national but it's our lowest performing subject. In the school development plans priority is being given to the fundamentals such as spelling and handwriting and stamina. Greater Depth is slightly above national although much lower when compared to other subjects, this is also reflected nationally.
- Maths is significantly above national at both expected and greater depth.
- GPS is significantly above national at both Expected and greater depth. However, as with Writing, there is a decrease from last year.
- RWM combined is significantly above national.
- Average scaled scores are above national in all subjects.

**Attendance**

- Overall attendance across the Trust is good or better in all year groups.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**Key Performance Indicators**

<i>Key Performance Indicators</i>	<i>Status</i>
The quality of education in all Trust schools is at least Good and on an upward trajectory. Where schools join us in a category, then the quality of education is improving rapidly.	The Quality of Education is judged by Ofsted to be Good in all schools. In the last academic year, 3 of our schools have received inspections: Ruskin moved from Requires Improvement to Good Abbey Meads moved from Good to Good with Outstanding features Lethbridge remained Good through an ungraded inspection. The school and the Trust self-evaluate as Outstanding which was recognised by Ofsted.
The Trust ensures that all children have access to an engaging, creative, ambitious curriculum that meets the needs of all learners and prepares them for the next stage of their education.	Curriculum Bricks have been expanded this year to include every subject. They often have a direct focus from the Trust to create opportunities for pupils as well as staff skills development. The Bricks allow us to share good practice and align standards and expectations across our schools. Some Bricks are linked to Trust outcomes for pupils and address any identified areas of development. Other Bricks focus on developing cultural capital and wider curriculum opportunities for children, including those who come from a disadvantaged background or are academically more able. Several groups were designed to build community cohesion.
The Trust will know its schools well, both quantitatively and qualitatively and responds quickly and appropriately to changing needs.	The Trust has a detailed and comprehensive assessment system which runs from the classroom, to school level and up to the Trust. This allows us to have detailed knowledge of where every pupil and school is and map trends across the Trust. We have a new management system for SDP and SEFs which allows us to centrally manage this reporting system and see where each school's priorities lie. This also helps us decide Trust priorities for the coming year. Our Quality Assurance Visits have taken place in addition to Autumn and Spring visits to every school where we discuss well-being of staff, outcomes, areas of development and other issues concerning the school.
Leadership and Management is judged at least as Good in all Trust schools. The Trust itself, is well led and managed at every level.	Leadership and Management is now graded as Good by Ofsted in all Trust schools. Toolkits have been developed to support leaders in ensuring their schools meet standards in key areas such as safeguarding and SEND. These help the Trust maintain high standards and expectations in these areas.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

<i>Key Performance indicators</i>	<i>Status</i>
Trustees and Governors work within one governance structure and are clear about their roles. They effectively support leadership teams to strategically lead their schools and are able review their school / Trust's performance as well as their own.	Governance is graded as Good in all Trust schools. The Trust's Head of Governance ensures effective communication and training for Trustees and LGBs as well as ensuring correct policies and procedures are in place or being developed. COGS document and principles is helping to bring coherence to the 'One Governance' structure. A cohesive training programme for Governors and Trustees is in place and is delivered throughout the year to support them in their roles.
The welfare and wellbeing of all pupils is paramount and safeguarding procedures are robust to help keep our pupils safe.	All Trust schools are judged as Good for Safeguarding. The Trust has a relentless and robust approach to Safeguarding. Supported by our Lighthouse Team which includes, our Educational Psychologist and experts in Early Help and a range of therapeutic programmes. All Trust schools receive annual external audits. A new Education Welfare Officer (EWO) has been employed to create an attendance strategy for the Trust. A Behaviour and Safety Board has been established to more closely monitor safeguarding practices and procedures. Termly safeguarding reports are received from all schools and a risk dashboard has been created to monitor and allow the Trust to act proactively. Due to challenges with the local delivery of safeguarding, the Trust has arranged for its own link social worker and has developed an enhanced escalation policy.
The welfare and wellbeing of all staff is a high priority. The Trust has clear plans for staff development, matching their needs to appropriate training and to ensure we are an employer of choice.	We are now active delivery partners for the Teaching School Hub and Ambition Institute. Through these we are delivering training for the Early Career Framework and National Professional Qualifications. This is in addition to our partnership with North Wilts SCITT, through which we deliver our initial teacher training. Further CPD for teaching and support staff is also delivered through our Inspire training programme.
The Trust ensures that the behaviour and personal development of pupils in our schools is at least good. Behaviour promotes learning and pupils have a rounded education, fit for the 21 <sup>st</sup> Century.	Personal Development and Behaviour and Attitudes are now judged Good in all of our schools. The Behaviour and Safety Board, regularly reviews any issues or trend in behaviour.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

The Blue Kite Academy Trust uses several benchmarks to evaluate financial performance. The main focus is:

- the level of reserves held by each school and the Trust as at the balance sheet date;
- pupil numbers continuing to grow or remain constant;
- the level of spend against the General Annual Grant (GAG) ensuring that each school and the central services do not exceed spend beyond its means; and
- maximising potential income from trading activities.

As funding is based on pupil numbers, this is also a key performance indicator (KPI). Pupil numbers for 2022/23 were 3,872 including 422 arriving from Robert Le Kyng Primary School during the financial year. The Trust's pupil numbers will grow again during 2023/24 as two local primary schools are confirmed as joining the Trust in the autumn.

The Trust uses a number of key benchmarks using data provided by the DfE in View my Financial Insights to support Integrated Curriculum Financial Planning, evaluate performance and drive budgetary control. These include total income and GAG income per pupil, staff costs per pupil, education and total costs per pupil. The Trust reviews pupil teacher ratios, income ratios, staff cost ratios and non-salary spend ratios.

	<b>The Blue Kite Academy Trust</b>	<b>National Benchmark Average (KR)</b>
Income per pupil	£5,872	£6,625
GAG Income per pupil	£4,510	£4,997
Staff Costs per pupil	£4,507	£5,185
Total costs per pupil	£5,714	£7,067
GAG % of Income	76.32%	76.00%
Staff costs % of total costs	78.87%	74.00%
Premises costs % of total costs	4.74%	5.05%
Education resources % of total costs	3.69%	Not available
In year Surplus/(deficit) % of income (excl. capital)	(1.61%)	1.40%

The Trust continued to perform well financially in 2022/23, despite ongoing challenges facing education providers including increasing salary costs and general inflation increases. These increases were only partially funded through the Schools Supplementary grant and Mainstream Schools Additional Grant. The addition of a local maintained primary school during the year has had a positive impact on the Trust results.

We continue to maintain a healthy reserve position but face additional financial challenges due to predicted falling pupil numbers across Swindon and the diminishing financial support associated with opening new schools as they become more established. The two new and growing schools are expected to have all year groups open in September 2025. Pupils increased in other year groups throughout these schools in addition to opening new year groups. We continue to closely monitor their pupil numbers and funding with the ESFA.

**Capital Investment**

We have spent £1.2m on premises improvement

**Staff Increase**

65+ FTE Teaching Staff  
85+ FTE Support Staff

**Reserves**

In 2022/23 we added £4,575,765 to our reserves, this included £4,728,576 from funds on conversion or transferred in from an existing academy trust and £Nil in actuarial gains/losses on defined benefit pension schemes.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Plans for Future Periods**

The Blue Kite Academy Trust continues to strive to provide outstanding education and improve the levels of performance of its pupils at all levels. The Academy will continue to aim to attract high quality teachers and support staff in order to deliver its objectives.

The Trust will continue to work with partner schools to improve the educational opportunities for pupils in the wider community.

Due to recent growth the Trust qualified for Schools Condition Allocation funding from April 2023. This funding will facilitate the cost of improvements to our buildings and grounds providing our pupils and staff with safe and well maintained learning environments. Initial investment will prioritise poor building condition and compliance, health & safety issues, accessibility and energy efficiency. Future allocations of funding will be informed by the Trust's Capital Asset Management Plan and property condition surveys to ensure the greatest needs are prioritised and in line with the Trust's estate vision supporting our educational strategy.

**Going Concern**

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the Going Concern basis can be found in the Going Concern policy.

**Financial Review**

Most of the Academy Trust's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2023 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

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

During the year ended 31 August 2023, the Academy received total income of £27,522,516 and incurred total expenditure of £23,363,751. The excess of income over expenditure for the year was £4,158,765.

At 31 August 2023 the net book value of fixed assets was £48,527,167 and movements in tangible fixed assets are shown in note 16 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy Trust.

The land, buildings and other assets were transferred to the Academy Trust upon conversion. Land and buildings have been included in the financial statements at a best estimate, taking into account purchase price and remaining useful lives.

The balance of Robert Le Kyng Primary School's free reserves of £238,891 were transferred across on conversion and are shown as Unrestricted & Restricted Funds.

The Academy Trust has taken on the deficits in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activity with details in notes 28 and 33 to the financial statements. There has been a tri-annual review of the Trust's contribution for its schools, it is now 24.9%.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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Key financial policies adopted or reviewed during the year include the Finance Policy which lays out the framework for financial management, including financial responsibilities of the Board, Headteachers, managers, budget holders and other staff, as well as delegated authority for spending. Other policies reviewed and updated included Bad Debt, Charging and Remissions, Budgetary Planning and Control, Asset Write-off and Disposal, Investments and Gifts and Hospitality.

**Reserves Policy**

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

Trustees aim to maintain reserves at a level that will cover one month's salary commitments being £1,530,000.

The Trust is aware that it is likely to need additional reserves to cover increasing cost challenges due to higher than expected staff pay awards and general inflation. Free reserves at 31 August 2023 are £2,096,109. The Trustees keep the level of free reserves under active review given the Trust's plans for growth and development.

