

KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

Members	J Hill A Gaywood (resigned 13 September 2024) S Dignasse Bishop R Morris
Trustees	R Abo-Henriksen, Chair J Brindle, Chair of Finance, Audit & Risk Committee K Byatt (resigned 30 November 2024) R Gregory, Vice Chair L Sherborne, Chief Executive and Accounting Officer (appointed 1 September 2024) A Wildman (resigned 31 July 2025) M Hope (appointed 1 October 2024)
Company registered number	10831275
Company name	Keys Co-operative Academy Trust
Principal and registered office	North East Essex Co-Operative Academy Turner Road Colchester Essex CO4 5LB
Chief executive officer	Lydia Sherborne
Senior management team	L Sherborne, Chief Executive Officer and Accounting Officer S Shaw, Chief Operating and Financial Officer R Skyers, Headteacher - HCA J Cookson, Headteacher - NEECA A Crudginton, Headteacher - ECA
Independent auditor	Griffin Chapman Chartered Accountants 4&5 The Cedars Old Ipswich Road Colchester Essex CO7 7QR
Bankers	Lloyds Bank PLC 77/81 High Street Chelmsford Essex CM1 1DU

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

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

The Academy Trust operates three Special/Alternative Provision academies in Essex. Its academies had combined pupil places of 477 in the year, however due to the very nature of the Alternative Provisions, the number on roll across the trust fluctuates significantly throughout the year and therefore the number of pupils on roll at census dates is not entirely representative of average pupil numbers throughout the year,

Keys Co-operative Academy Trust (KCAT)

Mid Essex Co-operative Academy (MECA)	AP Academy	135 Pupil Places
North East Essex Co-operative Academy (NEECA)	AP Academy	170 Pupil Places
Endeavour Co-operative Academy (ECA)	Special Academy	172 Pupil Places

ECA includes 16-19 year olds.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a. Constitution

The Academy Trust is a charitable 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 Keys Co-operative Academy Trust are also the directors of the charitable company for the purpose of company law.

The charitable company operates as Keys Co-operative Academy Trust.

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

b. 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.

c. Trustees' indemnities

The Trust is insured by the Risk Protection Arrangement (RPA). The insurance includes Governors' liability Insurance, which extends to Trustees of a MAT. The limit of indemnity is £10,000,000.

d. Method of recruitment and appointment or election of Trustees

The management of the Academy Trust is the responsibility of the Trustees who are elected and co-opted under the terms of the memorandum and articles of association.

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e. Policies adopted for the induction and training of Trustees

Keys Co-operative Academy Trust subscribes to a number of services to support the induction and training of new Trustees. This includes membership of the National Governance Association, the National College and the Confederation of School Trusts which give a wealth of resources and information as well as opportunities for a range of training.

New Trustees and Governors are offered a one to one meeting with the CEO/ Chair of Trustees and Headteacher as a way of an informal induction to the Trust.

f. Organisational structure



The Members take ultimate responsibility for the Trust achieving its charitable objectives and have ultimate control. Members have the ability to appoint Trustees and have the right to amend the Trust's Articles of Association and the Board of Trustees.

As a charity and company limited by guarantee, Keys Co-operative Academy Trust is governed by a Board of Trustees (the Board) who have responsibility and decision making authority for all the work of the Trust, including the establishing and running of the academies maintained by the Trust. The Board of Trustees deliver the core governance functions and ensure that Trust business is conducted in compliance with company and charity law.

As the Trust has an annual income less than £50m, there is not yet a requirement for a dedicated Audit and Risk Committee, and internal scrutiny is combined with finance, under the terms of reference for the Finance, Audit and Risk Committee (FARC).

g. Arrangements for setting pay and remuneration of key management personnel

The Trust Board are responsible for determining the pay range and starting salary of the Chief Executive Officer (CEO) and Chief Operating and Financial Officer (COFO).

The CEO's termly Professional Development Conversation is undertaken by the Chair of Trustees and the School Improvement Partner, focussed upon the CEO's work in relation to delivering the Board's Strategic Plan.

The CEO is responsible for making pay progression recommendations for the COFO and such recommendations are ratified by the Trust Board

The CEO is responsible for determining the pay range and starting salary of Headteachers within agreed headteacher groupings for the school, which are approved by the Trust Board. They are responsible for confirming any pay progressions for Headteachers, following regular Professional Development Conversations in conjunction with the Chair of Governors and the School Improvement Adviser. Such recommendations will be ratified by the Trust Board.

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h. Trade union facility time

Keys Co-operative Academy Trust did not have any employees who were union officials during the year. No time or costs were incurred on facility time or trade union activities.

Objectives and activities

a. Objects and aims

The Academy Trust's objects are specifically restricted to the following:

to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum ("the mainstream Academies") or educational institutions which are principally concerned with providing full-time or part-time education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless alternative provision is made for them ("the alternative provision Academies") or 16 to 19 Academies offering a curriculum appropriate to the needs of its students ("the 16 to 19 Academies") or schools specially organised to make special educational provision for pupils with Special Educational Needs ("the Special Academies").

b. Objectives, strategies and activities

As an educational charity formed by a co-operative of specialist schools with a common legal and moral purpose, our schools work together cooperatively to provide an appropriate, broad and balanced curriculum suitable to the varying needs of our young people and achieving our vision of enabling young people, regardless of their barriers, to achieve their full potential, enjoy positive life chances and make a positive contribution to their community.

During the 2024/2025 academic year, the Trust focussed on 5 main strategic priorities:

Priority 1	Ensure that all KCAT schools provide high quality personalised education that supports our pupils to overcome barriers and prepares them for their onward journeys in an ever changing world; in addition to working in partnership with our local schools, organisations and communities.
Priority 2	To deliver sustainable, consistent and effective school improvement across each of the schools within the Multi-Academy Trust to ensure they are skilled to meet the needs of each learning community.
Priority 3	Ensure that all staff have access to a high quality appraisal process underpinned by a layered CPD offer that ensures that they feel valued, well supported, they build high aspirations and have the opportunity to acquire the knowledge and skills to be excellent at their jobs.
Priority 4	To ensure the trust can demonstrate current and projected financial and operational stability.
Priority 5	To ensure the trust is in a strong position for growth by creating a culture of ethical, reflective and accountable leadership through the implementation of systems and processes in place both at Trust board and local governing body level.

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c. Public benefit

In setting our objectives and planning our activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and believe that the aims and objectives of the organisation are all for the public benefit.

Strategic Report

a. Achievements and performance

	Autumn Term Progress	Spring Term Progress	Summer Term Progress
Priority 1	100% of actions for December 24 Fully complete or on track.	92% of actions for April 25 Fully complete or on track. Need to progress with SEND working party once NEECA SENDCO returns from absence period.	78% of actions are Fully complete or on track. SEND work moved to next year. More work needed to finalise trust approach to monitoring. Curriculum projects are underway and are essential to the restructuring timeline.
Priority 2	100% of actions for December 24 Fully complete or on track.	100% of actions for April 25 Fully complete or On Track	100% of actions are fully complete or on track
Priority 3	100% of actions for December 24 Fully complete or on track.	80% of actions for April 25 Fully complete or on track Challenge to implement flexible working trials with Heads due to staffing challenges and absence rates.	92% of actions on track or Fully complete Flexible working project to be reviewed in September
Priority 4	100% of actions for December 24 Fully complete or on track.	83% of Actions for April 25 Fully complete or on track IT manager needs more strategic time to focus on leading key working parties around AI and website development.	80% of actions on track or fully complete. Work planned for next year to explore de-amalgamation processes and further work required for IT and websites.
Priority 5	88% of actions for December 24 are fully complete or on track. Some of the policy work has been delayed due to other work taking priority. Governor training is still a challenge to ensure all are compliant.	92% of actions for April 25 Fully complete or on track Further work on school risk registers required. Challenge around consistent clerking. Recruitment and training needs prioritising for Summer 25	79% of Actions on track or fully completed Work planned for next year to continue to enhance governance processes and format.

