

Company Registration Number: 07788995 (England & Wales)

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**KEYSTONE ACADEMY TRUST**

(A company limited by guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2025**

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**KEYSTONE ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	C Bailey E Nicholson P Thompson
<b>Trustees</b>	J Pignatiello, Chair of Trustees A Barrett E Crane (resigned 24 September 2025) G Palmer I Crowson S Dorey S Turner-Harris (appointed 14 March 2025) T Chow (appointed 23 May 2025)
<b>Company registered number</b>	07788995
<b>Company name</b>	Keystone Academy Trust
<b>Principal and registered office</b>	Westbourne Park Bourne Lincolnshire PE10 9QS
<b>Company secretary</b>	G Arnold
<b>Senior leadership team</b>	H Joyce, Chief Executive Officer and Accounting Officer J McCullough, Deputy Chief Executive Officer S Taylor, Chief Financial Officer L Robinson, Deputy Chief Financial Officer T Roscher, Chief Operating Officer
<b>Independent auditors</b>	Streets Audit LLP Windsor House A1 Business Park at Long Bennington Notts NG23 5JR
<b>Bankers</b>	Lloyds Bank Plc Business Centre PO Box 1000 Spalding
<b>Solicitors</b>	Stone King LLP Boundary House 91 Charterhouse Street Barbican London EC1M 6HR

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year to 31 August 2025. The annual report serves the purposes of both a trustees' report, and a directors' report including a strategic report under company law.

During the year Keystone Academy Trust operated six primary academies for pupils aged 3 to 11 serving a catchment area in South Lincolnshire. On 1 September 2025, the trust converted into being a church multi-academy trust and the first church school, The Cowbit St Mary's Church of England Academy, joined the trust. The seven academies, including The Cowbit St Mary' CofE Academy, have a combined pupil capacity of 2,238 and had a roll of 2,120 in the school census in October 2025.

**Structure, governance and management**

**Constitution**

The academy trust 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 Keystone Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company operates as Keystone Academy Trust.

Details of the trustees who served during the year, and to the date these accounts are approved, are included in the Reference and Administrative Details on page 1.

**Members' liability**

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

**Trustees' indemnities**

Subject to the provisions of the Companies Act, every trustee or other officer of the MAT shall be indemnified out of the assets of the MAT against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default breach of trust in relation to the affairs of the MAT. In addition, Keystone Academy Trust belongs to the Risk Protection Arrangement (RPA) with the Department of Education. The RPA includes trustees' liability cover. This qualified as third party indemnity insurance as defined by Section 236 of the Companies Act 2006.

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

The Articles of Association require the members to appoint at least three and up to nine trustees. As at 31 August 2025 there were eight trustees on the board. Members of the trust and trustees are appointed as set out in the Articles of Association.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

**Policies adopted for the induction and training of trustees**

The induction and training of all new members and trustees will depend on their existing experience. Where necessary, induction will provide training on charity, educational, legal and financial matters. All new members and trustees are given the opportunity to tour the academies with a chance of meeting stakeholders. All trustees are provided with documentation allowing them to undertake their role. The Chair and Chief Executive Officer have responsibility for induction and training. Keystone Academy Trust has membership of the National Governance Association to help access appropriate support.

**Organisational structure**

The structure of the trust consists of four levels of governance: The members, the board of trustees, senior executive team and the local governing boards. The aim of this organisational structure is to distribute responsibility and accountability and to encourage the involvement in decision making at all levels so that the trust nurtures the talents of its entire staff to support continual improvement, excellence and the sharing of best practice across the whole trust.

The members have overall responsibility and ultimate decision-making authority for the trust and are responsible for setting the constitution of the trust and for appointing trustees.

The board of trustees retains overall responsibility for exercising oversight of the governance and management of the trust. This includes strategic planning and setting the general policies, making major decisions about the direction of the academies, capital expenditure and senior staff appointments. In addition, the board is responsible for adopting each academy's School Improvement Plan and budgeting and monitoring performance against those plans. The board is responsible for the direction of the trust curriculum and the achievement and welfare of pupils and staff. Trustees are appointed/elected/co-opted for a period of four years. The Chair is elected annually. The board of trustees have, as a body, skills in the following aspects: Health and Safety, Safeguarding, Finances, School Improvement, Estates and Premises, Risk, Audit, Human Resources and Legal.

The board of trustees appoints a Chief Executive Officer to take responsibility for the daily management of the constituent academies. They also appoint a clerk who takes on the role of calling and recording meetings of the board of trustees.

Local governing boards have delegated responsibility for holding school leaders to account and for driving forward improvements in performance, attainment and progress in each academy. The local governing boards' impact and effectiveness are overseen, monitored and challenged by the board of trustees. Local governing boards discharge their functions in line with their Scheme of Delegation and Terms of Reference.

The board of trustees has established three sub-committees. Each subcommittee has its own terms of reference detailing the responsibilities discharged to themselves. The three subcommittees in the year ended 31 August 2025 are the trustee standards committee, the finance and resources committee, and the audit risk and remuneration committee. The terms of reference and meeting frequency for each subcommittee is reviewed and approved by the board of trustees annually.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

Through these committees, and the board of trustees as a whole, trustees deliver on the following core functions:

- Ensuring clarity of vision, ethos and strategic direction of the trust
- Holding the CEO to account for the educational performance of the MAT and its pupils, the performance management of staff, and the financial performance of the trust.
- The performance management of the CEO and head teachers of each academy
- Overseeing the financial performance of the trust and ensuring its money is well spent.
- Approval of finance policies and procedures that detail and include each academy's authorised spending limits.

The board of trustees will also ensure compliance with company and charity law and the trust's funding agreements with the Secretary of State.

The Chief Executive Officer is the trust's accounting officer. The role provides the point of accountability and management lead for the senior leaders in each of the academies. The role also provides structure, governance and management of the strategic link between the board of trustees and the academies. An independent auditor has been appointed.

The Scheme of Delegation provides full details of all delegated responsibilities. Keystone Academy Trust maintains a centralised provision that includes at executive level the Chief Executive Officer (CEO), Deputy CEO, the Chief Financial Officer (CFO), Deputy CFO, and the Chief Operations Manager. Central services include school improvement, finance, health and safety, premises and site management, human resources, trust-wide purchasing, information technology and communications. Centralised staff are based primarily at Bourne Westfield Primary Academy but may also occasionally work at home.

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

The structure and pay ranges for the teaching executive and senior leadership team are set by the board of trustees at the time of appointment. The pay range will cover an appropriate scale with the CEO and headteachers' salary being established against the Individual School Range (ISR). The ISR is revisited annually by the audit, risk and remuneration committee. Any variations beyond this (for any teaching members of the senior leadership team) are made by the board of trustees following the recommendation of the audit, risk and remuneration committee. Recommendations for teaching pay/salary increases are made by the headteacher to the audit, risk and remuneration committee, following performance management, where a final decision is made on whether to award the pay increase.

No trustees receive any remuneration for undertaking their roles for the trust.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

**Trade union facility time**

**Relevant union officials**

Number of employees who were relevant union officials during the year	1
Full-time equivalent employee number	1

**Percentage of time spent on facility time**

Percentage of time	Number of employees
0%	-
1%-50%	1
51%-99%	-
100%	-

**Percentage of pay bill spent on facility time** £

Total cost of facility time	50
Total pay bill	12,237,000
Percentage of total pay bill spent on facility time	- %

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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**Related parties and other connected charities and organisations**

There are no identified related parties or connected charities and organisations except those relating to the PTFAs of each school.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

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

Employees (or their representatives) have been provided with information and consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. This is to help achieve a common awareness on the part all employees play within the performance of the trust and to take views of employees for consideration when making decisions likely to affect their interests. The trust performs exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and trustees.

The trust maintains a website that is regularly updated with key information and policy details. Employees are also now able to view a range of information relating to the work and policies of the trust using the internal "SharePoint". Significant developments are shared through email.

The trust has implemented a number of detailed policies in relation to all aspects of human resource matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the trust's equal opportunities policy, the trust has long established fair employment practices in the recruitment, selection, retention, career development and training of disabled persons or employees who become disabled.

Full details of these policies are available from the trust registered offices.

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

It is a vital aspect of the trust's aims and objectives that mutually beneficial relationships are held with suppliers, customers and other stakeholders including the wider community in which it operates. To develop these relationships the trust focuses on its key objectives and how the working relationship with stakeholders can help achieve those objectives.

The trustees receive information from the senior management team and local governing boards throughout the year. This information includes the results of any employee consultations, appraisals of projects and contracts, and reports on the timeliness of payments.

**Objectives and activities**

**Objects and aims**

The principal object and activity of the charitable company is the operation of Keystone Academy Trust to provide education and improve outcomes for pupils of different abilities between the ages of three and eleven with the emphasis on particular specialisms. For our church schools this includes providing a high-quality education that includes a religious ethos. In accordance with the Articles of Association, the charitable company has adopted a "Scheme of Government" approved by the Secretary of State for Education and Skills. The Scheme of Government is part of the wider "Master Funding Agreement" between the Company and the Secretary of State and the "Supplementary Funding Agreements" for each academy.