At the end of the last financial year 2021/22 total reserves of the Trust amounted to £46,625,212, £44,486,350 of this is invested in fixed assets or represents non-GAG restricted funds. The remaining £2,141,862 representing £2,141,862 unrestricted funds and £Nil unspent GAG.

Total reserves of the Trust for 2022/23 amounted to £51,200,977, £49,104,868 of this is invested in fixed assets or represents non-GAG restricted funds. The remaining £2,224,390 (representing £1,860,836 unrestricted funds and £235,273 unspent GAG) is the balance that the Trustees monitor in accordance with the Board's reserves policy.

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

**Investment Policy**

All funds surplus to immediate requirements are invested to optimal effect.

Due to the nature and timing of receipt of funding, the Trust may at times hold cash balances surplus to its short-term requirements. The Trustees have authorised the opening of an account with an investment platform to take advantage of higher interest rates. This account opened in September 2023 and the Trust is reviewing their investment options. No other form of investment is authorised.

Trustees are committed to ensuring that all funds under their control are managed in such a way as to maximise return whilst minimising risk. Any cash not required for operating expenses is placed on deposit at the most favourable rate available from providers covered by the Financial Services Compensation Scheme.

Day to day management of the surplus funds is delegated to the CEO and Director of Finance and Operations within guidelines approved by the Board of Trustees.



**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Principal Risks and Uncertainties**

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

The principal risks and uncertainties facing the Trust are regularly monitored by Trustees and the Executive Team and are as follows:

Financial - the Trust has considerable reliance on continued Government funding through the ESFA.

In the last year 93% of the Trust's recurring incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

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

Reputational - the continuing success of the Trust is dependent on continuing to attract pupil applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk, Trustees ensure that pupil success and achievement are closely monitored and reviewed through detailed reports and reports key risks to the Risk & Audit Committee.

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

Staffing - the success of the Trust is reliant upon the quality of its staff and so the Trustees monitor and review policies and procedures to support continued development and training of staff as well as ensuring there is clear succession planning and career development opportunities. There are difficulties in recruiting and retaining skilled staff in the current economic and political climate, however the Trust has a strong commitment to staff wellbeing with effective support measures in place to support our ambition of being an employer of choice.

Estates management – Trustees need to feel confident that all our school buildings are safe, secure and provide appropriate teaching environments for staff and pupils. The Trustees monitor and review relevant policies and procedures and receive regular reports to confirm compliance with health & safety law and regulations, statutory testing and inspecting and preventative maintenance plans. Detailed due diligence of land and buildings is undertaken for each school joining the Trust to fully understand any associated building safety or financial risk.

Fraud and cyber security - The Trust has a robust programme of internal scrutiny in place to test controls systems as required by the Academy Trust Handbook. All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area. Trust wide cyber security training is undertaken by all staff, Trustees and Governors and the Trust continually promotes awareness and a culture of anti-fraud. Cyber security has been a particular focus this year with the completion of a Trust wide cyber security audit. Trustees will monitor progress against identified actions.

Growth – Trustees and the Executive Team give careful consideration to growth to ensure that our plans remain meaningful and sustainable. Governance arrangements and the capacity within the Central Team are kept under review to ensure the continuing delivery of quality services to our existing schools and those joining the Trust. Staff structures are considered as part of this review when deciding the optimum timing for recruitment to sustain resources and financial stability. Regular reviews of local schools who are showing an interest in the Trust are undertaken as part of the Trust Risk Management Strategy and Risk Management Plan.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Trust has continued to strengthen its risk management and due diligence processes throughout the year. The Trust's programme of internal scrutiny is informed by the Risk Register and the Trust's business objectives, and considers a range of risks alongside the monitoring of financial risks. The Trustees and Executive Team keep the Risk Register under constant review and the Risk Register is updated on a regular basis to give due consideration to top risks and emerging risks.

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

Whilst most of our schools are usually over-subscribed, we are not complacent when considering risks to revenue funding from a falling roll. The predicted low birth rate over the next 5 to 10 years, the current planned reduction in the Government's overall education budget, changes in funding arrangements for High Needs and increasing employment and inflation mean that budgets will be increasingly tight in coming years.

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

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

**Fundraising**

The Board of Trustees recognises that the defined benefit pension scheme deficit (Local Government Pension Scheme), which is set out in note 28 to the financial statements, represents a significant potential liability. However, as the Trustees consider that the Academy is able to meet its known annual contribution commitments for the foreseeable future, this risk from this liability is minimised.

The Blue Kite Academy Trust aims to comply with the Guidelines and confirms its commitment to the principles set out in the Guidelines for Charitable Organisations on Fundraising from the Public for Charitable Organisations.

The Blue Kite Academy Trust's approach to fundraising is limited to requests for voluntary donations towards trips and events from stakeholders, made via newsletters or the school websites. The Trust does not work with any commercial or professional fundraisers and third-party fundraising is limited to the parent/teacher associations in individual schools, organising school fayres, discos and firework shows.

The Trust does not make intrusive or persistent approaches to anyone or apply undue pressure to donate. Any complaints regarding fundraising may be made via our complaints procedure and will be directed to the headteacher in the first instance.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Trustees Report**

The Trustees, in line with their duties under s172 of the Companies Act 2006, act individually and collectively in promoting the success of the Trust to achieve its educational purpose, and in doing so have regard, amongst other matters, to:

- The likely consequences of any decision in the long term;
- The interests of the Trust's employees;
- The impact of the Trust's operations on the community and the environment;
- The need to foster the Trust's business relationships with suppliers, customers, and others;
- The desirability of the Trust maintaining a reputation for high standards of business conduct; and
- The need to act fairly as between members of the Trust.

The Trustees' regard to these matters is embedded in their decision-making process, through the Trust's strategy, culture, governance framework, management information flows and stakeholder engagement processes.

In setting its strategy, the Board considers:

- School/pupils' information on progress and attainment;
- Financial performance & benchmarking;
- Feedback from a range of Self-evaluation tools;
- The risks identified in our RAG grid and risk register;
- Stakeholders' views; and
- External factors through a PEST analysis (political, economic, social and technological).

The Trust's strategy is focused on achieving its stated aims and stakeholder engagement is central to our ethos. We recognise that education has the power to change lives, communities and society for the better and that we can achieve more for our pupils, trainees, staff and communities by working together rather than alone.

The responsibility for children's educational development is a collaborative enterprise among parents, staff and community members. The Trustees believe that building a partnership with our key stakeholders has great potential to improve our schools and advance education for the benefit of all.

The Trust is committed to excellence and collaborative working. We believe in the value of our schools being geographically close enough to collaborate and we value diversity, as our schools serve different communities.

The Board promotes a culture of upholding the highest standards of business conduct and regulatory conduct. The Trustees ensure these core values are communicated to the Trust's employees and embedded in the Trust's policies and procedures, employee induction and training programmes and its risk control and oversight framework.

The Board regularly discusses issues concerning pupils, employees, suppliers, the community and environment, and regulators which it takes into account in its discussions and in its decision-making process.

In addition to this, the Board seeks to understand the interests and views of the Trust's stakeholders by engaging with them directly when appropriate.

This report gives an overview of the achievements of the schools within the Trust, together with looking forward to our plans for the future. We see ourselves as having an important role to play as part of the overall school system in the communities we serve - and outside of that, in particular in support to and learning from other Multi Academy Trusts.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The below summarises the key stakeholders, other than our staff which is reported earlier in this report, and how we engage with each:

**Parents & Pupils Engagement**

Our pupils are at the centre of our values, with our commitment to excellence and inclusion. Research unequivocally demonstrates that parental engagement is a powerful lever for raising achievement in schools and we believe that working in partnership with parents has the potential to increase attainment as well as the wellbeing, behaviour, and ambition for our children.

Our organisational model is decentralised to ensure our schools meet the educational needs of the communities they serve.

Through our schools, we engage with parents regularly in many ways:

- Parent meetings so that they know how children are doing in relation to the standards expected and what they need to do to improve;
- Curriculum evenings to help them understand what they are learning and how they can help them at home;
- Giving them the opportunity to provide feedback through surveys and forums is a powerful driver for self-improvement in our schools;
- Working collaboratively with the PTA inviting parents to events in the school;
- Developing stronger home-school links and in particular building relationships with harder to reach parents;
- Keeping them informed via newsletters;
- Welcoming parents in school and giving them the opportunity to meet leadership team; and taking part in their school governance as parent Governors.

Finally, all our schools remained open during the pandemic for the children of critical workers and for the vulnerable children. Supporting vulnerable families by providing technology to allow remote learning or by delivering free schools meals has been a key priority for the Trust throughout that period.

**Members/Trustees/Governors**

Our scheme of delegation is built on a network of Local Governing Bodies (LGBs) closer to their communities to challenge and support our schools.

We highly value the work our LGBs do and we support them with, among other things, governor and governance professional recruitment and training on a wide range of subjects. Over the last 18 months we have endeavoured to provide more opportunities for our LGBs to collaborate and exchange experience and knowledge as well as provide a wider range of training on topics such as SEND, Safeguarding, Finance, Health and Safety, use of data in schools.

Our Governors have access to a suite of documentation and policies via the Governor hub to support them in their role.

The Trust governance structure is described in detail in other sections of this report.

**Wider community and environment**

Our schools are a vital part of the communities in which they are located and we have a responsibility to understand the needs of the community our schools serve and work in partnership with them.

As the starting point for learning is a positive ethos and climate of respect and Trust based upon shared values across the school community.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

As part of our charitable purpose, our schools share their sports facilities with their communities.