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b. Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the academy 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.

c. Key performance indicators

Ofsted

One academy had a Section 5 Ofsted inspection in 2024/25. The last judgement at each school are as follows:

Endeavour Co-operative Academy	June 2023 (Published Sept 2023)	GOOD
North East Essex Co-operative Academy	July 2024 (Published Sept 2024)	GOOD
Mid Essex Co-operative Academy	November 2024	GOOD

Staffing %'s

Throughout the 2024/25 financial year, trustees have been monitoring the % of expenditure on staffing costs at each of the schools against a target (KPT) of 85%.

The trust's KPT has been met overall, however one of the schools is over this target, compared to two schools last year. Trustees will continue to monitor this through the next financial year and use this information in both internal and external benchmarking exercises.

The KPIs below, show the position from a Trust point of view.

Staffing costs % of revenue income	2022/23	2023/24	2024/25
ALL KCAT			
All staff			
All staff	74.4	78.1	78.0
Teaching/leadership staff	50.8	51.2	51.8
Staffing groups as % of staffing costs	2022/23	2023/24	2024/25
ALL KCAT			
Teachers	50.5	47.7	46.3
Leadership	17.9	17.8	20.1
Classroom and other support	31.6	34.5	33.6

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Financial Review

Most of the Academy's income is obtained from the Department for Education (DfE) and the Local Authority in the form of recurrent grants, the use of which is restricted to particular purposes. These grants received from the DfE and LA during the year ended 31 August 2025 and the association expenditure are shown as restricted funds in the Statement of Financial Activities.

In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities (SORP 2019), capital grants are shown in the Statement of Financial Activities as restricted income in the restricted fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

These funding streams include:

- Per-place (FTE) funding
- Local Authority top-up funding
- Business rates grant
- Teachers pay grant
- Teachers' pension employer contribution grant
- Universal infant free school meals
- PE and sport premium
- Pupil Premium
- Recovery Premium
- National Tutoring Programme
- Other grants

The position at the end of the financial year is quite different to the anticipated outturn trustees assumed when setting the budget for the 2024/25 financial year, due to a number of significant factors, mostly relating to the variable income received at the alternative provision academies in the Trust.

When the 2024/25 budget was set, Trustees agreed to a planned in-year deficit budget to be supported by brought forward revenue reserves. This was due to uncertainty around government funding for teaching and support staff pay rises. The Trustees made prudent assumptions around government grants for the 2024/25 financial year.

Overall income at the Trust was £13,107,465, more than we budgeted for, with the majority of this being government grants announced and paid after the budget was set, the growth of New Futures and additional SEN funding due to changes in the banding for a number of our pupils. Some additional income was provided by the Education Access team at the LA but this will not continue into the future.

Salaried staffing across the trust was £10,224,459, more than we budgeted for. In addition, both expenditure on Premises and Other Expenditure were more than budgeted. Despite these increased costs, the significant increase in income compared to the original budget saw net income of £624,718 for the year (a variance of £1,366,649 against the original budget).

The result for the year is a surplus of £432,718 when including fixed asset and pension movements. Excluding these movements, the Academy has made a surplus of £1,075,703 (2024: surplus £170,745). This is reflected in the reduction in unrestricted funds of £1,645,431 (2024: deficit £178,034) and a deficit on restricted income funds of £7,942 (2024: deficit £390,607). This is due to planned expenditure from accumulated reserves on refurbishment and construction of new buildings. All expenditure has supported the objectives of the Academy. The restricted and unrestricted income fund reserves held at 31 August 2025 were £2,872,867 (2024: £4,526,240). These figures excluded the restricted fixed asset fund and the pension reserve. The restricted fixed asset reserve fund is £19,411,609 (2024: £17,325,518), of which £19,388,757 can only be realised by disposing of tangible fixed assets.

In accordance with FRS102, the Academy received an actuarial assessment of the pension scheme. The asset balance of £2,189,000 (2024: surplus of £591,000) as at 31 August 2025, is detailed within the supporting notes to the accounts. There has been a substantial reduction in the liability and this

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improvement in the balance sheet position is primarily a result of the significant change in the discount rate linked to high quality corporate bond yields, and the future rate of inflation, which is the key financial assumption required for determining the defined benefit obligation. The actuarial gain arising on the scheme is £1,406,000 which is shown in the Statement of Financial Activities. Further details of the scheme are shown in note 26. The increase in the pension asset of £1,598,000 has been derecognised in these accounts and instead represents an additional movement in comprehensive income (see note for further details).

a. Reserves Policy

Academies in the Trust are expected to hold contingency reserves from their annual GAG funding or other income to alleviate financial risks and guarantee the continued activities of the Trust. The Trust will aim to accumulate a minimum cash in bank balance equivalent to two month's payroll for all Academies and central services staff within the Trust. This currently amounts to approximately £1.2m.

The Trust holds significantly higher levels of reserves than the required contingency of which a large proportion of this was accumulated at predecessor schools prior to the formation of the Trust. The 2 significant Capital Projects (new school buildings planned at Endeavour and refurbishment at North East Essex Co-operative Academy) are now under way, with the refurbishment project at North East Essex Co-operative Academy completing during 2024/25. Reserves over the £1.2m minimum are required for these proposed capital projects. The Trust is currently in negotiations with the LA over appropriate accommodation for secondary provision in the Mid Essex area.

The expected amount of capital reserves to be budgeted for will vary between academies and will be approved by Trustees annually when the annual budget is agreed. Trustees take into consideration the amount of available revenue contingency within the budget balanced with the need for capital expenditure when deciding upon this figure.

b. Investment Policy

Trustees maximise income as far as possible and have an investment policy to manage, control and track their financial exposure and ensure value for money. A high interest or deposit account is maintained, in addition to the normal current account and surplus balances are, as far as possible, transferred to the higher interest deposit account.

The Board of Trustees follow the Charity Commission's guidance (CC14 Charities and investment matters: a guide for trustees) and will seek DfE prior approval for investments which are novel and/or contentious.

c. Principal risks and uncertainties

The Trustees maintain a register of business risk which is reviewed at every meeting of the Finance, Audit and Risk Committee (FARC). The register identifies those major risks to which the Trust is exposed, and identifies the actions and procedures to mitigate those risks.

The principal risks facing the Trust are as follows:

- The Trust lacks direction, strategy and forward planning - the continued success of the Trust is dependent on having a highly skilled and engaged Trust Board. To mitigate this risk, Trustees undertake an annual skills audit and review of effectiveness as well as ensuring the Trust Strategic Plan gives the direction and focus for forward planning.
- The Trust is subject to regulatory intervention - this could range from unfavourable Ofsted ratings, safeguarding issues or failure to comply with the Academy Trust Handbook. To mitigate this risk, Trustees ensure there is a full set of policies and financial regulations in place supported by an internal scrutiny programme conducted by an independent third party. Each academy in the Trust has a School Improvement Plan tailored around improving educational outcomes and Ofsted rating.
- The Trust goes into financial deficit - the Trust is dependent on the Local Authority for the

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majority of its income as it is the LA that commissions the number of places at our academies. Like most other Trusts, rising costs have the potential to push the Trust into deficit. To mitigate this, Trustees receive monthly management reports supported by KPI and cash flow forecasts, as well as statements of reserves.