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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

The Scheme of Government specifies, amongst other things, the basis for admitting students into the academies, and that the curriculum should comply with the substance of the national curriculum.

**Objectives, strategies and activities**

During the reporting period, the trust was formally approved as a Church Multi-Academy Trust (MAT), marking a significant milestone in the trust's development. This designation reflects the trust's commitment to upholding Christian values across the trust schools and strengthening our partnership with the Diocese. As a Church MAT, the trust will continue to promote inclusive, values-driven education, ensuring that all pupils flourish academically, socially, and spiritually within a nurturing and aspirational environment.

The trust's mission of 'Stronger Futures for All' – 'Life in all its fullness' John 10:10 is achieved through the vision of creating a flourishing, open minded and resilient family of schools, inspired by others to live life in all its fullness. Through the shared vision:

- Children thrive
- Staff appreciate the benefits of and celebrate belonging to the Keystone Academy Trust family.
- Leadership is transparent and drives inclusion and equity for all.
- Communities champion and support one another.
- Partnerships develop and strengthen trust.

The four core values of Integrity, Service, Resilience and Compassion are used by the trust to deliver its vision for all pupils, staff and families using four key strategies:

- Provide Excellence in Education for All: Continue to embed a trust where learning thrives; every pupil and staff member have the support and resources they need to flourish. By working together and embracing innovation, the trust creates a dynamic, inclusive and equitable learning experience for all.
- Ensure Strong and Effective Governance and Leadership: Ethical leadership and governance continue to build trust with stakeholders and enhance the trust's reputation and long-term sustainability, building links with schools, faith communities, the diocese and other multi academy trusts. All who are involved in leadership and governance, at trust and school level, have the responsibility to uphold the trust vision, ensuring it is reflected in its policies, curriculum and activities.
- Effective Pupil, Family and Community Support: Develop a shared responsibility for the trust's pupils, co-constructed with families and communities. The trust encourages an understanding of the meaning and significance of faith, promoting values through the experiences offered to all the trust's pupils.
- Provide a Strong and Sustainable Infrastructure and Level of Service: Creating efficient and sustainable systems which enables the delivery of equitable school experiences across all trust schools. Sustainable infrastructures help create environmentally friendly and cost-effective educational environments. Continuation of the trust's work across the whole of the local authority in supporting schools with their teacher assessment and national assessment processes as well as carrying out the statutory function of monitoring SATs and phonics and moderation teacher assessment at the end of KS2.

Each strategy has underlying core strands; aspects at the core of the day to day delivery and accountability across the trust. Development within these core elements underpins practice and remains at the forefront when implementing change.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

The key performance indicators in the trust's academies focus on a range of outcomes in addition to financial performance. These include:

- Teaching and learning, safeguarding and health and safety
- Results of statutory tests
- Attendance data
- Outcomes of Ofsted inspections
- Feedback from pupil, parental and staff questionnaires
- Pupil voice
- Wellbeing of staff

During the 2024–2025 reporting period, three of the trust's schools were inspected by Ofsted under a Section 5 inspection:

- In November 2024, Long Sutton County Primary School was confirmed to remain a good school in all areas.
- In January 2025, Lutton St Nicholas Primary Academy had four aspects judged as good and one as requires improvement.
- In May 2025, Bourne Westfield Primary Academy received two outstanding judgements and three good.

These outcomes reflect the trust's continued commitment to high standards, effective leadership, and quality education across all settings.

**Public benefit**

The trust provides educational services to children aged three to eleven in South Lincolnshire. The trustees confirm that in setting the trust's objectives and planning the trust's activities they have carefully considered the Charity Commission's general guidance on public benefit.

**Strategic report**

**Achievements and performance**

The Creative Hive Project, funded through the Paul Hamlyn Foundation, focused on oracy and creative writing. The structured programme of CPD, delivered by specialist teachers and artists, impacted on oracy and engagement of pupils. EYFS staff engaged pupils in the art of storytelling, developing their vocabulary and confidence as speakers.

The trust continued to prioritise strategic leadership across all settings:

- Several senior and middle leaders either completed or enrolled on National Professional Qualifications.
- Newly appointed SENCOs also enrolled on the NPQ programme, ensuring they are well-equipped to lead inclusive practice and provision.

The trust were successful in securing funds through the Condition Improvement Fund to improve the estate in two schools. These projects were:

- Bourne Westfield – Fire safety improvements
- Surfleet – Replacement building

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Strategic report (continued)**

**Key performance indicators**

Keystone Academy Trust continues to pursue excellence across all areas of education and leadership. During the reporting period, the trust made significant progress in strengthening leadership capacity, refining curriculum delivery, and improving pupil outcomes. Notably, the trust's smallest schools all demonstrated improvement in their outcomes.

**2025 Trust Statutory Assessment Data (Unvalidated)- Six schools**

Assessment	Statistic	Cohort	Trust Results	National Results
KS2 Reading, Writing & Maths combined	% of pupils achieving the expected standard	308	57	62
KS2 Reading, Writing & Maths combined	% of pupils achieving the higher standard	308	6	8
Multiplication Tables Check	% of pupils scoring full marks	310	37	
Phonics Screening Check	% of pupils passing in Year 1	288	83	80
Early Years Foundation Stage	% of pupils achieving a Good Level of Development	252	69	
KS2 Reading	% of pupils achieving the expected standard	308	69	75
KS2 Reading	% of pupils achieving the higher standard	308	25	33
KS2 Reading	Average scaled score	301	103.3	106
KS2 Writing	% of pupils achieving the expected standard	308	69	75
KS2 Writing	% of pupils achieving the higher standard	308	25	33
KS2 Mathematics	% of pupils achieving the expected standard	308	73	72
KS2 Mathematics	% of pupils achieving the higher standard	308	12	13
KS2 Mathematics	Average scaled score	305	102.6	105
KS2 GPS	% of pupils achieving the expected standard	308	68	73
KS2 GPS	% of pupils achieving the higher standard	308	27	30
KS2 GPS	Average scaled score	305	104	105

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

In 2025-2026, the trust will add further focus on improving outcomes by:

**Getting off to a great start!**

The trust is committed to ensuring every child has the best possible start to their educational journey. While current Good Level of Development (GLD) outcomes indicate areas for improvement, this presents a valuable opportunity to innovate and strengthen the trust's early years provision.

By rethinking how the trust works across pre-school settings and with families, the trust aims to ensure all children are school-ready. A key focus will be on removing barriers to learning and raising the attainment of disadvantaged pupils. This will be driven by early years practitioners, attendance champions, and leaders at every level, working collaboratively to deliver inclusive, high-quality early education.

**Relaunching PiXL to Drive School Improvement**

The trust is relaunching PiXL to provide a refreshed and targeted approach to improving pupil outcomes. This renewed strategy will centre on a sharper focus on Diagnosis, Therapy, Testing, and Revisit (DTTR), ensuring that interventions are timely, purposeful, and impactful.

By making more effective use of PiXL resources and empowering Raising Standards Leaders (RSLs), the trust aims to strengthen leadership capacity and accelerate progress across trust schools. This initiative reflects the trust's commitment to continuous improvement and to delivering high-quality education for all pupils.

**Ambitious outcomes for SEND**

The trust remains committed to ensuring high-quality education for all pupils, including those with Special Educational Needs and Disabilities (SEND). Current outcomes for pupils with SEND are below national averages, highlighting the need for focused and sustained improvement.

Through a commitment to high-quality teaching and inclusive practice, the trust aims to raise attainment and improve outcomes for pupils with SEND across all settings.

**Enhancing Early Writing in Key Stage 1**

The trust is taking proactive steps to better support early writers transitioning from the Early Years Foundation Stage (EYFS) into Key Stage 1. A bespoke curriculum and tailored teaching approach are being developed to meet the specific needs of these learners. This revised approach will place greater emphasis on oral composition, sentence construction, and early transcription skills, ensuring a smoother and more effective progression in writing development. These changes reflect the trust's commitment to improving literacy outcomes and providing a strong foundation for future learning.

**Academies' Overall Attendance**

School	2024-25 %
Bourne Westfield Primary Academy	96.3
Long Sutton County Primary School	94.9
Lutton St Nicholas Primary Academy	94.3
Surfleet Primary School	95.9
Thurlby Community Primary Academy	96.4
Tower Road Academy	95.0
Trust	95.5
National	94.8

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

Keystone Academy Trust continues to prioritise strong attendance as a key driver of pupil achievement and wellbeing. The trust's persistent absence figure stands at 9.3%, which is notably below the national average of 12.6%. This reflects the impact of targeted interventions, close monitoring, and collaborative efforts between schools, families, and attendance champions. The trust remains committed to sustaining and further improving attendance across all settings to support positive outcomes for every pupil.