We also have due regard to our schools' impact on the environment and, as shown in our Streamlined Energy and Carbon Report, are developing strategies to reduce our carbon footprint:

**Streamlined Energy and Carbon Reporting 2022/23**

**The Blue Kite Academy Trust**

**Energy Background**

For the purposes of the reporting period The Trust has 11 academies across its estate. All are serviced by gas fired boilers and electric is bought in. A couple of sites do generate small amounts of electricity from PV panels which feed the grid. Our 2 newer schools benefit from under floor heating and have Building Management tools to help monitor energy usage. Mileage claims are from Blue Kite staff only who are based at Ferndale and across the estate and the Trust has, for the purpose of the reporting period, two minibuses where the mileage is so low there is no impact on the reported figures. Across the Estate we have rolled out a programme of lighting refurbishment with five academies being completed this year. Alongside this we have replaced several areas of windows and doors and replaced boilers and heating emitters in several schools.

This methodology follows the [GHG Reporting Protocol](#) and uses the 2023 [Government emission conversion factors for greenhouse gas company reporting](#).

Energy Source	Consumption	Scope	Emissions calculation
<b>Gas</b> – total kWh (kilowatt-hours) used for the year	2,070,041 kWh (gross CV (calorific value))	Scope 1	2,070,041 kWh * 0.18256 (2023 fuels, natural gas conversion factor gross CV to kg CO <sub>2</sub> e) = 377,906 kgCO <sub>2</sub> e <b>= 377.906 tCO<sub>2</sub>e</b>
<b>Electricity</b> – total kWh used for the year	797,200 kWh	Scope 2	797,200 kWh * 0.207074 (2023 UK electricity conversion factor to kgCO <sub>2</sub> e) = 165,079 kgCO <sub>2</sub> e <b>= 165.079 tCO<sub>2</sub>e</b>

**Disclosure of Information**

<b>Reimbursed Transport</b> – total mileage reimbursed from staff claims = 3,435 miles	7,744 miles * 1.1303 (2023 SECR kWh pass & delivery vehs, average car conversion factor to kWh, petrol) =8,753 kWh	Scope 3	7,744 miles * 0.273316 (2023 business travel and average car conversion factor to kgCO <sub>2</sub> e, petrol) = 2,117 kgCO <sub>2</sub> e <b>= 2.12 tCO<sub>2</sub>e</b>
<b>Total</b>	<b>2,875,994 kWh</b>		<b>545.105 tCO<sub>2</sub>e</b>
Intensity ratio	Emissions data (tCO <sub>2</sub> e) compared with an appropriate business activity (pupil numbers as per Autumn census)		545.105 tCO <sub>2</sub> e / 3,735 pupils <b>= 0.146 tCO<sub>2</sub>e per pupil</b>

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

<b>UK Greenhouse gas emissions and energy use data for the period 1 September 2021 to 31 August 2022</b>	<b>Current reporting year 2022/23</b>	<b>Comparison reporting year 2021/22</b>
Energy consumption used to calculate emissions (kWh)	2,875,994	2,511,416
<b>Scope 1 emissions in metric tonnes CO<sub>2</sub>e</b>		
Gas consumption	377.906	326.058
Owned transport	0.00	0.00
Total Scope 1	377.906	326.058
<b>Scope 2 emissions in metric tonnes CO<sub>2</sub>e</b>		
Purchased electricity	165.079	138.194
<b>Scope 3 emissions in metric tonnes CO<sub>2</sub>e</b>		
Business travel in employee-owned vehicles	2.12	1.70
Total gross emissions in metric tonnes CO <sub>2</sub> e	545.105	465.95
Intensity ratio Tonnes CO <sub>2</sub> e per pupil	0.146	0.184

**Quantification and reporting methodology**

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2023 UK Government's Conversion Factors for Company Reporting

**Intensity measurement**

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per pupil, the recommended ratio for the sector.

**Measures taken to improve energy efficiency**

- Use of Teams/Zoom to reduce cross site travel including working from home for Trust Staff
- Extended online learning to mitigate travel
- Five Schools now BMS connected for remote access to data.
- Lighting replacement to LED now completed at 9/11 schools and partial in 2 more
- Engagement with a carbon reduction specialist to assist with planned carbon reduction projects across the estate
- Education for staff on energy monitoring and usage reduction

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Education sector/Regulators**

We work with our regulators in an open and proactive manner to help develop regulations that meets that enhance the education of our pupils.

**The Trust values working relationships with Swindon Borough Council, Regional School commissioners, Unions, ESFA and is actively involved in wider system groups such as the Schools Forum.**

**Engagement with suppliers, customers and others in a business relationship with the Trust:**

The Trust recognises the importance of dealing fairly and equitably with its business relationship with its customers, suppliers & key stakeholders. As a government funded organisation the Trust aims to pay all suppliers within 30 days of their invoice date and during this year has continued to reduce this period. The Trust engages with its customers, suppliers and key stakeholders on a regular basis to ensure that any issues are resolved quickly and amicably.

**Plans for Future Periods**

The continued expansion of MAT has inspired greater collaboration and innovation, built on current good practice. The Blue Kite Academy Trust acknowledges the potential for growth with an emphasis on working within our local communities and creating greater economies of scale to support learning in our schools. Two schools are currently being converted with a further two in the process of joining. The Trust recently won a free school bid to build a new primary in the eastern expansion of Swindon, taking our total number of schools up to fourteen in the very near future.

The Blue Kite Academy Trust offers high quality teaching and learning. Sadly, there remains too many schools with thousands of pupils who are not receiving the level of teaching and learning they deserve.

As well as growing the Trust we wish to continue to expand upon the range and quality of services we offer our schools:

- Strengthen governance covering key skills at both director and LGB level. Our Head of Governance professional continues to make good progress in recruiting new local Governors and Trustees. She maintains a Governance framework across the Trust which promotes a consistent approach to how are schools are governed and robust governor training programs.
- Secure school improvement and educational practice models with a view on sponsoring further schools in the future.

In February we strengthened our Finance and Operations team with a new Deputy CFO/Management Accountant, a new Finance and Operations Manager and have recently recruited an Accounting Technician. The team continue to review the finance systems and develop the Trust procedures to ensure they meet the needs of a rapidly growing Trust.

The HR Manager and HR Advisors continue to align HR process and procedures across our schools, further developing key practices and procedures, and the implementation of a new HR software system.

Finance, Operations and HR staff continue coordinate and contribute to a Trust forum for our School Business Officers. In addition to promoting collaboration between schools, the forum also presents opportunities to share updates, best practice and incorporate training sessions.

We continue to broaden our core offer for CPD through our Inspire program to ensure it meets the needs of all teaching and non-teaching staff. We have refined, adapted and updated our Initial Teacher Training Program to meet the needs of the new Early Career Framework.

The Trust has continued to support schools within and outside of our Trust by participating in school moderation services on behalf of Swindon Borough Council.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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Our Lighthouse team forms the main part of our early intervention response for schools. The team work with both children and families to give advice, one-to-one intervention work as well as bespoke therapeutic support and have expanded this support to include an Education Welfare Officer. We continue to provide an educational psychology service to our schools.

The 2022-2025 Strategic Development Plan outlines how the Trust intends to achieve these aims and will be reviewed regularly by Trustees. This will also ensure that resources can be allocated to maximum effect.

**Funds Held as Custodian Trustee on Behalf of Others**

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

**Disclosure of Information to Auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

The auditors, Bishop Fleming Bath Limited, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

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

**P Miller**

Chair of Trustees

Date:



**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**SCOPE OF RESPONSIBILITY**

As Trustees, we acknowledge we have overall responsibility for ensuring that The Blue 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.

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

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 Blue 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 6 times during the year.

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

Trustee	Meetings attended	Out of a possible
Mr G Evans, Chief Executive Officer	6	6
Mrs P Miller, Chair of Trustees and Chair of Education Standards & Strategy	6	6
Mr P Himple, Chair of People and Culture	5	6
Mr C Harris, Chair of Risk, Audit, Health and Safety and Premises	6	6
Mr A Hunt	6	6
Mr A Miller, Chair of Finance	6	6
Miss S Tomkins	5	6
Mr N Uzzell	4	6
Mr S Bishop	5	6
Mrs R Munir	5	6
Mrs J Randell-Sly	5	6

There have been the following changes to the board of trustees, during the year:

- J Randell-Sly (appointed 1 September 2022)
- R Munir (appointed 18 October 2022)

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

**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Governance Review**

Two Trustees were appointed in autumn 2022 adding further experience to the Board in Education and Finance this also ensured a more balanced Trust Board in terms of age, gender and ethnicity.

In March 2023 the Trustees completed a skills audit which evidenced the wide range of skills across the Trust Board including, health and safety, finance, audit and human resources. However, skills in marketing/promotion were lacking therefore future recruitment will focus on these skills.

Trustees were also asked if they would consider joining another committee and 3 Trustees chose to each join a different committee – strengthening People and Culture, Education and Standards, and Finance.

Trustees visited three schools during the year to listen to pupil, staff and governor voice. These visits reassured Trustees that what they were hearing at meetings was happening in schools, that the morale of staff was good and pupils were enjoying their learning experiences. Governors spoke to the Trustees passionately about their roles and how they felt they were able to make a positive contribution.

Decisions during the year have included agreement to two primary schools joining the Trust, submitting a bid to the DfE to open a new school in Swindon and agreeing that the Trust should become a mixed MAT when this opportunity arises.

Trust Board meetings and Committee meetings have been well attended, effectively led and supported with informative and timely reports.

The Finance Committee is a committee of the main board of Trustees. Its purpose is to review the Annual Budget in detail and to make recommendations to the Board and review the Trust's internal and external financial statements and reports to ensure they reflect best practice. The Finance Committee provides an extra level of scrutiny in the monitoring of internal controls and financial performance across the Trust.

Attendance during the year at meetings was as follows:

Trustee	Meetings Attended	Out of a possible
Mr G Evans	6	6
Mr P Himple	3	6
Mr A Miller	6	6
Mr S Bishop	4	6
Mrs R Munir	4	5

The Risk, Audit, Health and Safety and Premises Committee is a committee of the main Board of Trustees. Its purpose is to monitor the adequacy and effectiveness of the Trust's systems of internal control (including review of the statement of internal control) and its arrangements for risk management, fraud prevention and detection, control and governance processes and for securing economy, efficiency and effectiveness (value for money).