- Failure to prevent cyber-attack - the Trust made the switch to Google Workspace some years ago and is predominantly cloud based. However, Trustees are aware of the devastating consequences of a cyber-attack and, along with all staff, undertake annual cyber security training supported by regular audits of ICT.
- The Trust struggles to recruit to vacancies - this risk is faced by all schools, academies, trusts and settings. To mitigate this risk, Trustees continue to support the Trust HR Team, headed by the HR Manager, who works to ensure the Trust has an active talent pool to enable internal succession as well as actively reviewing the recruitment process in line with the changing needs of the market.
- Decline in staff morale - the Trust recognises that staff who are engaged and motivated contributes to its success. To mitigate the risk of poor staff morale, the Trust continually reviews its benefits package, ensures the PMR process is effective and that a CPD programme that is relevant is provided to all staff.
- The Trust or an academy becomes involved in litigation - this can produce reputational damage alongside increasing costs and monopolising management time. The Trust ensures health and safety policies, procedures and training are robust supported by adequate insurance and use of third party experts.
- Failure of key suppliers - to mitigate this risk, trustees ensure the Trust's Financial Regulations and Procurement Policy are robust and effective.
- Poor quality and untimely management information - Trustees recognise the importance of receiving management information that is both accurate and timely. To mitigate this, the Trust Finance team are appropriately qualified people using sector leading, cloud based software packages.
- The Trust is unable to operate from its premises - denial of the use of one of the Trust premises would have a detrimental impact on the education provision we provide. To mitigate this, each site has a critical incident plan which is regularly reviewed, supported by an appropriately qualified site team using the latest technology to ensure all checks and servicing are carried out promptly.

The Trust has continued to strengthen the risk management process throughout the year by improving the process and ensuring staff awareness.

Fundraising

Of the three schools in the Trust, fundraising only takes place at Endeavour Co-operative Academy by The Anchorage PTA, an external body, of which the Trust benefits from donations made and grants passed through to the school. The Trust itself does not carry out significant fundraising activities.

Anchorage donations have continued to recover from Covid times when fundraising activities ceased. Grant giving organisations have continued to operate more inline with pre-Covid times and have been accepting funding applications again. There was, however, still a priority of funding charities that were struggling as a result of the pandemic.

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Plans for future periods

Priority 1	<ul style="list-style-type: none">• To ensure each school has a curriculum that meets the needs of all pupils including those with SEND and is financially sustainable.• Ensure that all pupils are challenged and supported to make progress building a culture of high aspirations• To provide high quality outreach to local schools to improve the offer for SEMH and SEND pupils within mainstream contexts.• To improve collaborative work with our families to strengthen relationships and improve pupil outcomes.• To ensure safeguarding is effective in all schools including attendance, behaviour and use of AP.
Priority 2	<ul style="list-style-type: none">• To ensure the school development plans reflect the key trust strategic priorities.• To have a consistent, high quality offer of support across all schools.• To review data systems to ensure they enable effective accountability and capture school improvements.• Development of all leaders to drive effective school improvement strategy
Priority 3	<ul style="list-style-type: none">• To ensure a high quality, supportive PDC process is implemented with a focus on professional development.• To ensure effective line management at all levels within the organisation.• To implement the standardised approach to recruitment and review all aspects of the process• To review flexible working strategies.• Develop career pathways to provide standardised progression skills.• To implement the cultivating wellbeing strategy• Develop HR toolkits for all policies to improve usability• To provide HR support through the restructuring process..
Priority 4	<ul style="list-style-type: none">• To ensure the trust ends the year with a deficit less than budgeted/surplus with forecast in-year surpluses in 2026 BFR.• To increase budget stability through the restructuring of staff across secondary AP• Continue to support growth of the schools and raise PAN• To ensure provision of IT across the trust supports financial and operational security and growth plans• To ensure facilities and H&S provision from central Trust to the academies supports financial stability and growth plans
Priority 5	<ul style="list-style-type: none">• To embed the vision, mission and key aims which reflects the strengths and future direction of the Trust.• Develop alternative governance model to ensure governance is effective and meeting statutory duties.• Maintain and strengthen links between trust board and local governing bodies.• To continue to build Trust reputation and consolidate the KCAT brand enabling growth and expansion.

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Funds held as custodian on behalf of others

Keys Co-operative Academy Trust no longer undertakes the role of treasurer for the SEND & AP CEO's National Network and has not collected any subscriptions on behalf of the network during 2024/25. The Trust is in the process of transferring the balance of funds to the new treasurer of the Network. There is a small balance of £1,013 as at 31 August 2025.

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 the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 16/12/25 and signed on its behalf by:



Roger Abo-Henriksen

Chair of Trustees

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GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2025

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that Keys Co-operative 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 CEO, 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 Keys Co-operative Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities.

The Board of Trustees has formally met 6 times during the year.

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

Trustee	Meetings attended	Out of a possible
R Abo-Henriksen, Chair	6	6
J Brindle, Chair of Finance, Audit & Risk Committee	6	6
K Byatt (resigned 30 November 2024)	1	1
L Sherborne, Chief Executive and Accounting Officer	5	6
R Gregory	4	6
A Wildman	6	6
M Hope (appointed 1 October 2024)	3	5

The Board has established a self-review process to assess its own effectiveness.

The Board has acknowledged it faces significant challenges in Trustee recruitment. Trustees have sought to recruit further Trustees to strengthen the Board, driven by an understanding of skills gaps identified as part of the annual skills audit.

The Board receives data from various sources, including the Trust's management information system, HR system as well as the finance and budgeting system. This data consists of non-financial information as well as financial information, including benchmarking and Key Performance Indicators.

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The introduction during 2024/25 of new Health & Safety/Compliance software, along with a new financial forecasting system has enhanced the quality of data reported to the Trust Board.

Trustees continue to evaluate their skills and experience through the Schools' resource management self- assessment toolkit.

The Finance, Audit and Risk Committee (FARC) is a sub committee of the main Board of Trustees. Its purpose is to consider, recommend and, in some cases approve, finance, premises, Health and Safety, asset management, personnel and audit matters (in strict accordance with its terms of reference).

The FARC has formally met 6 times during the year.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
J Brindle, Chair	6	6
K Byatt	2	2
L Sherborne, Chief Executive and Accounting Officer	5	6
M Hope (appointed 1 October 2024)	2	4
A Wildman	6	6

As a result of recommendations from the previous year's annual audit, the Trust took the decision to reduce the membership of FARC to ensure separation from the Trust Board.

Whilst Lydia Sherborne attends the Finance, Audit and Risk Committee, as an employee, she does not play a part in the audit responsibilities of that committee and acts as advisor only in that regard.

Review of value for money

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

- Making effective use of successful Condition Improvement Funding bids and Trust reserves to deliver improvements in the Trust's accommodation
- The use of DfE frameworks under the buying for schools service to gain best value for money.
- Ensuring competitive quotations are sought for achieving best pricing for larger purchases
- The use of framework agreements for purchasing.

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Conflict of Interest

Keys Co-operative Academy Trust manages actual and potential conflicts of interest with a high level of rigour and transparency. The Academy Trust maintains an up-to-date and comprehensive Register of Interests covering Trustees, Members, senior leaders, and key staff involved in procurement or decision-making. The register records all relevant business and pecuniary interests, and is reviewed annually and whenever there is a change in circumstances.