**Promoting the success of the company**

Section 172(1)(a) to (f) of the Companies Act 2006 requires the directors to act in the way they consider, in good faith, would be most likely to promote the success of the charity to achieve its charitable purposes. The Act states that in doing so the directors should have regard, amongst other matters, to:

*The likely consequence of any decision in the long term*

The trust makes all key decisions through reference to its long-term strategic plan and after by projecting the timing and impact of such decisions. This strategy is mainly designed around the objective to improve educational outcomes for pupils, but every decision and operations approach is regularly reviewed for its impact on all stakeholders and the need for any changes or modifications to decisions previously taken.

*The interests of the company's employees*

The employees are vital to the trust and ongoing regular engagement with them is regarded as a top priority. Employee engagement is measured through regular feedback and joint communication sessions. Any issues raised by our employees are addressed as quickly as possible and the results and subsequent actions communicated back to them. All staff are offered access to a number of wellbeing support services and the Trust seeks to ensure that staff welfare is actively considered and addressed. Health & Safety policies as well as local staff committees actively seek to ensure that the working environment meets high standards of safety and security. The trust has a named Mental Health Lead, and all employees have access to an Employee Support and Counselling Service.

*The need to foster the company's business relationships with suppliers, customers and others*

The relationships with partners and suppliers are key to the trust's effectiveness. The trust actively seeks to engage in service reviews with all key suppliers. These reviews are focussed on a two-way relationship with the Trust based on an aim of helping one another to achieve an optimum service as efficiently as possible and according to the best value for money. Where the trust has procured outsourced services, the intention is to ensure that staff and management from that contractor are supported as an equal member of the school community and stakeholders.

*The impact of the company's operations on the community and the environment*

Trustees and members recognise the responsibility of the trust to care for the environment and aim to minimise the environmental impact in all activities. As well as covering environmental issues in our trust curriculum, the trust encourages all staff and pupils to consider and participate in initiatives to reduce negative environmental impacts. These include the promotion of recycling of waste and actions to maximise efficiency in energy consumption.

*The desirability of the company maintaining a reputation for high standards of business conduct*

The reputation and public trust in the organisation and the constituent academies is fundamental to continued future success. The organisational values and behaviours are used in recruitment and training for employees to ensure that high standards are maintained, and these are used in the appraisal processes. The trust's procurement and ethical policies and procedures ensure that our values are also part of our selection of partners and suppliers.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

*The need to act fairly as between members of the company*

In terms of members of the trust, fairness in dealings is upheld through having a clear and well communicated strategy and financial discipline backed by strong internal controls. There is transparent reporting at regular intervals during the year, continual access to senior management and a track record of successful growth through new school joiners that have been appropriately integrated into the trust. The aim is to be a fully inclusive organisation and to not unfairly discriminate against pupils staff or any other member of the community and stakeholders.

**Going concern**

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

**Financial review**

The majority of the trust's income is received from the Department for Education (DfE) 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 2025 and the associated expenditure are shown as restricted funds in the statement of financial activities. The trust also received a significant amount of funding from Lincolnshire County Council, its local authority.

During the year, the total income was in excess of total expenditure by £808,365. After accounting for the movement on the LGPS, total income was in excess of total expenditure by £437,365.

The main financial performance indication is the level of reserves held at the balance sheet date. There is no restriction on the amount of carry forward of the General Annual Grant (GAG). In the period under review there was £1,346,041 of GAG carried forward.

**Reserves policy**

The trust's "free" reserves are its funds available after excluding restricted funds. "Reserves" are therefore the resources that the trust has or can make available to spend for any or all the trust's purposes once its met its commitments and covered its planned expenditure. More specifically "free" reserves represent income to the trust that is to be spent at the trust's discretion in furtherance of any of the trust's objects but which is not yet spent, committed or designated.

The trustees review the reserves levels of the trust annually. The review encompasses the nature of the income and expenditure streams. For the academic year, ended 31 August 2025, the trustees determined that all schools should hold a minimum of eight percent of their General Annual Grant. Schools are also allowed to retain the reserves they brought into the MAT. Any surplus after that may be retained by the school or pooled into a central pot. The reason for this is to provide an equitable approach to all schools but also sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. Eight percent would equate to around £771,076 of reserves. Any school not retaining the eight percent will have a financial plan put in place to replenish the reserves until they become eight percent again.

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**TRUSTEES' REPORT (CONTINUED)**  
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At 31 August 2025, free reserves held amounted to £1,118,444 (including £118,774 unrestricted fixed assets) and restricted general funds amounted to £1,346,041. The amount that can only be realised by disposing of tangible fixed assets amounts to £20,034,931. Total funds at 31 August 2025 amount to £22,499,416, and the balance on restricted general funds plus unrestricted general funds at 31 August 2025 results in a net surplus of £2,464,485.

The trust is actively looking to utilise these funds to benefit the academies and support their future and the future of the trust. There is recognition that a proportion of reserves will be required to meet current cost demands placed on the academies through unbudgeted pay increases and the impact of inflation on fuel and other expenditure. Once these are covered and addressed then any remaining excess funds will be ringfenced to support long term improvements including buildings, school improvement, and income generation.

**Investment policy**

The trust aims to manage its cash balances for the day-to-day working capital requirements of its operations whilst protecting the real long-term of any surplus cash balances against inflation. In addition, the trust aims to invest surplus cash funds to optimise returns while ensuring the investment instruments are such that there is no risk to the loss of these cash funds.

**Principal risks and uncertainties**

The trust has developed a comprehensive and evolving risk register to meet the needs of the whole organisation. This is used in conjunction with regular financial reporting to monitor the operational and financial performance of the trust.

Based on the strategic plan, the board of trustees undertakes a comprehensive review of the risks to which the trust is exposed. The board of trustees identifies systems and procedures, including specific preventable actions, which should mitigate any potential impact on the trust. This includes consideration of those risks that would impact on trustees' responsibilities to ensure that the trust's estate is safe, well managed and complies with relevant regulations.

A thorough appraisal is regularly undertaken of the existing risks and any emerging risks, for example, those arising from changes to the national funding policy and/or local circumstances. In addition to the annual review, the board of trustees will also consider any risks that arise during the year, for example, because of a new area of work being undertaken by the trust.

An independent internal auditor performs thorough testing of the financial, governance and compliance systems and reports back three times annually to the board of trustees with recommendations. The internal auditor is independent of the external auditors. A risk register, covering low, medium, and high-level risk is maintained at trust level. The risk register identifies key risks, the likelihood of those risks occurring, their potential impact on the trust, and the actions being taken to reduce and mitigate the risks. Risks are prioritised as low, medium and high using a red, amber and green scoring system. The trust's approach to risk management is supported by a risk management training programme to raise awareness of risk throughout the trust. In addition, the CEO and the senior leadership team incorporate risk management in their self-assessment reports and quality improvement plans.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Financial and Risk Management Objectives and Policies**

Outlined below is a description of the principal risk factors that may affect the trust. However, not all factors are within the trust's control and other factors besides those listed may also adversely affect the trust:

- **Government policy and funding:** There is no guarantee that current government policy and practice will continue, or that associated funding will remain at the same level or the same terms. Historic unfunded increases to salaries and on-costs, alongside sustained and increased inflation and regulatory requirements continues to place academies at a higher risk of deficit budgets. This is mitigated through detailed budgeting and forecasting and high levels of financial control and compliance.
- **Pupil numbers:** Due to the nature of the funding, the trust is highly reliant on pupil numbers to sustain income. Currently the national number of primary pupils is in decline, and this is likely to have differing impacts on our schools. These pupil numbers will be closely monitored, and expenditure considered to mitigate against any deficits including expanding wraparound and nursery provisions.
- **Funding sources:** The trust is fundamentally reliant on continued government funding through the DfE and the local authority. The risk has and will continue to be mitigated in several ways:
  - Considerable focus and investment are placed on maintaining and managing key relationships with the various funding bodies.
  - Ensuring that the trust is focused on those priority areas that will continue to benefit from public funding.
  - Contingency planning and prudence embedded into the trust budget process.
- **Educational underperformance:** Any decline in pupils' attainment and attendance, and overall school performance can impact on the trust. Trustees mitigate against this by comprehensive and rigorous monitoring of results, a focus on high quality teaching, and the early identification of vulnerable and under-performing pupils to track and develop their progress.
- **Estate management:** The trustees recognise that there is a risk of being unable to provide a safe and positive environment if premises and facilities are inadequate and poorly maintained. The trust mitigates against this by utilising a pro-active estates management plan and compliance monitoring to ensure that the trust meets its health and safety obligations as well as providing a working environment that is acceptable to both pupils and staff.