Attendance during the year at meetings was as follows:

Trustee	Meetings Attended	Out of a possible
Mr G Evans	4	4
Mr C Harris	4	4
Mr A Hunt	4	4
Miss S Tomkins	2	4
Mr N Uzzell	4	4

**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Education Standards Committee is a committee of the main Board of Trustees. Its purpose is to evaluate and review academy policy, practice and performance in relation to curriculum planning, communications, target setting and assessment, examinations and all pastoral issues.

As in-school audit of provision is carried out for each school joining the Trust. The Education Standards Committee will analyse data and OFSTED reports and assist in putting a support plan in place for schools graded below good. Good and outstanding academies will be encouraged to facilitate further development and engage in delivering school-to-school support.

Attendance during the year at meetings was as follows:

Trustee	Meetings Attended	Out of a possible
Mr G Evans	6	6
Mrs P Miller	6	6
Mr A Hunt	6	6
Mrs J Randell-Sly	6	6

The People and Culture Committee is a committee of the Trust Board. Its purpose is to review, monitor and evaluate policies and procedures relating to staffing, employment, recruitment and culture.

Attendance during the year at meetings was as follows:

Trustee	Meetings Attended	Out of a possible
Mr G Evans	3	3
Mr P Himple	3	3
Mrs P Miller	3	3
Mr A Miller	3	3
Mr C Harris	3	3

The Trust Growth Working Party has been established by the Trust Board to oversee the growth proposals for Trust expansion in line with BKAT's vision, ethos and strategic direction.

Attendance during the year at meetings was as follows:

Trustee	Meetings Attended	Out of a possible
Mr P Himple	1	1
Mrs P Miller	1	1
Mr A Miller	1	1
Mr C Harris	1	1
Mr G Evans	1	1

**Review Of Value for Money**

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources to operate its schools including the use of public funds to provide safe, well maintained buildings that comply with legislation. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes, as well as estates safety and management, achieved in return for the taxpayer resources received.

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

- Robust financial governance and budget management
- Value for money purchasing
- Reviewing controls and managing risk

**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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- Not allocating time/resources to areas where few improvements can be achieved
- Making comparisons with similar Academies using data provided by the ESFA and the Government
- Challenging proposals and examining their effectiveness and efficiency
- Deploying staff effectively
- Reviewing consistent programme of property condition surveys for planning capital works expenditure
- Reviewing quality of children's learning to enable children to achieve nationally expected progress; and
- Outlining procedures for accepting best value quotes, noting that this is not necessarily the cheapest quote.

**The Purpose of The System Of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Blue Kite Academy Trust for the year 1 September 2022 to 31 August 2023 and up to the date of approval of the annual report and financial statements.

**Capacity To Handle Risk**

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year 1 September 2022 to 31 August 2023 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

**The Risk and Control Framework**

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

- Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees;
- Regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- Setting targets to measure financial and other performance;
- Clearly defined purchasing (asset purchase or capital investment) guidelines;
- Delegation of authority and segregation of duties; and
- Identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Trustees appointed Swindon Borough Council's Audit team and GHS Ltd SBS to perform additional checks during the year.

The reviewers' role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems and IT systems. In particular the checks carried out in the current period covered areas such as; Procurement by Swindon Borough Council's Audit team and GHS Ltd performed checks covering Cyber Security. Cyber Security was chosen as it was high on our Risk Register. We chose Procurement as it was an area with recent changes as we have reviewed the Procurement limits on our PSF

**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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system. We wanted to check the effectiveness and robustness of the changes and that procedures and processes for Procurement including Quotations, Best Value and Tendering, if appropriate, were being followed.

On a semi-annual basis, the reviewer reports to the Board of Trustees through the audit committee on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities.

**Review of Effectiveness**

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

- the work of the internal auditor;
- the work of the external auditors;
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework; and
- the work of the Education and ESFA who carried out a Financial Management and Governance Review this year

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the audit committee/finance committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees and signed on their behalf by:

**P Miller**  
Chair of Trustees

Date:

**G Evans**  
Accounting Officer

Date:

**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of The Blue Kite Academy Trust, I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management, under the funding agreement between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2022, including responsibilities for estates safety and management.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academy Trust Handbook 2022.

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

**G Evans**  
Accounting Officer

Date:

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2022 to 2023;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

**P Miller**  
Chair of Trustees

Date:

**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**OPINION**

We have audited the financial statements of The Blue Kite Academy Trust (the 'Academy Trust') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2022 to 2023 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2022 to 2023 issued by the Education and Skills Funding Agency.

**BASIS FOR OPINION**

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

**CONCLUSIONS RELATING TO GOING CONCERN**

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 Academy Trust'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.



**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**OTHER INFORMATION**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

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

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

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

**RESPONSIBILITIES OF TRUSTEES**

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

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

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

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

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

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.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the Academy sector, control environment and the Academy Trust's performance;
- results of our enquiries of management and the Trustee board, including the committees charged with governance over the Academy Trust's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Academy Trust's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations; and assessment of the impact of schools joining the Academy Trust in relation to these areas;
- how the Academy Trust ensured it met its obligations arising from it being financed by the ESFA and other funders, and as such material compliance with these obligations is required to ensure the Academy Trust will continue to receive its public funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure;
- how the Academy Trust ensured it met its obligations to its principal regulator, the Secretary of State for Education; and
- these matters were discussed among the audit engagement team who also considered any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries, procurement and payroll. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the Academy Trust operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Academies Accounts Direction, Academies Financial Handbook, UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Academy Trust's ability to operate or to avoid a material penalty. These included safeguarding regulations, data protection regulations, occupational health and safety regulations, education and inspections legislation, building legislation and employment legislation.

Our procedures to respond to risks identified included the following:

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

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- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of its regulators;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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

**USE OF OUR REPORT**

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

**John Talbot FCA (Senior Statutory Auditor)**  
for and on behalf of  
**Bishop Fleming Bath Limited**  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date:

**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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In accordance with the terms of our engagement letter dated 27 October 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2022 to 2023, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Blue Kite Academy Trust during the year 1 September 2022 to 31 August 2023 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

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

The accounting officer is responsible, under the requirements of The Blue Kite Academy Trust's funding agreement with the Secretary of State for Education dated 16 December 2015 and the Academy Trust Handbook, extant from 1 September 2022, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2022 to 2023. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2022 to 31 August 2023 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**THE BLUE KITE ACADEMY TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**APPROACH**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes:

An assessment of the risk of material irregularity and impropriety across all of the Trust's activities;

Further testing and review of the areas identified through the risk assessment including enquiry, identification of controls 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 audit of the financial statements in order to support the regularity conclusion.

In line with the Framework and guide for external auditors and reporting accountants of academy trusts issued April 2023, we have not performed any additional procedures regarding the Trust's compliance with safeguarding, health and safety and estates management.

**CONCLUSION**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2022 to 31 August 2023 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Reporting Accountant  
**Bishop Fleming Bath Limited**  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date:

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>						
Donations and capital grants:	4					
On academies joining the Trust		238,891	(399,000)	4,489,685	4,329,576	6,938,874
Other donations and capital grants		-	57,995	765,754	823,749	258,830
Other trading activities		1,023,004	-	-	1,023,004	626,632
Investments	8	470	-	-	470	302
Charitable activities	5	780,347	20,565,370	-	21,345,717	14,734,301
<b>Total income</b>		<b>2,042,712</b>	<b>20,224,365</b>	<b>5,255,439</b>	<b>27,522,516</b>	<b>22,558,939</b>
<b>Expenditure on:</b>						
Charitable activities		2,323,738	19,795,610	1,244,403	23,363,751	17,553,991
<b>Total expenditure</b>		<b>2,323,738</b>	<b>19,795,610</b>	<b>1,244,403</b>	<b>23,363,751</b>	<b>17,553,991</b>
<b>NET INCOME / (EXPENDITURE)</b>		<b>(281,026)</b>	<b>428,755</b>	<b>4,011,036</b>	<b>4,158,765</b>	<b>5,004,948</b>
Transfers between funds	20	-	(337,288)	337,288	-	-
<b>NET MOVEMENT IN FUNDS BEFORE GAINS / (LOSSES)</b>		<b>(281,026)</b>	<b>91,467</b>	<b>4,348,324</b>	<b>4,158,765</b>	<b>5,004,948</b>
Actuarial gains on defined benefit pension schemes	28	-	1,057,000	-	1,057,000	7,952,000
Pension surplus not recognised	28	-	(640,000)	-	(640,000)	(375,000)
<b>Net movement in funds</b>		<b>(281,026)</b>	<b>508,467</b>	<b>4,348,324</b>	<b>4,575,765</b>	<b>12,581,948</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		2,141,862	(144,913)	44,628,263	46,625,212	34,043,264
Net movement in funds		(281,026)	508,467	4,348,324	4,575,765	12,581,948
<b>Total funds carried forward</b>		<b>1,860,836</b>	<b>363,554</b>	<b>48,976,587</b>	<b>51,200,977</b>	<b>46,625,212</b>

The notes on pages 39 to 72 form part of these financial statements.