Trustees are required to declare any interests at the start of each meeting and to withdraw from discussions or decisions where a conflict, or perceived conflict, may arise. These declarations are recorded in the minutes to evidence compliance with the Academy Trust Handbook and Charity Commission guidance.

The Register of Interests is published on the Academy Trust's website to ensure openness and accountability. It is also circulated internally to senior staff and committee chairs to support the day-to-day management of governance, procurement, and recruitment decisions.

During the year, no material conflicts of interest were identified that required formal referral or external escalation. The Board continues to monitor compliance actively and has incorporated periodic checks of the Register into its annual governance cycle to ensure that any potential conflicts are managed promptly and transparently in accordance with statutory and ethical requirements.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of academy 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 Keys Co - Operative Academy Trust for the year 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 is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the academy's significant risks, that has been in place for the year 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 control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees;
- regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;

**KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)**

**GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2025**

- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided to buy-in an internal audit service from SBM Services for the 2024-25 financial year.

This option has been chosen because SBM Services Ltd, is a specialist company which can provide the accounting, auditing and business management services that the Trust needs for internal audit.

Audit Approach and Scope of Works

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:

- Personnel/HR
- Budget Setting and Monitoring
- Website compliance

Planned checks for 2024/25 include:

- Cyber security
- Fraud Risk Assessment
- Site Lockdown/Security
- Internal Financial Controls - purchasing

The audits were undertaken through discussion with key staff at the Trust, a review of key documentation and procedures and sample testing of key controls.

The findings, recommendations and assurance ratings are set out in the detailed audit reports provided to the Trust.

All internal audits were considered low risk, and although there were some areas for improvement identified, these were all relatively small or relating to attaining higher or best practice standards.

On a termly basis, the internal auditor reports to the Board of Trustees, through the audit and risk committee (FARC) on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. On an annual basis the internal auditor prepares 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/reviewer will commence their schedule of work planned for 2025/26 in the Spring Term 2026. The Site Lockdown/Security audit is to be carried out by a specialist organisation in November 2025.

There were no significant control issues arising as a result of the internal auditor's/reviewer's work. The findings, recommendations and assurance ratings are set out in the detailed audit reports provided to the Trust and remedial actions are monitored through the Audit Action Plan, regularly discussed at the FARC.

Review of effectiveness

As Accounting Officer, the CEO 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 audits;
- the work of the external audits;
- the school resource management self-assessment tool;

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GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2025

- the work of the executive managers within the academy who have responsibility for the development and maintenance of the internal control framework.

The CEO has been advised of the implications of the result of their review of the system of internal control by the Finance, Audit & Risk Committee (FARC) and a plan to address weaknesses and ensure continuous improvement of the system is in place.

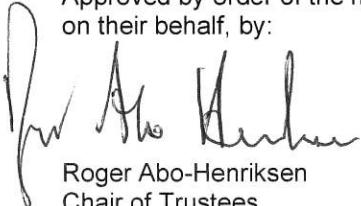
Conclusion

Based on the advice of the Finance, Audit & Risk Committee and the accounting officer, the Board of Trustees is of the opinion that the Academy Trust has an adequate and effective framework for governance, risk management and control.

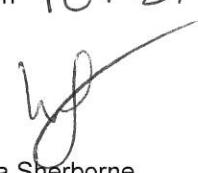
Approved by order of the members of the Board of Trustees on

16/12/25

and signed



Roger Abo-Henriksen
Chair of Trustees



Lydia Sherborne
CEO (Accounting Officer)

KEYS CO-OPERATIVE ACADEMY TRUST
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STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Keys Co-operative 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 the 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, as far as funding permits.

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

I confirm that the following instances of material irregularity, impropriety or non-compliance have been discovered to date and have been notified to the Board of Trustees and DfE. If any further instances are identified after the date of this statement, these will be notified to the Board of Trustees and DfE:

During the year the Academy Trust accepted an employee onto an existing electric vehicle salary sacrifice scheme. When it was identified that ESFA approval was required when accepting a new employee onto an existing scheme it was not possible to cancel the contract. The transaction was not in accordance with the requirements of the Academy Trust Handbook. No further electric car contracts have been entered into.

.....
Lydia Sherborne
Accounting Officer

Date:

16/12/25

KEYS CO-OPERATIVE ACADEMY TRUST
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STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2025

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 . 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:



R Abo-Henriksen

Chair of Trustees

Date: 16 December 2025

KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF KEYS CO-OPERATIVE ACADEMY TRUST

Opinion

We have audited the financial statements of Keys Co-operative Academy Trust (the 'academy trust') 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 Trust'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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

KEYS CO-OPERATIVE ACADEMY TRUST
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF KEYS
CO-OPERATIVE ACADEMY TRUST (CONTINUED)**

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's 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 Trust 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 Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

KEYS CO-OPERATIVE ACADEMY TRUST
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF KEYS
CO-OPERATIVE ACADEMY TRUST (CONTINUED)**

Auditor's responsibilities for the audit of the financial statements

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

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

The engagement partner ensured the engagement team had the necessary skills and knowledge to identify non-compliance with applicable laws and regulations.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Trust and for those that are most significant, we enquired into how management ensures compliance is maintained.

We identified that the principal risks of non-compliance with laws and regulations related to the DfE/ESFA regulatory industry that the Academy operates in. This effects the ability to continue trading as an Academy Trust. Other relevant laws and regulations of note include health and safety.

Enquiry and review of the entity's transactions was undertaken to highlight any instances of penalties, fines or legal activity which could suggest non-compliance with laws and regulations. There was no contradictory evidence found.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements including the Companies Act 2006, Accounts Directions and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the override of delegated authorities and the misappropriation of grant funding.

In response, we incorporated testing of procurement and expenditure and any other entries at risk of falling outside of delegated authorities.

Scrutiny of unusual transactions and analytical procedures were used to help identify risk factors in monies received and expended during the year.

It is also stated, as a reminder, that the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Trust.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial

KEYS CO-OPERATIVE ACADEMY TRUST
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INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF KEYS CO-OPERATIVE ACADEMY TRUST (CONTINUED)

Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

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



Daniel Aldworth FCCA FMAAT (Senior statutory auditor)
for and on behalf of:

Griffin Chapman
Chartered Accountants
Statutory Auditor
4&5 The Cedars
Old Ipswich Road
Colchester
Essex
CO7 7QR

Date: 17 December 2025

KEYS CO-OPERATIVE ACADEMY TRUST
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INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO KEYS CO-OPERATIVE ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION

In accordance with the terms of our engagement letter dated 15 April 2021 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Keys Co-operative 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 Keys Co-operative 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 Keys Co-operative 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 Keys Co-operative 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 Keys Co-operative Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Keys Co-operative Academy Trust's funding agreement with the Secretary of State for Education 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. 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 to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by DfE, which requires a limited assurance engagement as set out in our engagement letter.

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

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

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

The work undertaken comprised:

- a) Analytical review as part of the consideration of whether general activities of the academy trust are within the academy trusts framework of authorities
- b) Confirmation that items have been appropriately authorised in accordance with the academy trust's delegated authorities. Confirmation that the internal delegations have been approved by the governing

KEYS CO-OPERATIVE ACADEMY TRUST
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INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO KEYS CO-OPERATIVE ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)

body, and conform to the limits set by the Department for Education.