**Fundraising**

The trust carried out a limited amount of fundraising, mindful of the communities within which it operates. The trust is mindful of its responsibilities under the Charities (Protection and Social Investment) Act 2016 and legal rules.

The trust's fundraising activities are limited to events held at the respective academy schools and is organised either by the PTA or by the leadership team at that school. These events typically involve staff, pupils, parents and carers, and members of the local community in raising funds for the school or in support of another designated charity.

The trust does not use any external fundraisers. All activities are agreed and monitored by the senior leadership team of each school in compliance with relevant legal rules.



**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

**Streamlined energy and carbon reporting**

The academy's greenhouse gas emissions and energy consumption are as follows:

	<b>2025</b>	<b>2024</b>
Energy consumption used to calculate emissions (kWh)	<b>1,172,905</b>	1,270,262
<b>Energy consumption breakdown (kWh):</b>		
Gas, including heating oil	<b>745,696</b>	861,469
Electricity	<b>398,664</b>	381,649
Transport fuel	<b>28,545</b>	27,144
<b>Scope 1 emissions (in tonnes of CO2 equivalent):</b>		
Gas consumption, including heating oil	<b>136,430</b>	165,061
Leased transport	<b>1</b>	1
<b>Total scope 1</b>	<b>136,431</b>	165,062
<b>Scope 2 emissions (in tonnes of CO2 equivalent):</b>		
Purchased electricity	<b>70,560</b>	79,023
<b>Scope 3 emissions (in tonnes of CO2 equivalent):</b>		
Business travel in employee-owned or rental vehicles	<b>6,270</b>	6,511
<b>Total gross emissions (in tonnes of CO2 equivalent):</b>	<b>213,261</b>	250,596
<b>Intensity ratio:</b>		
Tonnes of CO2 equivalent per pupil	<b>100</b>	126

**Quantification and Reporting Methodology**

- the 2019 HM Government Environmental Reporting Guidelines;
- GHG Reporting Protocol - Corporate Standard
- the 2021 UK Government's Conversion Factors for Company Reporting.

The electricity, gas and oil consumption were compiled from invoice records. Mileage claims were used to calculate energy use and emissions associated with grey fleet and miles travelled for own transport.

**Intensity Measurement**

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per pupil, the recommended ratio for the sector.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Streamlined energy and carbon reporting (continued)**

**Measures Taken to Improve Energy Efficiency**

Measures have been taken to increase energy efficiency during the reporting period, including:

- Full year benefit of air source heat pump installation
- Maximising insulation during building works
- Using video conferencing for meetings and training
- Limiting heating usage where possible
- Improving energy ratings of replaced electrical items
- Continued process of existing doors and lighting with more energy efficient versions
- Initiatives with pupils and staff to reduce consumption e.g. turning off light switches

**Plans for future periods**

The vision for the trust is to continue to maintain high standards in our existing schools as well as supporting new schools joining our trust. The trust will continue exploring opportunities to expand, for both church schools and non-church schools, to maximise the benefits of being a multi-academy trust. The trust will continue to build on its strategy and activities in the following key areas:

- To achieve good or outstanding when academies are next inspected by Ofsted.
- To increase the number of academies within the trust through appropriate schools joining the organisation.
- To further develop options to work collaboratively with other MATs.
- To ensure that the trust is financially viable over the short, medium and long term.
- To provide school improvement support to all trust schools as well as schools external to Keystone.
- To ensure that the trust's operations are cost effective, value for money and properly funded, ensuring best value for the MAT and the taxpayer.

**Funds held as custodian on behalf of others**

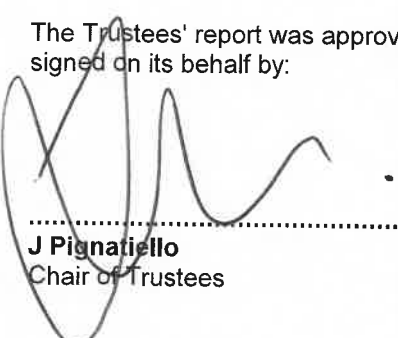
Neither Keystone Academy Trust nor any of its trustees are acting as custodian trustees on behalf of others.

**Disclosure of information to auditors**

Insofar as the trustees are aware:

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

The Trustees' report was approved by order of the board of trustees, as the company directors, on \_\_\_\_\_ and signed on its behalf by:

  
.....  
**J Pignatiello**  
Chair of Trustees

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

As trustees, we acknowledge we have overall responsibility for ensuring that Keystone 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 Keystone 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 4 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
J Pignatiello, Chair of Trustees	4	4
A Barrett	4	4
E Crane	2	4
G Palmer	4	4
I Crowson	3	4
S Dorey	3	4
S Turner-Harris	1	2
T Chow	1	1

The trustees individually and collectively are very competent, motivated and committed with a wide range of complementary skills and personalities to meet the needs of the trust. During 2024/25 there were two new appointments of trustees. The board of trustees works dynamically and strategically with the senior executive team. The board of trustees had responsibilities for six schools in the financial year. Trustees are actively developing growth opportunities.

The board of trustees routinely evaluates and refines its practice. It receives numerous data reports that reflect the full range of available data sets. This includes schools versus national attainment and progress data produced by, amongst others, Ofsted, attendance data and a full range of financial reports. The data that the board of trustees considers it to fully evaluate the Trust's effectiveness and ensure that it is providing good value for tax-payer funding.

The trust maintains an up-to-date register of interests and interests are declared at all meetings where appropriate.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

The Finance and Resources Committee is a sub-committee of the trustees. Its purpose is to:

- Assist the decision making of the board of trustees by enabling more detailed consideration to be given to the best means of fulfilling the board of trustees' responsibility of ensuring sound management of the trust's finances and resources (including premises). This includes proper planning, monitoring and probity.
- Make appropriate comments and recommendations on such matters to the board of trustees on a regular basis.
- Investment strategies
- Consideration of reserves and GAG pooling
- Review and monitor the risks of the trust and ensure that policies and procedures are in place and used to mitigate these risks.
- Set the order of work for the internal auditors and act upon the subsequent recommendations.
- Risks considered during the year included:
  - Pupil numbers
  - Recruitment of members, trustees and governors
  - Premises and H&S compliance
- Refer major issues to the board of trustees for ratification. In 2024/25 these included:
  - Use of Amazon (and other suppliers) to meet ethical and sustainability standards
  - Staff restructuring within schools
  - Strategic purchasing decisions around catering provision

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
S Dorey (Chair)	6	6
A Barrett	6	6
I Crowson	4	6
J Pignatiello	4	6
T Chow	1	1

The Remuneration Committee is also a sub-committee of the trustees. Its purpose is to approve changes to teachers' remuneration.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
S Dorey (Chair)	1	1
G Palmer	1	1
J Pignatiello	1	1

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**KEYSTONE ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**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. 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 available. The accounting officer for the academy trust has delivered improved value for money during the year by:

- Developing methods of valuing impact of spend on outcomes.
- Strengthening processes around governance and compliance
- Use of ICFP across the trust to meet school needs
- Developing a rolling five-year premises development plan to ensure the estate is safe, maintained, and complies with regulations.
- Continued focus on energy saving measures to reduce impact of energy price rises.
- Developing the process behind due diligence on and impact of potential new schools joining the trust

**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 Keystone Academy Trust for the period 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

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 on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

**The risk and control framework**

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the board of trustees
- regular reviews by the finance and resources committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- using targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- identification and management of risks

The board of trustees has decided to employ Forrester Boyd as internal auditor.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**GOVERNANCE STATEMENT (CONTINUED)**

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**The risk and control framework (continued)**

The internal auditor's role includes giving advice on financial and other matters and performing a range of checks on the academy trust's financial and other systems. In particular, the checks carried out in the current period included:

- Contract renewals
- Purchase invoice processing
- Purchases and Value for Money
- Grant income recognition
- Premises training
- Staff overpayments
- Verification of external contractors

Three times annually the internal auditor reports to the board of trustees through the audit, risk and remuneration committee on the operation of the systems of control and on the discharge of the trustees' financial responsibilities. On an annual basis the internal auditors prepare a summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

The internal auditor was able to deliver their schedule of internal scrutiny work as planned. Recommendations were received and an action plan subsequently developed and delivered. These reviews help ensure that the trust has a governance structure in place that meets both current and future requirements of the trust.