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:09889819**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2023**

	<b>Note</b>	<b>2023 £</b>	<b>2022 £</b>
<b>Fixed assets</b>			
Tangible assets	16	<b>48,527,167</b>	44,543,086
<b>Current assets</b>			
Debtors	17	<b>503,124</b>	448,478
Cash at bank and in hand		<b>4,261,999</b>	3,564,853
		<b>4,765,123</b>	4,013,331
Creditors: amounts falling due within one year	18	<b>(2,005,027)</b>	(1,788,264)
<b>Net current assets</b>		<b>2,760,096</b>	2,225,067
<b>Total assets less current liabilities</b>		<b>51,287,263</b>	46,768,153
Creditors: amounts falling due after more than one year	19	<b>(86,286)</b>	(142,941)
<b>Net assets excluding pension asset</b>		<b>51,200,977</b>	46,625,212
Defined benefit pension scheme asset	28	-	-
<b>Total net assets</b>		<b>51,200,977</b>	46,625,212
<b>Funds of the Academy Trust</b>			
<b>Restricted funds:</b>			
Fixed asset funds	20	<b>48,976,587</b>	44,628,263
Restricted income funds	20	<b>363,554</b>	(144,913)
<b>Total restricted funds</b>	20	<b>49,340,141</b>	44,483,350
<b>Unrestricted income funds</b>	20	<b>1,860,836</b>	2,141,862
<b>Total funds</b>		<b>51,200,977</b>	46,625,212

The financial statements on pages 36 to 72 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

**P Miller**  
Chair of Trustees

Date:

The notes on pages 39 to 72 form part of these financial statements.

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	<b>Note</b>	<b>2023 £</b>	<b>2022 £</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	22	<b>344,123</b>	721,419
<b>Cash flows from investing activities</b>	24	<b>24,715</b>	(79,621)
<b>Cash flows from financing activities</b>	23	<b>328,308</b>	680,648
<b>Change in cash and cash equivalents in the year</b>		<b>697,146</b>	1,322,446
Cash and cash equivalents at the beginning of the year		<b>3,564,853</b>	2,242,407
<b>Cash and cash equivalents at the end of the year</b>	25, 26	<b>4,261,999</b>	3,564,853

The notes on pages 39 to 72 form part of these financial statements



**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. GENERAL INFORMATION**

The Blue Kite Academy Trust is a company limited by guarantee, incorporated in England and Wales. The registered office is Ferndale Primary and Nursery School, Wiltshire Avenue, Swindon, Wiltshire, SN2 1NX.

**2. ACCOUNTING POLICIES**

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

**2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2022 to 2023 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Blue Kite Academy Trust meets the definition of a public benefit entity under FRS 102.

**2.2 GOING CONCERN**

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

**2.3 INCOME**

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

• **Grants**

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

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

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

• **Donations**

Donations are recognised on a receivable basis (where there are no performance-related conditions)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (continued)**

**2.3 INCOME (CONTINUED)**

where the receipt is probable and the amount can be reliably measured.

- **Other income**

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

- **Transfer on conversion**

Where assets and liabilities are received by the Academy 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 risks and rewards of ownership pass to the Academy Trust. An equal amount of income is recognised as a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received.

**2.4 EXPENDITURE**

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**2.5 TAXATION**

The Academy 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 Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (continued)**

**2.6 TANGIBLE FIXED ASSETS**

Assets costing £3,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

Depreciation is provided on all tangible fixed assets other than freehold land and assets under construction, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Depreciation is provided on the following bases:

Leasehold property	- 50 - 125 years straightline
Leasehold improvements	- 25 years straightline
Furniture and equipment	- 5 years straightline
Computer equipment	- 4 years straightline

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

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

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

**2.7 DEBTORS**

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

**2.8 CASH AT BANK AND IN HAND**

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

## **2. ACCOUNTING POLICIES (continued)**

### **2.9 LIABILITIES**

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

### **2.10 OPERATING LEASES**

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

### **2.11 PENSIONS**

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

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

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

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

Under FRS 102 an entity shall only recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. Therefore when a pension scheme is valued at a surplus, it is recognised at a £Nil value.

**2. ACCOUNTING POLICIES (continued)**

**2.12 FUND ACCOUNTING**

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

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

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

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

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

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

Critical accounting estimates and assumptions:

The Academy Trust 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 or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 28, 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 2023. 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.

The Academy Trust has assessed the fair value of the assets on conversion for schools joining the MAT by reference to all available information such as recent building valuations and inspections, historic build costs, the age of the building and valuations placed on similar properties in the area.

Critical areas of judgment:

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

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

	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £	Total funds 2022 £
Academies transferring in from an existing academy trust	-	-	-	-	3,755,523
Academies transferring in on conversion	238,891	(399,000)	4,489,685	<b>4,329,576</b>	3,183,351
Donations	-	57,995	-	<b>57,995</b>	25,869
Capital Grants	-	-	765,754	<b>765,754</b>	232,961
<b>TOTAL 2023</b>	<u>238,891</u>	<u>(341,005)</u>	<u>5,255,439</u>	<u><b>5,153,325</b></u>	<u>7,197,704</u>
<b>TOTAL 2022</b>	<u>461,116</u>	<u>(19,802)</u>	<u>6,756,390</u>	<u>7,197,704</u>	

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Education	<u>780,347</u>	<u>20,565,370</u>	<u><b>21,345,717</b></u>	<u>14,734,301</u>
<b>TOTAL 2022</b>	<u>775,952</u>	<u>13,958,349</u>	<u>14,734,301</u>	

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**6. FUNDING FOR THE ACADEMY TRUST'S CHARITABLE ACTIVITIES**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>EDUCATION</b>				
<b>DFE/ESFA GRANTS</b>				
General Annual Grant	-	16,294,447	<b>16,294,447</b>	11,488,280
<b>OTHER DFE/ESFA GRANTS</b>				
Pupil Premium	-	908,926	<b>908,926</b>	630,081
Start Up Grants	-	50,000	<b>50,000</b>	64,750
UIFSM	-	594,487	<b>594,487</b>	421,241
School Supplementary Grant (SSG)	-	459,941	<b>459,941</b>	143,010
Teachers Pay & Pension Grants	-	22,456	<b>22,456</b>	22,591
Other DFE/ESFA Grants	-	648,273	<b>648,273</b>	258,458
	-	18,978,530	<b>18,978,530</b>	13,028,411
<b>OTHER GOVERNMENT GRANTS</b>				
High Needs	-	1,157,861	<b>1,157,861</b>	653,478
Other government grants	559,437	103,327	<b>662,764</b>	599,210
	559,437	1,261,188	<b>1,820,625</b>	1,252,688
<b>COVID-19 ADDITIONAL FUNDING (DFE/ESFA)</b>				
Recovery Premium	-	91,518	<b>91,518</b>	64,807
National Tutoring Programme	-	25,630	<b>25,630</b>	26,789
	-	117,148	<b>117,148</b>	91,596
<b>OTHER INCOME</b>				
Internal catering income	160,278	-	<b>160,278</b>	132,739
Trip income	-	208,504	<b>208,504</b>	152,785
Other	60,632	-	<b>60,632</b>	76,082
	220,910	208,504	<b>429,414</b>	361,606
	780,347	20,565,370	<b>21,345,717</b>	14,734,301
<b>TOTAL 2023</b>	<b>780,347</b>	<b>20,565,370</b>	<b>21,345,717</b>	<b>14,734,301</b>
<b>TOTAL 2022</b>	<b>775,952</b>	<b>13,958,349</b>	<b>14,734,301</b>	

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**7. INCOME FROM OTHER TRADING ACTIVITIES**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Lettings	147,638	<b>147,638</b>	150,466
Uniform Sales	433	<b>433</b>	1,234
Consultancy	130,566	<b>130,566</b>	111,039
School Clubs	371,623	<b>371,623</b>	334,546
Other	372,744	<b>372,744</b>	29,347
<b>TOTAL 2023</b>	<u>1,023,004</u>	<u><b>1,023,004</b></u>	<u>626,632</u>
<b>TOTAL 2022</b>	<u>626,632</u>	<u>626,632</u>	

**8. INVESTMENT INCOME**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Bank interest	<u>470</u>	<u><b>470</b></u>	<u>302</u>



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**9. EXPENDITURE**

	<b>Staff Costs 2023 £</b>	<b>Premises 2023 £</b>	<b>Other 2023 £</b>	<b>Total 2023 £</b>	<b>Total 2022 £</b>
EDUCATION:					
Direct costs	14,940,676	-	629,310	<b>15,569,986</b>	11,052,925
Allocated support costs	3,449,367	2,356,909	1,987,489	<b>7,793,765</b>	6,501,066
<b>TOTAL 2023</b>	<b>18,390,043</b>	<b>2,356,909</b>	<b>2,616,799</b>	<b>23,363,751</b>	17,553,991
<b>TOTAL 2022</b>	<b>13,972,572</b>	<b>1,652,645</b>	<b>1,928,774</b>	<b>17,553,991</b>	

**10. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly 2023 £</b>	<b>Support costs 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Education	15,569,986	7,793,765	<b>23,363,751</b>	17,553,991
<b>TOTAL 2022</b>	<b>11,052,925</b>	<b>6,501,066</b>	<b>17,553,991</b>	

**ANALYSIS OF DIRECT COSTS**

	<b>Education 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Pension finance costs	1,000	<b>1,000</b>	64,000
Staff costs	14,940,676	<b>14,940,676</b>	10,575,690
Educational supplies	291,561	<b>291,561</b>	181,702
Staff development	83,372	<b>83,372</b>	58,493
Other costs	239,685	<b>239,685</b>	153,988
Technology costs	13,692	<b>13,692</b>	19,052
<b>TOTAL 2023</b>	<b>15,569,986</b>	<b>15,569,986</b>	11,052,925

**NOTES TO THE FINANCIAL STATEMENTS**  
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**10. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**ANALYSIS OF SUPPORT COSTS**