- c) Performing of sample testing of expenditure & procurement and review against specific terms of grant funding within the funding agreement.
- d) Review and testing of the systems surrounding the management of related party transactions.
- e) Consideration of governance activities in line with ESFA expectations.

The extent of work performed was based upon our professional judgement, informed by the assessment of the risk of material irregularity, impropriety and non-compliance.

Conclusion

In the course of our work, except for the matters listed below 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.

During the year the Academy Trust accepted an employee onto an existing electric vehicle salary sacrifice scheme. When it was identified that ESFA approval was required when accepting a new employee onto an existing scheme it was not possible to cancel the contract. The transaction was not in accordance with the requirements of the Academy Trust Handbook. No further electric car contracts have been entered into.



Mr Daniel Aldworth (Reporting Accountant)
Griffin Chapman
Chartered Accountants

4&5 The Cedars
Old Ipswich Road
Colchester
Essex
CO7 7QR

Date: 17 December 2025

KEYS CO-OPERATIVE 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 £
Income from:						
Donations and capital grants	3	-	6,920	(37,916)	(30,996)	673,444
Funding for the academy's educational operations	5	20,156	13,448	-	33,604	68,876
Investments	6	70,682	44,000	-	114,682	125,083
Charitable activities:	4					
Academy Trust educational operations		375,000	12,615,175	-	12,990,175	10,882,224
Total income		465,838	12,679,543	(37,916)	13,107,465	11,749,627
Expenditure on:						
Academy trust educational operations	8	288,792	11,780,886	413,069	12,482,747	11,280,149
Total expenditure		288,792	11,780,886	413,069	12,482,747	11,280,149
Net income/(expenditure)		177,046	898,657	(450,985)	624,718	469,478
Transfers between funds	19	(1,822,477)	(714,599)	2,537,076	-	-
Net movement in funds before other recognised gains/(losses)		(1,645,431)	184,058	2,086,091	624,718	469,478
Other recognised gains/(losses):						
Actuarial gains on defined benefit pension schemes	26	-	1,406,000	-	1,406,000	304,000
Pension surplus not recognised	26	-	(1,598,000)	-	(1,598,000)	(467,000)
Net movement in funds		(1,645,431)	(7,942)	2,086,091	432,718	306,478

KEYS CO-OPERATIVE ACADEMY TRUST
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**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
Reconciliation of funds:					
Total funds brought forward	4,236,360	289,880	17,325,518	21,851,758	21,545,280
Net movement in funds	(1,645,431)	(7,942)	2,086,091	432,718	306,478
Total funds carried forward	2,590,929	281,938	19,411,609	22,284,476	21,851,758

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

The notes on pages 30 to 60 form part of these financial statements.

KEYS CO-OPERATIVE ACADEMY TRUST
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REGISTERED NUMBER: 10831275

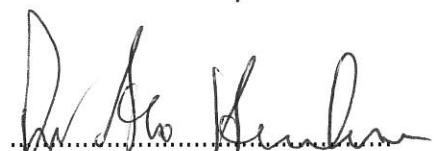
BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	15	19,388,757	16,976,126
		<hr/> 19,388,757	<hr/> 16,976,126
Current assets			
Stocks	16	225	33
Debtors	17	1,111,882	1,094,285
Cash at bank and in hand		2,738,632	4,349,368
		<hr/> 3,850,739	<hr/> 5,443,686
Current liabilities			
Creditors: amounts falling due within one year	18	(955,020)	(568,054)
		<hr/> 2,895,719	<hr/> 4,875,632
Total assets less current liabilities		<hr/> 22,284,476	<hr/> 21,851,758
Net assets excluding pension asset		<hr/> 22,284,476	<hr/> 21,851,758
Pension asset/liability	26	-	-
		<hr/> 22,284,476	<hr/> 21,851,758
Total net assets		<hr/> 22,284,476	<hr/> 21,851,758
Funds of the Academy Trust			
Restricted funds:			
Fixed asset funds	19	19,411,609	17,325,518
Restricted income funds	19	281,938	289,880
Pension reserve	19	-	-
		<hr/> 19,693,547	<hr/> 17,615,398
Total restricted funds	19	19,693,547	<hr/> 17,615,398
Unrestricted income funds	19	2,590,929	4,236,360
		<hr/> 22,284,476	<hr/> 21,851,758
Total funds		<hr/> 22,284,476	<hr/> 21,851,758

KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 10831275

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2025

The financial statements on pages 25 to 60 were approved by the Trustees, and authorised for issue on
16/12/25 and are signed on their behalf, by:



Roger Abo-Henriksen
Chair of Trustees

The notes on pages 30 to 60 form part of these financial statements.

KEYS CO-OPERATIVE ACADEMY TRUST
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	1,182,199	(596,433)
Cash flows from investing activities	22	(2,792,935)	(176,032)
Change in cash and cash equivalents in the year	24	(1,610,736)	(772,465)
Cash and cash equivalents at the beginning of the year	24	4,349,368	5,121,833
Cash and cash equivalents at the end of the year	23, 24	2,738,632	4,349,368

The notes on pages 30 to 60 form part of these financial statements

KEYS CO-OPERATIVE ACADEMY TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), 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 Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Keys Co-operative 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 Trust to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

KEYS CO-OPERATIVE ACADEMY TRUST
(A company limited by guarantee)

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

1. Accounting policies (continued)

1.3 Income

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

• Grants

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

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

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

• Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

• Other income

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

• Donated fixed assets (excluding transfers on conversion or into the Academy Trust)

Where the donated good is a fixed asset it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as 'Income from Donations and Capital Grants' and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Academy Trust's accounting policies.

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.

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

1. Accounting policies (continued)

1.4 Expenditure (continued)

• Charitable activities

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Interest receivable

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

1.6 Taxation

The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.7 Tangible fixed assets

Assets costing £1,000 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.

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

1. Accounting policies (continued)

1.7 Tangible fixed assets (continued)

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Long-term leasehold property	- Buildings 2% straight line - land is depreciated over the life of the lease
Furniture and equipment	- 25% reducing balance
Computer equipment	- 3 years straight line
Motor vehicles	- 20% reducing balance
Leasehold improvements	- 10% straight line

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.

1.8 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.

1.9 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.

1.10 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 six months or less from the date of acquisition or opening of the deposit or similar account.

1.11 Liabilities

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

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

1. Accounting policies (continued)

1.12 Financial instruments

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust 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 17. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 18. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.13 Operating leases

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

1.14 Pensions

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

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

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

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

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

1. Accounting policies (continued)

1.15 Redundancy costs

Redundancy costs and termination payments are charged to the income statement in the year in which an irrevocable commitment is made to incur the costs.

1.16 Fund accounting

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

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

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

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

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

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 asset/liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, will impact the carrying amount of the pension asset/liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions asset/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 asset/liability. This year the present value reflects a short-term allowance for inflation to the impact of the current high inflation rates.

Critical areas of judgment:

The Academy has a surplus of £2,189,000 arising on the FRS102 valuation of the LGPS. In accordance with FRS102 section 28.22, the Academy has considered whether the surplus should be recognised as a pension asset or restricted to some level or in total. The Academy has been advised that an accounting surplus should only be recognised to the extent that it is able to recover the surplus either through reduced contributions in the future, or through refunds. The present value of such economic benefits is commonly referred to as the "asset ceiling". Therefore the £1,598,000 increase in the asset has been derecognised in these accounts and instead represents an additional movement in other comprehensive income, over and above the amount derecognised previously.