**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 financial management and governance self-assessment process;
- the work of the executive managers within the academy who have responsibility for the development and maintenance of the internal control framework.
- the work of the external auditors;
- correspondence from DfE

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the audit, risk and remuneration committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

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**KEYSTONE ACADEMY TRUST**  
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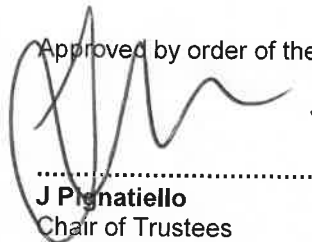
**GOVERNANCE STATEMENT (CONTINUED)**

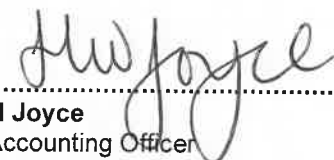
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**Conclusion**

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

Approved by order of the members of the board of trustees and signed on their behalf by:

  
.....  
**J Pignatiello**  
Chair of Trustees

  
.....  
**H Joyce**  
Accounting Officer

Date:

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**KEYSTONE ACADEMY TRUST**  
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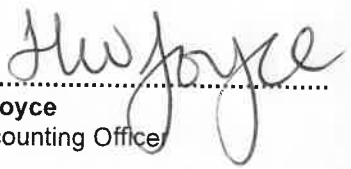
**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of Keystone Academy Trust, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the academy trust board of trustees and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I and the board of trustees are able to identify any material irregular or improper use of all funds by the trust, or material non-compliance with the framework of authorities.

I confirm that no instances of material irregularity, impropriety or 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 DfE.

  
.....  
**H Joyce**  
Accounting Officer

Date:



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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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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 Department for Education, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

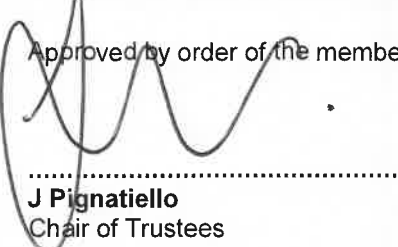
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting 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 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:



.....  
**J Pignatiello**  
Chair of Trustees

Date:

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

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**Opinion**

We have audited the financial statements of Keystone Academy Trust (the 'academy') for the year ended 31 August 2025 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 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the academy's affairs as at 31 August 2025 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 2024 to 2025 issued by the Department for Education.

**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 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'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.

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**KEYSTONE ACADEMY TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
KEYSTONE 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has 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 and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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 Statement of trustees' responsibilities, the trustees (who are also the directors of the academy 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'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 or to cease operations, or have no realistic alternative but to do so.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
KEYSTONE 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:

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was that we identified the material laws and regulations applicable to the trust through discussions with trustees and other management, and from our commercial knowledge and experience of the Trust and education sector in which it operates. We then assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

We then assessed the susceptibility of the trust's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we tested journal entries to identify unusual transactions, we reviewed a sample of grants in the year to allocation and accurate recognition, we agreed a sample of employees on the trust payroll to existence and agreed the accuracy of their pay, we assessed and reviewed the appropriateness and effectiveness of the key systems and controls. We also assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 2 were indicative of potential bias and investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to agreeing financial statement disclosures to underlying supporting documentation, reading the minutes of meetings of those charged with governance, reviewing internal audit reports for any indication of breaches of laws and regulations, enquiring of management as to actual and potential litigation and claims and reviewing any correspondence with HMRC, relevant regulators and the trust's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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

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Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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'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'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 and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Mark Bradshaw (Senior statutory auditor)**

for and on behalf of

**Streets Audit LLP**

Windsor House

A1 Business Park at

Long Bennington

Notts

NG23 5JR

Date:

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

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In accordance with the terms of our engagement letter dated 21 May 2019 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Keystone Academy Trust during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament and that the financial transactions do not conform to the authorities which govern them.

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

**Respective responsibilities of Keystone Academy Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Keystone Academy Trust's funding agreement with the Secretary of State for Education dated 28 August 2019 and the Academy Trust Handbook, extant from 1 September 2024, 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 extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025. 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 2024 to 31 August 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**Approach**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by DfE. 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's income and expenditure.

The work undertaken to draw to our conclusion includes:

- a review of the trust's systems and controls and confirmation of the operation and effectiveness during the year;
- a review of expenditure to confirm the appropriateness and value for money; and
- a review of connected party arrangements, transactions and balances.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO KEYSTONE  
ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)**

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In line with the Framework and guide for external auditors and reporting accountants of academy trusts issued March 2024, 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 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Mark Bradshaw (Senior statutory auditor)  
**Streets Audit LLP**

Windsor House  
A1 Business Park at  
Long Bennington  
Notts  
NG23 5JR

Date:

**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>						
Donations and capital grants	3	39,223	-	528,247	567,470	924,799
Other trading activities		268,859	-	-	268,859	279,490
Investments	6	61,044	102,000	-	163,044	107,797
Charitable activities		305,264	13,255,211	-	13,560,475	13,021,829
Other income	7	201,114	14,378	-	215,492	299,388
<b>Total income</b>		<b>875,504</b>	<b>13,371,589</b>	<b>528,247</b>	<b>14,775,340</b>	<b>14,633,303</b>
<b>Expenditure on:</b>						
Charitable activities	8	547,887	12,463,931	714,291	13,726,109	13,915,070
Other expenditure	9	240,866	-	-	240,866	1,398,074
<b>Total expenditure</b>		<b>788,753</b>	<b>12,463,931</b>	<b>714,291</b>	<b>13,966,975</b>	<b>15,313,144</b>
<b>Net income/ (expenditure)</b>		<b>86,751</b>	<b>907,658</b>	<b>(186,044)</b>	<b>808,365</b>	<b>(679,841)</b>
Transfers between funds	21	(61,857)	(75,499)	137,356	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>24,894</b>	<b>832,159</b>	<b>(48,688)</b>	<b>808,365</b>	<b>(679,841)</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	28	-	2,303,000	-	2,303,000	301,000
De-recognition of defined benefit pension scheme surplus		-	(2,644,000)	-	(2,644,000)	(697,000)
<b>Net movement in funds</b>		<b>24,894</b>	<b>491,159</b>	<b>(48,688)</b>	<b>467,365</b>	<b>(1,075,841)</b>



**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Reconciliation of funds:</b>	21					
Total funds brought forward		1,093,550	854,882	20,083,619	22,032,051	23,107,892
Net movement in funds		24,894	491,159	(48,688)	467,365	(1,075,841)
<b>Total funds carried forward</b>		<b>1,118,444</b>	<b>1,346,041</b>	<b>20,034,931</b>	<b>22,499,416</b>	<b>22,032,051</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 35 to 64 form part of these financial statements.

**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07788995**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	16	19,403,422	19,743,695
		<u>19,403,422</u>	<u>19,743,695</u>
<b>Current assets</b>			
Stocks	17	33,015	33,733
Debtors	18	942,175	1,077,659
Cash at bank and in hand		3,108,126	2,513,005
		<u>4,083,316</u>	<u>3,624,397</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	19	(983,244)	(1,331,963)
<b>Net current assets</b>		<u>3,100,072</u>	<u>2,292,434</u>
<b>Total assets less current liabilities</b>		<u>22,503,494</u>	<u>22,036,129</u>
Creditors: amounts falling due after more than one year	20	(4,078)	(4,078)
<b>Net assets excluding pension asset</b>		<u>22,499,416</u>	<u>22,032,051</u>
<b>Total net assets</b>		<u><u>22,499,416</u></u>	<u><u>22,032,051</u></u>

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)  
REGISTERED NUMBER: 07788995

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**BALANCE SHEET (CONTINUED)**  
AS AT 31 AUGUST 2025

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	Note	2025 £	2024 £
<b>Funds of the academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	21	20,034,931	20,083,619
Restricted income funds	21	1,346,041	854,882
<b>Total restricted funds</b>	21	<b>21,380,972</b>	<b>20,938,501</b>
<b>Unrestricted income funds</b>	21	<b>1,118,444</b>	<b>1,093,550</b>
<b>Total funds</b>		<b>22,499,416</b>	<b>22,032,051</b>

The financial statements on pages 30 to 64 were approved and authorised for issue by the trustees and are signed on their behalf, by:



.....  
**J Pignatiello**  
Chair of Trustees

Date:

The notes on pages 35 to 64 form part of these financial statements.

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	23	377,863	(246,837)
<b>Cash flows from investing activities</b>	25	218,423	355,698
<b>Cash flows from financing activities</b>	24	(1,165)	(2,330)
<b>Change in cash and cash equivalents in the year</b>		<b>595,121</b>	<b>106,531</b>
Cash and cash equivalents at the beginning of the year		<b>2,513,005</b>	2,406,474
<b>Cash and cash equivalents at the end of the year</b>	26, 27	<b><u>3,108,126</u></b>	<b><u>2,513,005</u></b>

The notes on pages 35 to 64 form part of these financial statements

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**1. 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.

**1.1 Basis of preparation of financial statements**

The financial statements of the academy, 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 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

Keystone Academy Trust meets the definition of a public benefit entity under FRS 102.

**1.2 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 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 has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Income**

All incoming resources are recognised when the academy 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) where the receipt is probable and the amount can be reliably measured.