	<b>Education 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Pension finance costs	1,000	<b>1,000</b>	52,000
Staff costs	3,449,367	<b>3,449,367</b>	3,396,882
Depreciation	1,244,403	<b>1,244,403</b>	854,338
Recruitment and support	18,300	<b>18,300</b>	26,425
Maintenance of premises and equipment	466,779	<b>466,779</b>	364,514
Cleaning	239,818	<b>239,818</b>	133,324
Rent and rates	134,111	<b>134,111</b>	70,078
Energy costs	271,798	<b>271,798</b>	149,380
Insurance	114,503	<b>114,503</b>	94,385
Security and transport	57,354	<b>57,354</b>	35,544
Catering	751,804	<b>751,804</b>	465,389
Technology costs	243,814	<b>243,814</b>	137,511
Office overheads	217,298	<b>217,298</b>	161,510
Legal and professional	582,222	<b>582,222</b>	553,529
Bank interest and charges	1,194	<b>1,194</b>	6,257
<b>TOTAL 2023</b>	<b>7,793,765</b>	<b>7,793,765</b>	<b>6,501,066</b>

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

Net (expenditure)/income for the year includes:

	<b>2023 £</b>	<b>2022 £</b>
Operating lease rentals	<b>35,183</b>	30,939
Depreciation of tangible fixed assets	<b>1,244,402</b>	909,138
Fees paid to auditors for:		
- audit	<b>25,500</b>	19,000
- other services	<b>2,650</b>	4,265

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**FOR THE YEAR ENDED 31 AUGUST 2023**

**12. STAFF**

**a. STAFF COSTS**

Staff costs during the year were as follows:

	<b>2023</b>	2022
	<b>£</b>	<b>£</b>
Wages and salaries	<b>13,671,125</b>	9,398,927
Social security costs	<b>1,278,712</b>	835,355
Pension costs	<b>3,273,308</b>	3,620,532
	<b>18,223,145</b>	13,854,814
Supply teacher costs	<b>166,898</b>	117,758
	<b>18,390,043</b>	13,972,572

**b. STAFF NUMBERS**

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

	<b>2023</b>	2022
	<b>No.</b>	<b>No.</b>
Teachers	<b>173</b>	123
Educational Support	<b>370</b>	267
Administration	<b>53</b>	38
Management	<b>31</b>	30
	<b>627</b>	458

The average headcount expressed as full-time equivalents was:

	<b>2023</b>	2022
	<b>No.</b>	<b>No.</b>
Teachers	<b>142</b>	81
Educational Support	<b>178</b>	106
Administration	<b>37</b>	24
Management	<b>31</b>	27
	<b>388</b>	238

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**12. STAFF (CONTINUED)**

**c. HIGHER PAID STAFF**

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

	<b>2023</b>	2022
	<b>No.</b>	No.
In the band £60,001 - £70,000	<b>6</b>	5
In the band £70,001 - £80,000	<b>4</b>	4
In the band £80,001 - £90,000	<b>2</b>	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	<b>1</b>	-
In the band £110,001 - £120,000	-	1
In the band £120,001 - £130,000	<b>1</b>	-
	<b>=====</b>	<b>=====</b>

Annual employer's contributions of £242,712 (2022: £198,112) are payable to the Teachers' Pension Scheme (TPS) in respect of the above employees.

**d. KEY MANAGEMENT PERSONNEL**

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £471,142 (2022: £453,253).

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**13. CENTRAL SERVICES**

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

- Skills based board of directors
- CEO
- Chief Operating Officer & Chief Finance Officer
- Finance Manager and finance team support
- Estates Manager & Premises support
- Head of People and Culture
- Legal support
- Audit
- HR Admin & Payroll
- HR Consultancy
- Pensions Support
- Employee Wellbeing support
- Safeguarding Support
- Governance Support
- Compliance Support

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

Each school is charged 5% of GAG to cover central recharges during the period.

The actual amounts charged during the year were as follows:

	2023 £	2022 £
Abbey Meads Community Primary School	99,408	95,722
Badbury Park Primary and Nursery School	41,312	24,711
Brook Field Primary School	89,598	87,153
Catherine Wayte Primary School	90,664	86,317
Ferndale Primary School & Nursery	95,569	90,915
Ruskin Junior School	79,040	89,135
William Morris Primary and Nursery School	50,589	39,328
Colebrook Infant Academy	34,982	32,690
Greenmeadow Primary School	51,849	24,858
Lethbridge Primary School	103,459	16,928
Robert Le Kyng	93,451	-
<b>TOTAL</b>	<b>829,921</b>	<b>587,757</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**14. TRUSTEES' REMUNERATION AND EXPENSES**

The Headteacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff under their contracts of employment, and not in respect of their services as Trustees. Other Trustees did not receive any payments from the Academy Trust in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows: G Evans: Remuneration £120,000 - £130,000 (2022: £115,000 - £120,000), Employer's Pension Contributions £25,000 - £30,000 (2022: £25,000 - £30,000).

During the year ended 31 August 2023, no Trustee expenses have been incurred (2022 - £NIL).

**15. TRUSTEES' AND OFFICERS' INSURANCE**

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. The cost of this insurance is included in the total insurance cost. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme.

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**16. TANGIBLE FIXED ASSETS**

	Long-term leasehold property £	Short-term leasehold property £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
<b>COST OR VALUATION</b>						
At 1 September 2022	45,520,322	1,526,115	511,674	847,735	2,808	48,408,654
Additions	-	579,400	83,156	76,242	-	738,798
Transfer in on conversion	4,489,685	-	-	-	-	4,489,685
At 31 August 2023	50,010,007	2,105,515	594,830	923,977	2,808	53,637,137
<b>DEPRECIATION</b>						
At 1 September 2022	2,794,369	183,287	339,618	545,486	2,808	3,865,568
Charge for the year	865,390	83,073	96,038	199,901	-	1,244,402
At 31 August 2023	3,659,759	266,360	435,656	745,387	2,808	5,109,970
<b>NET BOOK VALUE</b>						
At 31 August 2023	46,350,248	1,839,155	159,174	178,590	-	48,527,167
At 31 August 2022	42,725,953	1,342,828	172,056	302,249	-	44,543,086

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**17. DEBTORS**

	2023 £	2022 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	40,592	93,895
Other debtors	5,014	25,194
Prepayments and accrued income	403,512	220,489
Tax recoverable	54,006	108,900
	<u>503,124</u>	<u>448,478</u>

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

	2023 £	2022 £
Equal pay loan	13,422	8,083
Trade creditors	466,483	363,749
Other taxation and social security	278,176	220,534
Other creditors	420,027	326,144
Accruals and deferred income	826,919	869,754
	<u>2,005,027</u>	<u>1,788,264</u>

	2023 £	2022 £
Deferred income at 1 September 2022	292,235	237,736
Resources deferred during the year	441,216	292,235
Amounts released from previous periods	(292,235)	(237,736)
	<u>441,216</u>	<u>292,235</u>

At the balance sheet date the Academy was holding ESFA and local authority grants received in advance for the 2022/23 academic year.



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>2023</b>	2022
	£	£
Other loans	<b>86,286</b>	142,941
	<u><u>          </u></u>	<u><u>          </u></u>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	<b>2023</b>	2022
	£	£
Payable or repayable by instalments	<b>34,115</b>	40,102
	<u><u>          </u></u>	<u><u>          </u></u>

To ensure all staff within Swindon school's were on equal pay the local authority performed a pre-conversion pay review. This review established that certain staff in the School were owed additional pay, which was settled by the local authority on behalf of the School. The Academy Trust is required to repay this debt, however the local authority have the right to reconsider the amount owed. At the year end £101,225 (2022: £153,351) remains outstanding. The loan is unsecured and is being repaid by instalments with 10 years remaining, at an interest rate of 4.93%.

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

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>UNRESTRICTED FUNDS</b>						
General Funds	1,590,248	1,803,821	(2,323,738)	790,505	-	1,860,836
Nursery	551,614	-	-	(551,614)	-	-
Funds on conversion	-	238,891	-	(238,891)	-	-
	<u>2,141,862</u>	<u>2,042,712</u>	<u>(2,323,738)</u>	<u>-</u>	<u>-</u>	<u>1,860,836</u>
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	-	16,294,447	(15,665,473)	(393,701)	-	235,273
Start-up Grants	-	50,000	(8,510)	-	-	41,490
Pupil Premium	-	908,926	(908,926)	-	-	-
UIFSM	-	594,487	(594,487)	-	-	-
PE & Sports Grant	-	206,421	(123,049)	-	-	83,372
Teachers' Pension & Pay Grant	-	22,456	(22,456)	-	-	-
Supplementary School Grant (SSG)	-	459,941	(416,034)	-	-	43,907
Other DFE/ESFA grants	-	559,000	(559,000)	-	-	-
High Needs	-	1,157,861	(1,157,861)	-	-	-
Other government grants	6,111	103,327	(50,218)	-	-	59,220
Other restricted income	-	266,499	(266,499)	-	-	-
Equal Pay/Salix Loan	(151,024)	-	(5,097)	56,413	-	(99,708)
Pension reserve	-	(399,000)	(18,000)	-	417,000	-
	<u>(144,913)</u>	<u>20,224,365</u>	<u>(19,795,610)</u>	<u>(337,288)</u>	<u>417,000</u>	<u>363,554</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed Assets on Conversion	38,309,951	4,489,685	(778,134)	-	-	42,021,502
Fixed Assets from GAG and other restricted income	428,132	-	(59,296)	337,288	-	706,124
Fixed Assets purchased from CIF and SCA	987,746	456,368	(149,257)	-	-	1,294,857
Fixed Assets purchased from DFC	217,089	85,925	(30,476)	-	-	272,538
Fixed Assets purchased from other DfE/ESFA capital funding	-	223,461	(30,949)	-	-	192,512
Donated fixed assets	46,758	-	(6,476)	-	-	40,282
Fixed Assets purchased from other LA capital grants	36,226	-	(5,018)	-	-	31,208
Fixed Assets on academies joining the Trust	4,602,361	-	(184,797)	-	-	4,417,564
	<b>44,628,263</b>	<b>5,255,439</b>	<b>(1,244,403)</b>	<b>337,288</b>	<b>-</b>	<b>48,976,587</b>
<b>TOTAL RESTRICTED FUNDS</b>	<b>44,483,350</b>	<b>25,479,804</b>	<b>(21,040,013)</b>	<b>-</b>	<b>417,000</b>	<b>49,340,141</b>
<b>TOTAL FUNDS</b>	<b>46,625,212</b>	<b>27,522,516</b>	<b>(23,363,751)</b>	<b>-</b>	<b>417,000</b>	<b>51,200,977</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

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

**RESTRICTED FUNDS**

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

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

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

Start-up Grants - funding from the ESFA to reflect the additional costs in establishing a new publicly-funded school which cannot be met through the general annual grant (GAG).