3. Income from donations and capital grants

	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	6,920	10,070	16,990	62,597
Capital Grants	-	(47,986)	(47,986)	610,847
Total 2025	6,920	(37,916)	(30,996)	673,444
<i>Total 2024</i>	<i>20,542</i>	<i>652,902</i>	<i>673,444</i>	

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

4. Funding for the academy's educational operations

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
DfE grants				
General Annual Grant	-	4,270,000	4,270,000	4,270,000
Other DfE grants				
Teachers Pay and Pension grants	-	2,013,852	2,013,852	652,252
Pupil Premium & Recovery grant	-	263,457	263,457	353,121
Other DfE/ESFA grants	-	301,602	301,602	267,441
UIFSM/FSM	-	163	163	(141)
16-19 High needs place funding	-	500,000	500,000	500,000
AWPU reclaims	-	30,546	30,546	35,832
	-	7,379,620	7,379,620	6,078,505
Other grants				
SEN	-	4,009,960	4,009,960	3,998,466
Other Local Authority	375,000	1,219,401	1,594,401	792,653
Grants from other organisations	-	6,194	6,194	18,100
Referral fees	-	-	-	(5,500)
	375,000	5,235,555	5,610,555	4,803,719
Total	375,000	12,615,175	12,990,175	10,882,224
Total 2025	375,000	12,615,175	12,990,175	10,882,224
<i>Total 2024</i>	<i>(5,500)</i>	<i>10,887,724</i>	<i>10,882,224</i>	

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

5. Income from other trading activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Catering income	17,213	-	17,213	14,162
Hire of facilities	-	5,738	5,738	-
Other income	2,943	7,710	10,653	54,714
Total 2025	20,156	13,448	33,604	68,876
<i>Total 2024</i>	<i>22,747</i>	<i>46,129</i>	<i>68,876</i>	

6. Investment income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank deposit interest	70,682	-	70,682	105,083
Pension income	-	44,000	44,000	20,000
Total 2025	70,682	44,000	114,682	125,083
<i>Total 2024</i>	<i>105,083</i>	<i>20,000</i>	<i>125,083</i>	

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

7. Expenditure

	Staff Costs 2025	Premises 2025	Other 2025	Total 2025	<i>As restated</i> <i>Total</i> <i>2024</i>
					£
Academy trust educational operations					
Direct costs	8,341,516	-	612,377	8,953,893	8,143,767
Allocated support costs	1,882,943	1,222,331	423,580	3,528,854	3,136,382
Total 2025	10,224,459	1,222,331	1,035,957	12,482,747	11,280,149
<i>Total 2024 as restated</i>	<i>9,064,671</i>	<i>1,138,126</i>	<i>1,077,352</i>	<i>11,280,149</i>	

Staff costs in 2024 have been restated to align with the analysis in the DfE standard chart of accounts.

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025	Restricted funds 2025	Total 2025	<i>Total</i> <i>2024</i>
				£
Academy trust educational operations	288,792	12,193,955	12,482,747	11,280,149
<i>Total 2024</i>	<i>44,324</i>	<i>11,235,825</i>	<i>11,280,149</i>	

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

9. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	As restated Total funds 2024 £
Academy trust educational operations	8,953,893	3,528,854	12,482,747	11,280,149
<i>Total 2024 as restated</i>	<i>8,143,767</i>	<i>3,136,382</i>	<i>11,280,149</i>	

Analysis of direct costs

	Activities 2025 £	Total funds 2025 £	As restated Total funds 2024 £
Staff costs	8,341,516	8,341,516	7,457,205
Educational supplies	562,916	562,916	639,424
Staff development	31,134	31,134	30,871
Other direct costs	18,327	18,327	16,267
Total 2025	8,953,893	8,953,893	8,143,767
<i>Total 2024 as restated</i>	<i>8,143,767</i>	<i>8,143,767</i>	

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

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Activities 2025 £	Total funds 2025 £	As restated Total funds 2024 £
Staff costs	1,882,943	1,882,943	1,607,466
Depreciation	414,349	414,349	353,899
Profit on disposal of tangible assets	(1,280)	(1,280)	-
Legal fees - other	7,318	7,318	14,755
Technology costs	47,407	47,407	56,640
Recruitment and support	8,440	8,440	4,043
Maintenance of premises	139,522	139,522	177,567
Cleaning	147,524	147,524	124,800
Rent and rates	43,901	43,901	46,807
Energy costs	157,797	157,797	114,309
Insurance	32,003	32,003	14,452
Security and transport	329,215	329,215	344,769
Catering	82,943	82,943	72,388
Bank interest and charges	(8,754)	(8,754)	1,417
Other support costs	218,898	218,898	185,269
Governance costs	26,628	26,628	17,801
Total 2025	3,528,854	3,528,854	3,136,382
<i>Total 2024 as restated</i>	<i>3,136,382</i>	<i>3,136,382</i>	

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

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2025 £	2024 £
Operating lease rentals	57,539	54,165
Depreciation of tangible fixed assets	414,350	353,899
Profit on disposal of fixed assets	(1,280)	-
Fees paid to auditor for:		
- audit	9,625	9,625
- other services	4,600	4,600
	<hr/>	<hr/>

11. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	7,649,124	6,972,240
Social security costs	827,498	671,884
Pension costs	1,742,534	1,406,547
	<hr/>	<hr/>
Staff restructuring costs	5,303	14,000
	<hr/>	<hr/>
	10,224,459	9,064,671
	<hr/>	<hr/>

Staff restructuring costs comprise:

	2025 £	2024 £
Severance payments	5,303	14,000
	<hr/>	<hr/>
	5,303	14,000
	<hr/>	<hr/>

b. Special staff severance payments

Included in severance payments is one non-statutory/non-contractual payment of £5,303 (2024 two payments of £12,000 and £2,000).

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

11. Staff (continued)

c. Staff numbers

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

	2025 No.	2024 No.
Teachers	74	82
Administration and Support	108	122
Management	23	5
	205	209
	=====	=====

d. Higher paid staff

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	18	9
In the band £70,001 - £80,000	3	4
In the band £80,001 - £90,000	3	2
In the band £90,001 - £100,000	1	-
In the band £100,001 - £110,000	1	-
	=====	=====

e. Key management personnel

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £637,523 (2024 £530,084).

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

12. Central services

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

- Human resources
- Educational support services
- Financial services
- Legal services
- Others as arising

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

Central service costs are charged at 7% of expected GAG and LA top up income, for numbers of pupils attending the schools in the year. Top up rates used differ between the schools.

The actual amounts charged during the year were as follows:

	2025 £	2024 £
North East Essex Co-operative Academy	259,644	259,658
Mid Essex/Heybridge Co-operative Academy	206,199	206,199
The Endeavour Co-operative Academy	155,557	155,557
Total	621,400	621,414

13. Trustees' remuneration and expenses

One or more Trustees has been paid remuneration or has received other benefits from an employment with the Academy Trust. The principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment. The value of Trustees' remuneration and other benefits was as follows:

	2025 £	2024 £
P Cozens, Chief Executive and Accounting Officer (retired 31 August 2024)	Remuneration	70,000 - 75,000
	Pension contributions paid	0 - 5,000
L Sherborne, Chief Executive and Accounting Officer (appointed 1 September 2024)	Remuneration	105,000 - 110,000
	Pension contributions paid	30,000 - 35,000

During the year, retirement benefits were accruing to no Trustees (2024 - *none*) in respect of defined benefit pension schemes.