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**1. Accounting policies (continued)**

**1.3 Income (continued)**

- **Other income**

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

**1.4 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's educational operations, including support costs and costs relating to the governance of the academy apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

**1.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the academy; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.6 Tangible fixed assets**

Assets costing £2,000 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:

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**1. Accounting policies (continued)**

**1.6 Tangible fixed assets (continued)**

Depreciation is provided on the following bases:

Freehold property	- 5% on cost on improvements, 2% on cost on buildings, land not depreciated
Long-term leasehold property	- 5% on cost on improvements, 2% on cost on buildings, land not depreciated
Furniture and equipment	- 25% on cost
Computer equipment	- 33% on cost

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.

**1.7 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**1.8 Debtors**

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

**1.9 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.

**1.10 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 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.

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**KEYSTONE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**1. Accounting policies (continued)**

**1.11 Financial instruments**

The academy only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy and their measurement bases are as follows:

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 18. Prepayments are not financial instruments. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment. Cash at bank is classified as a basic financial instrument and is measured at face value.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 19 and 20. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment.

**1.12 Pensions**

Retirement benefits to employees of the academy 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 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 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.



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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**1. Accounting policies (continued)**

**1.13 Fund accounting**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy 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.

**2. 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 balance 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 balance. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension balance.

Critical areas of judgment:

At 31 August 2025, the present value of the defined benefit obligation at the reporting date was valued at less than the fair value of plan assets and therefore the plan has a surplus. In accordance with FRS 102, an entity shall 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. trustees have concluded that there is no realistic expectation that the surplus will be realised or will provide future economic benefit to the trust. As a result the pension asset has not been recognised in the balance sheet of the financial statements.

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**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**3. Income from donations and capital grants**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted fixed asset funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Donations	39,223	-	<b>39,223</b>	8,644
Capital Grants	-	528,247	<b>528,247</b>	916,155
	<u>39,223</u>	<u>528,247</u>	<u><b>567,470</b></u>	<u>924,799</u>
<i>Total 2024</i>	<u>8,644</u>	<u>916,155</u>	<u>924,799</u>	

**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

**4. Funding for the academy's charitable activities**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Educational Operations</b>				
General Annual Grant (GAG)	-	9,638,448	<b>9,638,448</b>	9,493,303
Other DfE grants				
Pupil premium	-	642,287	<b>642,287</b>	639,459
UFSM	-	280,252	<b>280,252</b>	284,603
Teachers pay and pension grants	-	366,456	<b>366,456</b>	247,357
Supplementary grant	-	-	-	25,393
Others	-	600,628	<b>600,628</b>	523,388
	-	11,528,071	<b>11,528,071</b>	11,213,503
<b>Other Government grants</b>				
Local Authority - SEN	-	1,196,044	<b>1,196,044</b>	815,984
Local Authority - EYFS	-	476,681	<b>476,681</b>	489,207
	-	1,672,725	<b>1,672,725</b>	1,305,191
<b>Other income from the academy's educational operations</b>	305,264	54,415	<b>359,679</b>	503,135
	305,264	13,255,211	<b>13,560,475</b>	13,021,829
	305,264	13,255,211	<b>13,560,475</b>	13,021,829
<b>Total 2024</b>	421,098	12,600,731	<b>13,021,829</b>	

**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

**5. Income from other trading activities**

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Nursery and after school club	268,616	<b>268,616</b>	279,490
Sale of goods and services	243	<b>243</b>	-
	<u>268,859</u>	<u><b>268,859</b></u>	<u>279,490</u>

**6. Investment income**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	61,044	-	<b>61,044</b>	35,797
Pension income	-	102,000	<b>102,000</b>	72,000
	<u>61,044</u>	<u>102,000</u>	<u><b>163,044</b></u>	<u>107,797</u>
<i>Total 2024</i>	<u>35,797</u>	<u>72,000</u>	<u>107,797</u>	

**7. Other incoming resources**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
School Improvement income	201,114	14,378	<b>215,492</b>	299,388
	<u>201,114</u>	<u>14,378</u>	<u><b>215,492</b></u>	
<i>Total 2024</i>	<u>281,746</u>	<u>17,642</u>	<u>299,388</u>	

**KEYSTONE ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

**8. Expenditure**

	<b>Staff Costs 2025 £</b>	<b>Premises 2025 £</b>	<b>Other 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Educational Operations:					
Direct costs	9,010,375	-	1,129,582	<b>10,139,957</b>	10,675,483
Allocated support costs	1,672,727	546,302	1,367,123	<b>3,586,152</b>	3,239,587
Other expenditure	185,896	-	54,970	<b>240,866</b>	1,398,074
<b>Total 2025</b>	<b>10,868,998</b>	<b>546,302</b>	<b>2,551,675</b>	<b>13,966,975</b>	<b>15,313,144</b>
<i>Total 2024</i>	<i>10,959,670</i>	<i>642,310</i>	<i>3,711,164</i>	<i>15,313,144</i>	

**9. Other expenditure**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Transfer out of academy to another trust	-	-	-	1,151,032
School Improvement expenditure	54,970	-	<b>54,970</b>	61,074
School Improvement wages and salaries	185,896	-	<b>185,896</b>	185,968
	<b>240,866</b>	<b>-</b>	<b>240,866</b>	<b>1,398,074</b>
<i>Total 2024</i>	<i>250,409</i>	<i>1,147,665</i>	<i>1,398,074</i>	

**KEYSTONE ACADEMY TRUST**  
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FOR THE YEAR ENDED 31 AUGUST 2025**

**10. Analysis of expenditure by activities**

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Educational Operations	10,139,957	3,586,152	<b>13,726,109</b>	13,915,070
<i>Total 2024</i>	<u>10,675,483</u>	<u>3,239,587</u>	<u>13,915,070</u>	

**Analysis of support costs**

	Total funds 2025 £	Total funds 2024 £
Staff costs	1,672,727	1,327,073
Technology costs	195,443	176,015
Premises costs	546,302	720,071
Other costs	1,118,014	968,689
Governance costs	32,028	30,524
Legal costs	21,638	17,215
	<u>3,586,152</u>	<u>3,239,587</u>

**11. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	2025 £	2024 £
Operating lease rentals	36,479	31,997
Depreciation of tangible fixed assets	711,140	718,661
Fees paid to auditors for:		
- audit	10,750	10,750
- other services	6,000	3,770
	<u>754,369</u>	<u>765,178</u>

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**12. Staff**

**a. Staff costs and employee benefits**

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	7,877,393	8,250,822
Social security costs	820,999	713,992
Pension costs	1,930,464	1,701,355
	<u>10,628,856</u>	<u>10,666,169</u>
Agency staff costs	240,142	214,832
Staff restructuring costs	-	78,669
	<u>10,868,998</u>	<u>10,959,670</u>

Staff restructuring costs comprise:

	2025 £	2024 £
Redundancy payments	-	71,822
Severance payments	-	6,847
	<u>-</u>	<u>78,669</u>

Included in severance payments are £NIL of contractual (2024: £NIL) and £NIL of non-contractual payments (2024: £6,847).

**b. Staff numbers**

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

	2025 No.	2024 No.
Teachers	122	131
Admin and support	337	365
Management	2	2
	<u>461</u>	<u>498</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**12. Staff (continued)**

**b. Staff numbers (continued)**

The average headcount expressed as full-time equivalents was:

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<i>No.</i>
Teachers	<b>90</b>	<i>95</i>
Admin and support	<b>126</b>	<i>130</i>
Management	<b>2</b>	<i>2</i>
	<hr/> <b>218</b> <hr/>	<hr/> <i>227</i> <hr/>

**c. Higher paid staff**

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

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<i>No.</i>
In the band £60,001 - £70,000	<b>4</b>	<i>4</i>
In the band £70,001 - £80,000	<b>2</b>	<i>1</i>
In the band £80,001 - £90,000	<b>1</b>	<i>1</i>
In the band £90,001 - £100,000	<b>2</b>	<i>1</i>
In the band £100,001 - £110,000	<b>-</b>	<i>1</i>
In the band £110,001 - £120,000	<b>1</b>	<i>-</i>
	<hr/> <b>1</b> <hr/>	<hr/> <i>-</i> <hr/>

**d. Key management personnel**

The key management personnel of the academy 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 was £502,691 (2024 £471,359).



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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**13. Central services**

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

- Trust leadership salaries
- Legal and finance costs
- Procurement support
- Governance support
- IT software, subscriptions and licences
- HR and payroll costs
- Premises management
- School improvement
- Regulatory costs

The academy charges for these services on the following basis:

7% of all Government and Local Authority grant income, except for Pupil Premium and SEN funding.

During 2024/25 the trust treated the two smallest schools (Surfleet Primary Academy and Lutton St Nicholas Primary Academy - SP and, LSN) as one "cost centre" to allow for pooling of their collective resources and reserves for reporting purposes. This allowed both schools to have the equal financial opportunities for curriculum delivery and development as well as allowing the building of synergies comparable to the larger schools.