Universal Infant Free School Meals (UIFSM) - Funding from the ESFA to contribute to the costs of providing free school meals to children in Reception, Year 1 and Year 2.

Teachers' Pay & Pension Grant - Funding from Local Authorities to support schools with the cost of the increase in employer contributions to the Teachers' Pension Scheme from September 2019 and Teachers' pay relating to 2018 and 2019 teachers' pay awards.

School Supplementary Grant (SSG) - Funding from the ESFA which provides support for the costs of the Health and Social Care Levy and wider costs.

Other DfE/ESFA Grants - Other funding received from the ESFA in relation to rates relief, PE & Sport Grant etc.

LA pre-opening grant - Funding received from the local authority to employ appropriate staff, procure equipment and education supplies for new schools opening within the Trust.

Other LA income includes Local Authority Pupil Premium funding for further support for students that fall within the remit of Pupil premium disclosed above.

Other restricted funds includes parental contributions for educational visits and other restricted donations made to the academy. The funds have been spent in full for the purpose for which they had been received at the year end.

The Equal Pay Loan - Amounts due to Swindon Unitary Authority and arose to fund the salaries paid to certain employees following disputes on equal pay.

Funds on conversion - funds donated from schools on conversion into the trust from the local authority.

Funds from an existing academy trust - funds donated from existing academies upon joining the trust.

Salix Loan - Amounts due as a result of an ESFA salix loan issued along side Condition Improvement Fund (CIF) funding to supplement capital projects.

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

**FIXED ASSET FUNDS**

Fixed assets on conversion represent tangible fixed assets donated to the Trust from the Local Authority on conversion to an Academy.

Fixed assets purchased from GAG represent capital expenditure from GAG funding.

Fixed assets purchased from CIF represents funding from the ESFA to cover specific capital projects which the Academy has successfully been awarded money towards.

Fixed assets purchased from SCA represents funding from the ESFA to help maintain and improve the condition of school buildings and grounds.

Fixed assets purchased from DFC represents funding from the ESFA to spend on capital projects that meet the Trust's own priorities.

Donated fixed assets present assets donated to the Trust, rather than purchased.

Fixed assets purchased from other LA capital grants represent assets purchased from capital funding provided by the local authority.

Fixed assets on academies joining the Trust represent tangible fixed assets donated to the Trust from an existing Academy when joining the Trust.

**OTHER INFORMATION**

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2023.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

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

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2022 £
<b>UNRESTRICTED FUNDS</b>						
General Funds	910,552	767,125	(548,545)	461,116	-	1,590,248
Nursery	195,901	635,761	(280,048)	-	-	551,614
Funds on conversion	-	283,315	-	(283,315)	-	-
Funds from an existing academy trust	-	177,801	-	(177,801)	-	-
	<u>1,106,453</u>	<u>1,864,002</u>	<u>(828,593)</u>	<u>-</u>	<u>-</u>	<u>2,141,862</u>
General Annual Grant (GAG)	302,576	11,488,280	(11,769,647)	(21,209)	-	-
Start-up Grants	-	64,750	(64,750)	-	-	-
Pupil Premium	-	630,081	(630,081)	-	-	-
UIFSM	2,778	421,241	(424,019)	-	-	-
Teachers' Pension & Pay Grant	-	22,591	(22,591)	-	-	-
Other DfE/ESFA Grants	78,531	428,257	(506,788)	-	-	-
High Needs	-	653,478	(653,478)	-	-	-
LA Pre-opening Grant	15,605	-	(9,494)	-	-	6,111
Other government grants	-	32,079	(32,079)	-	-	-
Recovery Premium	-	64,807	(64,807)	-	-	-
Other restricted income	393	178,654	(179,047)	-	-	-
Funds on conversion	-	(187,964)	-	187,964	-	-
Funds from an existing academy trust	-	142,293	-	(142,293)	-	-
Equal Pay/Salix Loan	(102,843)	-	(5,279)	(42,902)	-	(151,024)
Pension reserve	(5,976,000)	-	(1,509,000)	(92,000)	7,577,000	-
	<u>(5,678,960)</u>	<u>13,938,547</u>	<u>(15,871,060)</u>	<u>(110,440)</u>	<u>7,577,000</u>	<u>(144,913)</u>

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

**RESTRICTED  
FIXED ASSET  
FUNDS**

Fixed Assets on Conversion	35,809,316	3,088,000	(587,365)	-	-	38,309,951
Fixed Assets from GAG and other restricted income	177,924	166,695	(26,927)	110,440	-	428,132
Fixed Assets purchased from CIF and SCA	1,163,889	-	(176,143)	-	-	987,746
Fixed Assets purchased from DFC	177,719	66,266	(26,896)	-	-	217,089
Donated fixed assets	55,096	-	(8,338)	-	-	46,758
Other LA capital grants	42,686	-	(6,460)	-	-	36,226
On academies joining the Trust	1,189,141	3,435,429	(22,209)	-	-	4,602,361
	<u>38,615,771</u>	<u>6,756,390</u>	<u>(854,338)</u>	<u>110,440</u>	<u>-</u>	<u>44,628,263</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>32,936,811</u>	<u>20,694,937</u>	<u>(16,725,398)</u>	<u>-</u>	<u>7,577,000</u>	<u>44,483,350</u>
<b>TOTAL FUNDS</b>	<u><u>34,043,264</u></u>	<u><u>22,558,939</u></u>	<u><u>(17,553,991)</u></u>	<u><u>-</u></u>	<u><u>7,577,000</u></u>	<u><u>46,625,212</u></u>

**THE BLUE KITE ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

**Total funds analysis by academy**

Fund balances at 31 August 2023 were allocated as follows:

	<b>2023</b> £	2022 £
Ferndale Primary and Nursery School	<b>237,964</b>	262,477
Ruskin Junior School	<b>316,217</b>	150,672
Abbey Meads Community Primary School	<b>102,775</b>	147,342
Badbury Park Primary School	<b>270,937</b>	257,316
William Morris Primary School	<b>271,667</b>	296,651
Catherine Wayte Primary School	<b>392,906</b>	338,730
Brook Field Primary School	<b>114,052</b>	171,354
Colebrook Infant Academy	<b>52,352</b>	41,058
The Blue Kite Academy Trust	<b>(305,625)</b>	(145,191)
Greenmeadow Primary School	<b>346,377</b>	277,171
Lethbridge Primary School	<b>176,417</b>	199,369
Robert Le Kyng	<b>248,351</b>	-
Total before fixed asset funds and pension reserve	<b>2,224,390</b>	1,996,949
Restricted fixed asset fund	<b>48,976,587</b>	44,628,263
<b>TOTAL</b>	<b>51,200,977</b>	46,625,212

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

	<b>Deficit</b> £
The Blue Kite Academy Trust	<b>(305,625)</b>

The Academy Trust has invested in growing the central team staff resources to recruit key personnel to best serve our existing schools and to effectively manage the on boarding of new schools and the transitions into our Trust. This has resulted in a deficit in the central team financial position for the past 3 years and will continue into 2023/24.

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

The central team is expected to return to a surplus position in 2024/25 as more schools join the trust contributing through the management charge. The central team have budgeted for further expansion of the operational staff to meet the needs of additional schools as they join.



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

**TOTAL COST ANALYSIS BY ACADEMY**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2023 £	Total 2022 £
Ferndale Primary and Nursery School	1,709,753	341,365	36,777	419,892	<b>2,507,787</b>	2,289,581
Ruskin Junior School	860,489	262,482	33,166	313,788	<b>1,469,925</b>	1,832,365
Abbey Meads Community Primary School	1,866,596	453,040	26,389	353,935	<b>2,699,960</b>	2,697,766
Badbury Park Primary School	755,299	185,771	9,941	236,616	<b>1,187,627</b>	820,101
William Morris Primary School	1,130,588	199,506	27,686	219,939	<b>1,577,719</b>	1,069,170
Catherine Wayte Primary School	1,509,062	153,108	23,331	389,055	<b>2,074,556</b>	1,936,976
Brook Field Primary School	1,522,365	214,524	29,833	310,097	<b>2,076,819</b>	1,930,058
Colebrook Infant Academy	564,804	65,854	6,652	185,747	<b>823,057</b>	763,656
The Blue Kite Academy Trust	1,648,093	-	3,596	24,993	<b>1,676,682</b>	2,379,651
Greenmeadow Primary School	857,699	108,067	11,919	186,800	<b>1,164,485</b>	598,073
Lethbridge Primary School	1,648,330	329,759	27,553	428,513	<b>2,434,155</b>	382,256
Robert Le Kyng	1,823,718	164,082	54,718	366,058	<b>2,408,576</b>	-
<b>ACADEMY TRUST</b>	<b>15,896,796</b>	<b>2,477,558</b>	<b>291,561</b>	<b>3,435,433</b>	<b>22,101,348</b>	<b>16,699,653</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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