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - *£NIL*).

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

14. Trustees' and Officers' insurance

The Academy Trust has opted into the Department for 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.

KEYS CO-OPERATIVE ACADEMY TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
 FOR THE YEAR ENDED 31 AUGUST 2025**

15. Tangible fixed assets

	Freehold property £	Leasehold land & buildings £	Assets under construction £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Leasehold improvements £	Total £
Cost or valuation								
At 1 September 2024	5,910,000	10,862,991	468,404	153,311	469,011	112,312	470,849	18,446,878
Additions	-	-	2,602,096	95,555	109,976	-	20,261	2,827,888
Disposals	-	-	-	-	-	(4,005)	-	(4,005)
Transfers between classes	-	2,746,650	(2,737,499)	-	-	-	(9,151)	-
At 31 August 2025	5,910,000	13,609,641	333,001	248,866	578,987	108,307	481,959	21,270,761
Depreciation								
At 1 September 2024	298,200	652,961	-	80,815	364,751	31,789	42,236	1,470,752
Charge for the year	49,700	190,950	-	27,288	83,100	15,936	47,376	414,350
On disposals	-	-	-	-	-	(3,098)	-	(3,098)
At 31 August 2025	347,900	843,911	-	108,103	447,851	44,627	89,612	1,882,004

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

15. Tangible fixed assets (continued)

	Freehold property £	Leasehold land & buildings £	Assets under construction £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Leasehold improvements £	Total £
Net book value								
At 31 August 2025	5,562,100	12,765,730	333,001	140,763	131,136	63,680	392,347	19,388,757
At 31 August 2024	5,611,800	10,210,030	468,404	72,496	104,260	80,523	428,613	16,976,126
Included in the net book value of property displayed above are the following amounts ascribable to land:								
							2025	2024
							£	£
Freehold land							3,425,000	3,425,000
Long-term leasehold land							2,409,264	2,429,856
							5,834,264	5,854,856

Included in the net book value of property displayed above are the following amounts ascribable to land:

Freehold land Long-term leasehold land

Trust schools included in long-term leasehold property occupy premises under 119 and 125 year leases at a peppercorn rent with the local authority.

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

16. Stocks

	2025	2024
	£	£
Finished goods and goods for resale	225	33
	<hr/>	<hr/>

17. Debtors

	2025	2024
	£	£
Due within one year		
Trade debtors	542,469	236,837
Other debtors	1,503	1,505
Prepayments and accrued income	325,672	515,280
Tax recoverable	242,238	340,663
	<hr/>	<hr/>
	1,111,882	1,094,285
	<hr/>	<hr/>

18. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors		
Trade creditors	145,720	94,563
Other creditors	602	211
Accruals and deferred income	808,698	473,280
	<hr/>	<hr/>
	955,020	568,054
	<hr/>	<hr/>
Deferred income		
Deferred income at 1 September 2024	369,578	38,746
Resources deferred during the year	253,170	369,578
Amounts released from previous periods	(369,578)	(38,746)
	<hr/>	<hr/>
	253,170	369,578
	<hr/>	<hr/>

Deferred income consisted of funding belonging to the following academic year.

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

19. Statement of funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Unrestricted funds						
General Funds - all funds	4,236,360	465,838	(288,792)	(1,822,477)	-	2,590,929
Restricted general funds						
General Annual Grant	33,840	4,770,000	(3,528,241)	(1,275,599)	-	-
Pupil Premium	256,040	262,088	(236,190)	-	-	281,938
Other						
DFE/ESFA	-	2,347,532	(2,347,532)	-	-	-
LA grants	-	5,229,361	(5,229,361)	-	-	-
Other restricted	-	20,368	(20,368)	-	-	-
Other grants	-	6,194	(6,194)	-	-	-
Pension reserve	-	44,000	(413,000)	561,000	(192,000)	-
	289,880	12,679,543	(11,780,886)	(714,599)	(192,000)	281,938
Restricted fixed asset funds						
Inherited fixed assets	9,998,231	-	(115,791)	-	-	9,882,440
DfE/EFSA Capital grants	314,100	(77,856)	-	(249,454)	-	(13,210)
Assets purchased from GAG and other restricted funds	1,145,725	10,070	(171,572)	69,492	-	1,053,715
DFC	35,804	29,870	-	(29,612)	-	36,062
Walnut Tree Way - donated asset	5,831,658	-	(121,128)	-	-	5,710,530
Turner Road	-	-	(4,578)	2,746,650	-	2,742,072
	17,325,518	(37,916)	(413,069)	2,537,076	-	19,411,609

KEYS CO-OPERATIVE ACADEMY TRUST
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NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds (continued)

	Balance at 1 September 2024	Income	Expenditure	Transfers in/out	Gains/ (Losses)	Balance at 31 August 2025
	£	£	£	£	£	£
Total Restricted funds	17,615,398	12,641,627	(12,193,955)	1,822,477	(192,000)	19,693,547
Total funds	21,851,758	13,107,465	(12,482,747)	-	(192,000)	22,284,476

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

The General Annual Grant restricted fund and the Other DfE/ESFA fund includes all restricted GAG income and other funding from the DfE/ESFA to cover the costs of recurrent expenditure.

Pupil Premium restricted fund represents funding received to be used to raise achievement and improve outcomes for pupils from low income families who are eligible for free school meals.

The pension reserve represents the deficit on the LGPS pension scheme.

Transfers are made to the pension reserve to reflect employer contributions.

The restricted fixed asset fund represents the cost or valuation of fixed assets held by the academy trust and any unspent capital grant funding. Additions acquired during the year will form part of this fund.

Transfers are made from the fixed asset restricted fund to the restricted fund to represent revenue expenditure funded by capital grants. Transfers are made from the restricted fund to the restricted fixed asset fund to represent capital additions funded by GAG/ESFA income. During the year a transfer of £2,537,073 was made from the restricted fund to the fixed asset reserve.

Devolved Formula Capital (DFC) is used to maintain and improve the Trust's buildings and facilities. A transfer is made within the restricted fixed asset fund to reflect DFC used to purchase capital assets during the year. Remaining DFC discloses unspent funds.

Condition Improvement Fund (CIF) represents grants received or receivable for building and capital projects and their associated costs.

Unrestricted funds are those arising from unrestricted activities and can be applied for any purpose. Transfers out of the unrestricted fund of £1,822,477 have been made during the year, to represent use of these funds, over and above the in year budget, for restricted and restricted fixed asset fund items.