The actual amounts charged during the year were as follows:

	2025 £	2024 £
Bourne Westfield Primary Academy	242,232	185,058
Tower Road Primary Academy	199,200	168,132
Long Sutton County Primary School	158,532	120,934
Thurlby Community Primary School	75,660	54,685
SPS and LSN	72,612	100,528
<b>Total</b>	<b>748,236</b>	<b>629,337</b>

**14. Trustees' remuneration and expenses**

During the year, no trustees received any remuneration or other benefits (2024 - £NIL).

During the year, no trustee expenses have been incurred (2024 - £NIL).

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**15. Trustees' and Officers' insurance**

The academy has opted into the Department of Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the trustees and officers indemnity element from the overall cost of the RPA scheme membership.

**16. Tangible fixed assets**

	F/H and L/H property £	Assets under construction £	Furniture and equipment £	Computer equipment £	Total £
<b>Cost or valuation</b>					
At 1 September 2024	23,227,639	374,431	306,997	770,569	24,679,636
Additions	233,668	37,785	46,575	52,840	370,868
Transfers between classes	374,431	(374,431)	-	-	-
At 31 August 2025	23,835,738	37,785	353,572	823,409	25,050,504
<b>Depreciation</b>					
At 1 September 2024	4,101,146	-	225,291	609,504	4,935,941
Charge for the year	549,614	-	39,948	121,578	711,140
At 31 August 2025	4,650,760	-	265,239	731,082	5,647,081
<b>Net book value</b>					
At 31 August 2025	19,184,978	37,785	88,333	92,327	19,403,423
At 31 August 2024	19,126,493	374,431	81,706	161,065	19,743,695

Included in freehold and leasehold property is land amounting to £2,601,533 (2024: £2,601,533) which is not depreciated.

The trust's 2024/25 transactions relating to land and buildings included £147,075 on a new boiler system, £3,738 for fire safety and fire alarms, and £10,518 on roof projects that were all funded through CIF. The remaining transactions included £8,372 on roof projects, £49,327 on playground projects, £21,523 on toilet refurbishment and £11,674 in floor and repainting. Assets under construction relate to ongoing CIF projects at Bourne Westfield Primary Academy and Surfleet Primary Academy.

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**17. Stocks**

	2025 £	2024 £
Uniform and stationery stocks	<u>33,015</u>	<u>33,733</u>

**18. Debtors**

	2025 £	2024 £
<b>Due within one year</b>		
Trade debtors	23,017	16,771
Other debtors	157,689	296,719
Prepayments and accrued income	761,469	764,169
	<u>942,175</u>	<u>1,077,659</u>

**19. Creditors: Amounts falling due within one year**

	2025 £	2024 £
Other loans	1,165	2,330
Trade creditors	176,432	480,184
Other taxation and social security	179,538	164,353
Other creditors	236,440	242,911
Accruals and deferred income	389,669	442,185
	<u>983,244</u>	<u>1,331,963</u>

	2025 £	2024 £
Deferred income at 1 September 2024	201,492	208,701
Resources deferred during the year	247,539	201,492
Amounts released from previous periods	(201,492)	(208,701)
	<u>247,539</u>	<u>201,492</u>

Deferred income relates to UIFSM income, wraparound funding income and other curriculum income relating to the 2025/26 academic year.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**19. Creditors: Amounts falling due within one year (continued)**

Other loans relates to a Salix loan repayable over 8 years. The loan is interest free. Repayments commenced in September 2023.

**20. Creditors: Amounts falling due after more than one year**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Other loans	<b>4,078</b>	<b>4,078</b>

Other loans relates to a Salix loan repayable over 8 years. The loan is interest free. Repayments commenced in September 2023.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

**21. Statement of funds**

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
<b>Unrestricted funds</b>						
Other Unrestricted funds	970,416	875,504	(784,393)	(61,857)	-	999,670
Unrestricted Fixed Assets	123,134	-	(4,360)	-	-	118,774
	<u>1,093,550</u>	<u>875,504</u>	<u>(788,753)</u>	<u>(61,857)</u>	<u>-</u>	<u>1,118,444</u>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	854,882	9,638,451	(9,071,793)	(75,499)	-	1,346,041
Pupil Premium	-	642,287	(642,287)	-	-	-
Other DfE Grants	-	1,247,334	(1,247,334)	-	-	-
SEN/High Needs	-	1,196,044	(1,196,044)	-	-	-
Other Restricted Funds	-	545,473	(545,473)	-	-	-
Pension reserve	-	102,000	239,000	-	(341,000)	-
	<u>854,882</u>	<u>13,371,589</u>	<u>(12,463,931)</u>	<u>(75,499)</u>	<u>(341,000)</u>	<u>1,346,041</u>
<b>Restricted fixed asset funds</b>						
DfE capital grants	4,261,839	528,247	(169,627)	-	-	4,620,459
Capital expenditure from GAG	1,015,474	-	(34,958)	137,356	-	1,117,872
Capital expenditure from other income	14,806,306	-	(509,706)	-	-	14,296,600
	<u>20,083,619</u>	<u>528,247</u>	<u>(714,291)</u>	<u>137,356</u>	<u>-</u>	<u>20,034,931</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**21. Statement of funds (continued)**

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Total Restricted funds	20,938,501	13,899,836	(13,178,222)	61,857	(341,000)	21,380,972
Total funds	22,032,051	14,775,340	(13,966,975)	-	(341,000)	22,499,416

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**21. Statement of funds (continued)**

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

Unrestricted funds

Unrestricted funds represent both those resources, as well as funds transferred to the Academy from the Local Authority upon conversion, which may be used towards meeting any of the objects of the Academy at the discretion of the trustees. These are not currently designated for particular purposes.

Restricted Fixed Asset funds

Transfer from Local Authority on conversion represents the assets transferred to the Academy from the Local Authority upon conversion.

Capital expenditure from GAG represents fixed asset expenditure transferred from other restricted income.

Restricted Revenue funds

General Annual Grant (GAG) is made up of a number of different funding streams, all of which are used to cover the running costs of the Academy.

Other DfE Grants, other government grants and other restricted funds represent monies received for specific purposes. Teaching school funds were transferred to unrestricted general funds during the year as this is no longer government funded.

Pension Reserve represents the current deficit balance of the Local Government Pension Scheme (LGPS).

Transfers between funds represent restricted income funds being used on capital expenditure, as well as using surplus funds from conversion to cover restricted deficits in the year.

Summary

The balance on restricted general funds plus unrestricted general funds at 31 August 2025 results in a net surplus of £2,464,485.

Under the funding agreement with the Secretary of State, the academy was not subject to a limit on the amount of GAG it could carry forward at 31 August 2025.

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**21. Statement of funds (continued)**

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

	<i>Balance at 1 September 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2024 £</i>
<b>Unrestricted funds</b>						
Other Unrestricted funds	1,028,930	1,044,417	(737,243)	(365,688)	-	970,416
Unrestricted Fixed Assets	127,494	-	(4,360)	-	-	123,134
	<u>1,156,424</u>	<u>1,044,417</u>	<u>(741,603)</u>	<u>(365,688)</u>	<u>-</u>	<u>1,093,550</u>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	864,032	9,493,306	(9,835,614)	333,158	-	854,882
Pupil Premium	-	657,491	(657,491)	-	-	-
Other DfE Grants	-	1,062,709	(1,062,709)	-	-	-
SEN/High Needs	-	815,984	(815,984)	-	-	-
Other Restricted Funds	-	571,241	(571,241)	-	-	-
Pension reserve	-	72,000	324,000	-	(396,000)	-
	<u>864,032</u>	<u>12,672,731</u>	<u>(12,619,039)</u>	<u>333,158</u>	<u>(396,000)</u>	<u>854,882</u>
<b>Restricted fixed asset funds</b>						
DfE capital grants	4,108,066	916,155	(794,912)	32,530	-	4,261,839
Capital expenditure from GAG	1,022,032	-	(6,558)	-	-	1,015,474
Capital expenditure from other income	15,957,338	-	(1,151,032)	-	-	14,806,306
	<u>21,087,436</u>	<u>916,155</u>	<u>(1,952,502)</u>	<u>32,530</u>	<u>-</u>	<u>20,083,619</u>



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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Statement of funds (continued)**

	<i>Balance at 1 September 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2024 £</i>
<b>Total Restricted funds</b>	21,951,468	13,588,886	(14,571,541)	365,688	(396,000)	20,938,501
<b>Total funds</b>	23,107,892	14,633,303	(15,313,144)	-	(396,000)	22,032,051

**Total funds analysis by academy**

Fund balances at 31 August 2025 were allocated as follows:

	<b>2025 £</b>	<b>2024 £</b>
Bourne Westfield Primary Academy	1,192,513	1,111,232
Tower Road Primary Academy	658,678	491,434
Long Sutton County Primary School	239,645	228,672
Thurlby Community Primary School	164,281	49,901
SPS and LSN	184,955	45,486
Central Services	24,413	21,707
Total before fixed asset funds and pension reserve	2,464,485	1,948,432
Restricted fixed asset fund	20,034,931	20,083,619
<b>Total</b>	<b>22,499,416</b>	<b>22,032,051</b>