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

	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	-	48,527,167	<b>48,527,167</b>
Current assets	1,860,836	2,454,867	449,420	<b>4,765,123</b>
Creditors due within one year	-	(2,005,027)	-	<b>(2,005,027)</b>
Creditors due in more than one year	-	(86,286)	-	<b>(86,286)</b>
<b>TOTAL</b>	<b>1,860,836</b>	<b>363,554</b>	<b>48,976,587</b>	<b>51,200,977</b>

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

	Unrestricted funds 2022 £	Restricted funds 2022 £	Restricted fixed asset funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	-	44,543,086	44,543,086
Current assets	2,141,862	1,786,292	85,177	4,013,331
Creditors due within one year	-	(1,788,264)	-	(1,788,264)
Creditors due in more than one year	-	(142,941)	-	(142,941)
<b>TOTAL</b>	<b>2,141,862</b>	<b>(144,913)</b>	<b>44,628,263</b>	<b>46,625,212</b>

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**22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	<b>4,158,765</b>	5,004,948
<b>ADJUSTMENTS FOR:</b>		
Depreciation	<b>1,244,402</b>	854,338
Capital grants from DfE and other capital income	<b>(765,754)</b>	(232,961)
Interest receivable	<b>(470)</b>	(302)
Interest payable	<b>2,711</b>	5,279
Defined benefit pension scheme obligation inherited	<b>399,000</b>	92,000
Defined benefit pension scheme cost less contributions payable	<b>16,000</b>	1,301,000
Defined benefit pension scheme finance cost	<b>2,000</b>	116,000
(Increase)/decrease in debtors	<b>(54,646)</b>	33,985
Increase in creditors	<b>70,691</b>	486,006
Net assets on conversion	<b>(4,728,576)</b>	(6,938,874)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>344,123</b>	721,419

**23. CASH FLOWS FROM FINANCING ACTIVITIES**

	2023 £	2022 £
Cash inflows on conversion	<b>328,308</b>	680,648
<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<b>328,308</b>	680,648

**24. CASH FLOWS FROM INVESTING ACTIVITIES**

	2023 £	2022 £
Interest received	<b>470</b>	302
Purchase of tangible fixed assets	<b>(738,798)</b>	(307,605)
Capital grants from DfE and other capital income	<b>765,754</b>	232,961
Interest paid	<b>(2,711)</b>	(5,279)
<b>NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES</b>	<b>24,715</b>	(79,621)

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**25. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2023 £	2022 £
Cash in hand and at bank	4,261,999	3,564,853
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>4,261,999</b>	<b>3,564,853</b>

**26. ANALYSIS OF CHANGES IN NET DEBT**

	At 1 September 2022 £	Cash flows £	At 31 August 2023 £
Cash at bank and in hand	3,564,853	697,146	4,261,999
Debt due within 1 year	(8,083)	(5,339)	(13,422)
Debt due after 1 year	(142,941)	56,655	(86,286)
	<b>3,413,829</b>	<b>748,462</b>	<b>4,162,291</b>

**27. CAPITAL COMMITMENTS**

	2023 £	2022 £
<b>CONTRACTED FOR BUT NOT PROVIDED IN THESE FINANCIAL STATEMENTS</b>		
Acquisition of tangible fixed assets	-	135,872

At the prior financial year end the Academy Trust was committed to capital expenditure relating to CIF related projects and a pitch refurbishment.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**28. PENSION COMMITMENTS**

The Academy Trust's employees belong to two principal pension schemes: the Teachers' 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 Wiltshire Pension Fund. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £209,231 were payable to the schemes at 31 August 2023 (2022 - £285,157) and are included within creditors.

**TEACHERS' PENSION SCHEME**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. 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 provided by Parliament.

**VALUATION OF THE TEACHERS' PENSION SCHEME**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 26 October 2023. The key elements of the previous valuation as at 31 March 2016 which was effective for the year ended 31 August 2023 are:

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

The 2020 valuation result is due to be implemented from 1 April 2024 and effective until 31 March 2027. The employer contribution rate for this period will be 28.68% of pensionable pay (including a 0.08% administration levy).

**NOTES TO THE FINANCIAL STATEMENTS**  
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**28. PENSION COMMITMENTS (CONTINUED)**

The employer's pension costs paid to TPS in the year amounted to £1,771,616 (2022 - £1,218,359).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>) for 2016 and [www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx](https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx) for 2020.

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

**LOCAL GOVERNMENT PENSION SCHEME**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2023 was £1,815,000 (2022 - £1,149,000), of which employer's contributions totalled £1,486,000 (2022 - £936,000) and employees' contributions totalled £ 329,000 (2022 - £213,000). The agreed contribution rates for future years are 23.8% for employers and 5.5 - 12.5% for employees.

As described in note 2.11 the LGPS obligation relates to the employees of the Academy Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy Trust at the balance sheet date.

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

**PRINCIPAL ACTUARIAL ASSUMPTIONS**

	<b>2023</b>	<b>2022</b>
	<b>%</b>	<b>%</b>
Rate of increase in salaries	<b>3.45</b>	3.45
Rate of increase for pensions in payment / inflation	<b>2.95</b>	3.05
Discount rate for scheme liabilities	<b>5.20</b>	4.25

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

	<b>2023</b>	<b>2022</b>
	<b>Years</b>	<b>Years</b>
Retiring today		
Males	<b>19.3</b>	21.7
Females	<b>24.1</b>	24.2
Retiring in 20 years		
Males	<b>21.6</b>	22.6
Females	<b>25.5</b>	26.0

**SHARE OF SCHEME ASSETS**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**28. PENSION COMMITMENTS (CONTINUED)**

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

	<b>At 31 August 2023</b>	At 31 August 2022
	£	£
Equities	<b>7,894,000</b>	6,197,000
Corporate bonds	<b>4,162,000</b>	3,557,000
Property	<b>2,009,000</b>	1,721,000
Cash and other liquid assets	<b>287,000</b>	-
<b>Total</b>	<b>14,352,000</b>	11,475,000

The actual return on scheme assets was £-215,000 (2022 - £-413,000).

The amounts recognised in the Statement of Financial Activities are as follows:

	<b>2023</b>	2022
	£	£
Current service cost	<b>(1,480,000)</b>	(2,319,000)
Past service cost	<b>(22,000)</b>	(10,000)
Interest income	<b>566,000</b>	152,000
Interest cost	<b>(568,000)</b>	(268,000)
<b>TOTAL</b>	<b>(1,504,000)</b>	(2,445,000)

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

	<b>2023</b>	2022
	£	£
<b>AT 1 SEPTEMBER</b>	<b>11,100,000</b>	14,088,000
Conversion of Academy Trusts	<b>1,176,000</b>	306,000
Transferred in on existing academies joining the Trust	-	2,311,000
Current service cost	<b>1,480,000</b>	2,319,000
Interest cost	<b>568,000</b>	268,000
Employee contributions	<b>329,000</b>	213,000
Actuarial losses / (gains)	<b>(1,717,000)</b>	(8,517,000)
Benefits paid	<b>379,000</b>	102,000
Past service cost	<b>22,000</b>	10,000
<b>AT 31 AUGUST</b>	<b>13,337,000</b>	11,100,000

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**28. PENSION COMMITMENTS (CONTINUED)**

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

	<b>2023</b> £	2022 £
<b>AT 1 SEPTEMBER</b>	<b>11,475,000</b>	8,112,000
Conversion of Academy Trusts	<b>777,000</b>	133,000
Transferred in on existing academies joining the Trust	-	2,392,000
Interest income	<b>566,000</b>	152,000
Actuarial gains	<b>(660,000)</b>	(565,000)
Employer contributions	<b>1,486,000</b>	936,000
Employee contributions	<b>329,000</b>	213,000
Benefits paid	<b>379,000</b>	102,000
<b>AT 31 AUGUST</b>	<b>14,352,000</b>	11,475,000

The Academy Trust has an unrecognised surplus of £1,015,000 (2022 - £375,000) in respect of its defined benefit pension scheme as it does not expect to recover the plan surplus either through reduced contributions in the future or through refunds from the plan.

**29. OPERATING LEASE COMMITMENTS**

At 31 August 2023 the Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2023</b> £	2022 £
Not later than 1 year	<b>17,314</b>	29,956
Later than 1 year and not later than 5 years	<b>9,041</b>	5,486
	<b>26,355</b>	35,442

**30. MEMBERS' LIABILITY**

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



**31. RELATED PARTY TRANSACTIONS**

Owing to the nature of the Academy Trust 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 trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

During the year, Vicky Himple Fitness, a business controlled by the daughter of trustee P Himple, charged the Blue Kite Academy Trust £5,840 (2022: £1,600) for extra curricular costs associated with delivering zumba classes.

**32. POST BALANCE SHEET EVENTS**

On 1 November 2023 Covingham Park Primary School and Oaktree Primary School joined the Trust donating their assets and liabilities.

**THE BLUE KITE ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**33. CONVERSION TO AN ACADEMY TRUST**

On 1 September 2023 Robert Le Kyng converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to The Blue Kite Academy Trust from Swindon Borough Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance Sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the Statement of Financial Activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Unrestricted funds £	Restricted funds £	Restricted fixed asset funds £	Total funds £
<b>TANGIBLE FIXED ASSETS</b>				
Leasehold land and buildings	-	-	4,489,685	<b>4,489,685</b>
<b>CURRENT ASSETS</b>				
Cash	328,308	-	-	<b>328,308</b>
Other current assets	26,501	-	-	<b>26,501</b>
<b>CURRENT LIABILITIES</b>				
Other current liabilities	(115,918)	-	-	<b>(115,918)</b>
LGPS pension deficit	-	(399,000)	-	<b>(399,000)</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>238,891</b>	<b>(399,000)</b>	<b>4,489,685</b>	<b>4,329,576</b>

Of the £4,489,685 leasehold land and buildings above, £921,800 relates to land held under a 125 year lease agreement.