During 2024/25 the trust treated the two smallest schools (Surfleet Primary Academy and Lutton St Nicholas Primary Academy - SPS and LSN) as one "cost centre" to allow for pooling of their collective resources and reserves for reporting purposes. This allowed both schools to have the equal financial opportunities for curriculum delivery and development as well as allowing the building of synergies comparable to the larger schools.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. 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 2025 £	Total 2024 £
Bourne Westfield Primary Academy	2,995,599	492,918	52,611	610,160	<b>4,151,288</b>	3,937,403
Tower Road Primary Academy	2,214,564	499,658	53,955	377,643	<b>3,145,820</b>	3,421,714
Long Sutton County Primary School	1,835,086	405,192	56,450	311,507	<b>2,608,235</b>	2,598,004
Thurlby Community Primary School	861,719	154,307	37,702	173,956	<b>1,227,684</b>	1,236,151
SPS and LSN	927,488	176,054	52,412	151,525	<b>1,307,479</b>	1,956,166
Central services	205,508	374,478	55,624	179,719	<b>815,329</b>	1,445,045
<b>Trust</b>	<b>9,039,964</b>	<b>2,102,607</b>	<b>308,754</b>	<b>1,804,510</b>	<b>13,255,835</b>	<b>14,594,483</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	118,545	-	19,284,877	<b>19,403,422</b>
Current assets	999,899	2,328,120	755,297	<b>4,083,316</b>
Creditors due within one year	-	(982,079)	(1,165)	<b>(983,244)</b>
Creditors due in more than one year	-	-	(4,078)	<b>(4,078)</b>
<b>Total</b>	<b>1,118,444</b>	<b>1,346,041</b>	<b>20,034,931</b>	<b>22,499,416</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Tangible fixed assets	122,906	-	19,620,789	<b>19,743,695</b>
Current assets	970,644	2,184,515	469,238	<b>3,624,397</b>
Creditors due within one year	-	(1,325,555)	(6,408)	<b>(1,331,963)</b>
Creditors due in more than one year	-	(4,078)	-	<b>(4,078)</b>
<b>Total</b>	<b>1,093,550</b>	<b>854,882</b>	<b>20,083,619</b>	<b>22,032,051</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**23. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2025 £	2024 £
Net income/(expenditure) for the year (as per Statement of financial activities)	<b>808,365</b>	(679,841)
<b>Adjustments for:</b>		
Depreciation	<b>711,140</b>	718,661
Capital grants from DfE and other capital income	<b>(528,247)</b>	(916,155)
Interest receivable	<b>(61,044)</b>	(35,797)
Defined benefit pension scheme cost less contributions payable	<b>(248,000)</b>	(327,000)
Defined benefit pension scheme finance (income)/cost	<b>(102,000)</b>	(72,000)
Decrease/(increase) in stocks	<b>718</b>	(7,967)
Decrease/(increase) in debtors	<b>135,485</b>	(192,589)
(Decrease)/increase in creditors	<b>(347,554)</b>	155,974
Administration expense of defined benefit pension scheme	<b>9,000</b>	3,000
Net (loss)/gain on assets and liabilities upon transfer to another trust	<b>-</b>	1,106,877
<b>Net cash provided by/(used in) operating activities</b>	<b>377,863</b>	(246,837)

**24. Cash flows from financing activities**

	2025 £	2024 £
Repayments of borrowing	<b>(1,165)</b>	(2,330)
<b>Net cash used in financing activities</b>	<b>(1,165)</b>	(2,330)

**25. Cash flows from investing activities**

	2025 £	2024 £
Dividends, interest and rents from investments	<b>61,044</b>	35,797
Purchase of tangible fixed assets	<b>(370,868)</b>	(596,254)
Capital grants from DfE group	<b>528,247</b>	916,155
<b>Net cash provided by investing activities</b>	<b>218,423</b>	355,698

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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**26. Analysis of cash and cash equivalents**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash in hand and at bank	<b>3,108,126</b>	<b>2,513,005</b>
<b>Total cash and cash equivalents</b>	<b>3,108,126</b>	<b>2,513,005</b>

**27. Analysis of changes in net debt**

	<b>At 1 September 2024 £</b>	<b>Cash flows £</b>	<b>At 31 August 2025 £</b>
Cash at bank and in hand	<b>2,513,005</b>	<b>595,121</b>	<b>3,108,126</b>
Debt due within 1 year	<b>(2,330)</b>	<b>1,165</b>	<b>(1,165)</b>
Debt due after 1 year	<b>(4,078)</b>	<b>-</b>	<b>(4,078)</b>
	<b>2,506,597</b>	<b>596,286</b>	<b>3,102,883</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**28. Pension commitments**

The 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 Lincolnshire County Council. 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 £229,106 were payable to the schemes at 31 August 2025 (2024 - £218,508) 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 ensure scheme costs are recognised and managed appropriately and the review specifies 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 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

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

The result of this valuation was implemented on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

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**28. Pension commitments (continued)**

The employer's pension costs paid to TPS in the year amounted to £917,415 (2024 - £841,371).

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>).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the academy trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy 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 2025 was £1,073,000 (2024 - £1,103,000), of which employer's contributions totalled £869,000 (2024 - £906,000) and employees' contributions totalled £ 204,000 (2024 - £197,000). The agreed contribution rates for future years are 21.7 per cent to 25.1 per cent for employers until March 2026, and 17.96 per cent there after and various per cent for employees.

As described in note 1.12 the LGPS obligation relates to the employees of the academy, 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 since conversion. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the academy 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 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on gov.uk.

**Principal actuarial assumptions**

	2025	2024
	%	%
Rate of increase in salaries	2.55	3.80
Rate of increase for pensions in payment/inflation	3.55	2.80
Discount rate for scheme liabilities	6.05	5.10

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**28. Pension commitments (continued)**

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

	2025 Years	2024 Years
<i>Retiring today</i>		
Males	21.4	19.5
Females	23.4	22.7
<i>Retiring in 20 years</i>		
Males	23.0	20.7
Females	25.1	24.1

**Sensitivity analysis**

	2025 £000	2024 £000
Discount rate -0.1%	162	193
Mortality assumption - 1 year increase	174	241

The pension scheme surplus/deficit is based on the actuarial assumptions used as at the 31 August 2025. These can, and do, change after the year end. The above sensitivity analysis shows how the position stated can change significantly based on changes to the actuarial assumptions. A change in the markets is likely to result in an increased pension scheme deficit by next year end. Post year end valuations could be obtained to provide an indication, however, it is considered that the cost would outweigh the benefit to the users of the accounts, and would not be value for money.

**Share of scheme assets**

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

	At 31 August 2025 £	At 31 August 2024 £
Equities	6,850,000	5,708,000
Corporate bonds	1,527,000	1,447,000
Property	943,000	739,000
Cash and other liquid assets	3,106,000	2,519,000
<b>Total market value of assets</b>	<b>12,426,000</b>	<b>10,413,000</b>

The actual return on scheme assets was £817,000 (2024 - £963,000).



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**28. Pension commitments (continued)**

The amounts recognised in the Statement of financial activities are as follows:

	2025 £	2024 £
Current service cost	(621,000)	(579,000)
Interest income	561,000	482,000
Interest cost	(459,000)	(410,000)
Administrative expenses	(9,000)	(3,000)
<b>Total amount recognised in the Statement of financial activities</b>	<b>(528,000)</b>	<b>(510,000)</b>

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

	2025 £	2024 £
<b>At 1 September</b>	<b>8,825,000</b>	<b>7,734,000</b>
Current service cost	621,000	579,000
Interest cost	459,000	410,000
Employee contributions	204,000	197,000
Actuarial (gains)/losses	(2,047,000)	70,000
Benefits paid	132,000	(165,000)
<b>At 31 August</b>	<b>8,194,000</b>	<b>8,825,000</b>

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

	2025 £	2024 £
<b>At 1 September</b>	<b>10,413,000</b>	<b>8,625,000</b>
Interest income	561,000	482,000
Actuarial gains	256,000	371,000
Employer contributions	869,000	906,000
Employee contributions	204,000	197,000
Benefits paid	132,000	(165,000)
Administration expense	(9,000)	(3,000)
<b>At 31 August</b>	<b>12,426,000</b>	<b>10,413,000</b>

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**29. Operating lease commitments**

At 31 August 2025 the academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	40,387	34,995
Later than 1 year and not later than 5 years	110,456	118,529
Later than 5 years	128,131	222,300
	<u>278,974</u>	<u>375,824</u>

**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 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 DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

No related party transactions took place in the period of account.

**32. Post balance sheet events**

On 1 September 2025, The Cowbit St Mary's Church of England Academy joined the trust.