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

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

19. 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> £
Unrestricted funds						
General Funds - all funds	4,414,394	122,330	(44,324)	(256,040)	-	4,236,360
Restricted general funds						
General Annual Grant	519,678	4,770,000	(4,409,762)	(846,076)	-	33,840
Pupil Premium	160,809	228,763	(133,532)	-	-	256,040
PE & Sports grant	-	25,240	(25,240)	-	-	-
National Tutoring	-	16,756	(16,756)	-	-	-
Other						
DFE/ESFA	-	1,037,746	(1,037,746)	-	-	-
LA grants	-	4,791,119	(4,791,119)	-	-	-
Other restricted	-	66,671	(66,671)	-	-	-
Other grants	-	18,100	(18,100)	-	-	-
Pension reserve	-	20,000	(383,000)	526,000	(163,000)	-
	<hr/> 680,487	<hr/> 10,974,395	<hr/> (10,881,926)	<hr/> (320,076)	<hr/> (163,000)	<hr/> 289,880
Restricted fixed asset funds						
Inherited fixed assets	10,114,022	-	(115,791)	-	-	9,998,231
DfE/EFSA Capital grants	-	578,214	-	(264,114)	-	314,100
Assets purchased from GAG and other restricted funds	338,106	-	(117,408)	925,027	-	1,145,725
DFC	54,391	28,858	-	(47,445)	-	35,804
LA capital grants	-	3,775	-	(3,775)	-	-

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

19. 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> £
Walnut Tree Way - donated asset	5,943,880	-	(120,700)	8,478	-	5,831,658
Turner Road	-	42,055	-	(42,055)	-	-
	<hr/> 16,450,399	<hr/> 652,902	<hr/> (353,899)	<hr/> 576,116	<hr/> -	<hr/> 17,325,518
Total Restricted funds	<hr/> 17,130,886	<hr/> 11,627,297	<hr/> (11,235,825)	<hr/> 256,040	<hr/> (163,000)	<hr/> 17,615,398
Total funds	<hr/> 21,545,280	<hr/> 11,749,627	<hr/> (11,280,149)	<hr/> -	<hr/> (163,000)	<hr/> 21,851,758

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2025 £	2024 £
Central fund	(108,156)	(119,577)
Mid Essex Co-operative Academy	2,601,840	2,742,271
North East Essex Co-operative Academy	(358,604)	1,513,213
The Endeavour Co-operative Academy	737,787	390,333
Total before fixed asset funds and pension reserve	<hr/> 2,872,867	<hr/> 4,526,240
Restricted fixed asset fund	19,411,609	17,325,518
Total	<hr/> 22,284,476	<hr/> 21,851,758

The following academies are carrying a net deficit on their portion of the funds as follows:

	Deficit £
Central fund	(108,156)
North East Essex Co-operative Academy	(358,604)

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

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

19. Statement of funds (continued)

As a multi academy trust, the trustees view individual academy reserves as belonging to the whole trust, to be spent for the benefit of the whole trust.

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 £
Central fund	392,561	449,547	19,703	160,809	1,022,620	669,300
Mid Essex Co-operative Academy	2,692,975	418,773	233,354	393,631	3,738,733	3,530,530
North East Essex Co-operative Academy	3,049,240	585,904	266,905	390,882	4,292,931	3,971,310
Endeavour Co-operative Academy	2,206,738	428,721	112,207	267,728	3,015,394	2,755,110
Academy Trust	8,341,514	1,882,945	632,169	1,213,050	12,069,678	10,926,250

20. 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	-	-	19,388,757	19,388,757
Debtors due after more than one year	33,406	-	-	33,406
Current assets	3,499,333	281,938	36,062	3,817,333
Creditors due within one year	(941,810)	-	(13,210)	(955,020)
Total	2,590,929	281,938	19,411,609	22,284,476

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FOR THE YEAR ENDED 31 AUGUST 2025

20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2024</i> £	<i>Restricted funds 2024</i> £	<i>Restricted fixed asset funds 2024</i> £	<i>Total funds 2024</i> £
Tangible fixed assets	-	-	16,976,126	16,976,126
Current assets	4,236,360	857,934	349,392	5,443,686
Creditors due within one year	-	(568,054)	-	(568,054)
Total	4,236,360	289,880	17,325,518	21,851,758

21. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income for the year (as per Statement of financial activities)	624,718	469,478
Adjustments for:		
Profit on disposal of tangible asset	(1,280)	-
Depreciation	414,350	353,899
Capital grants from DfE and other capital income	37,916	(652,902)
Interest receivable	(70,682)	(105,083)
Defined benefit pension scheme cost less contributions payable	(148,000)	(143,000)
Defined benefit pension scheme finance income/(cost)	(44,000)	(20,000)
(Increase)/decrease in stocks	(192)	81
Increase in debtors	(17,597)	(557,654)
Increase in creditors	386,966	58,748
Net cash provided by/(used in) operating activities	1,182,199	(596,433)

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22. Cash flows from investing activities

	2025 £	2024 £
Dividends, interest and rents from investments	70,682	105,083
Purchase of tangible fixed assets	(2,827,888)	(937,792)
Proceeds from the sale of tangible fixed assets	2,187	3,775
Capital grants from DfE Group	(47,986)	610,847
Capital donation	10,070	42,055
 Net cash used in investing activities	 (2,792,935)	 (176,032)
	<hr/>	<hr/>

23. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand and at bank	2,738,632	4,349,368
 Total cash and cash equivalents	 2,738,632	 4,349,368
	<hr/>	<hr/>

24. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	4,349,368	(1,610,736)	2,738,632
 4,349,368	<hr/>	<hr/>	<hr/>

25. Capital commitments

	2025 £	2024 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	-	2,992,893
	<hr/>	<hr/>

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

26. Pension commitments

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

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

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

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)
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

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

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NOTES TO THE FINANCIAL STATEMENTS
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26. Pension commitments (continued)

The employer's pension costs paid to TPS in the year amounted to £1,333,857 (2024 - £1,029,198).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust 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 Trust Trust has set out above, the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £695,000 (2024 - £654,000), of which employer's contributions totalled £561,000 (2024 - £526,000) and employees' contributions totalled £ 134,000 (2024 - £128,000). The agreed contribution rates for future years are 25.0% per cent for employers and 5% to 12.5% per cent for employees.

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 of Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

The Academy has a surplus of £2,189,000 arising on the FRS102 valuation of the LGPS. The Academy has been advised that an accounting surplus should only be recognised to the extent that it is able to recover the surplus either through reduced contributions in the future, or through refunds. The present value of such economic benefits is commonly referred to as the "asset ceiling". Therefore the £2,189,000 asset has been derecognised in these financial statements and instead represents an additional movement of £1,598,000 in Other Comprehensive Income, after taking into account the brought forward surplus of £591,000 derecognised at the end of the previous year.

Principal actuarial assumptions

Essex Pension Fund

	2025	2024
	%	%
Rate of increase in salaries	3.55	3.75
Rate of increase for pensions in payment/inflation	2.55	2.75
Discount rate for scheme liabilities	6.05	5.10
Inflation assumption (CPI)	2.55	2.75

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

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NOTES TO THE FINANCIAL STATEMENTS
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26. Pension commitments (continued)

	2025 Years	2024 Years
<i>Retiring today</i>		
Males	21.8	20.7
Females	24.1	23.3
<i>Retiring in 20 years</i>		
Males	23.4	22.0
Females	25.8	24.7

Sensitivity analysis

Essex Pension Fund	2025 £000	2024 £000
Discount rate +0.1%	(99)	(115)
Discount rate -0.1%	101	118
Mortality assumption - 1 year increase	124	157
Mortality assumption - 1 year decrease	(121)	(153)
CPI rate +0.1%	5	6
CPI rate -0.1%	(5)	(6)

Share of scheme assets

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

	At 31 August 2025 £000	At 31 August 2024 £000
Equities	4,240	3,521
Gilts	103	108
Property	592	440
Cash and other liquid assets	118	107
Alternative assets	1,143	936
Other managed funds	1,332	1,155
Total market value of assets	7,528	6,267

The actual return on scheme assets was £639,000 (2024 - £620,000).

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

26. Pension commitments (continued)

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

	2025 £	2024 £
Current service cost	(409,000)	(380,000)
Net interest income/(cost)	44,000	20,000
Administrative expenses	(4,000)	(3,000)
Total amount recognised in the Statement of financial activities	(369,000)	(363,000)

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

	2025 £	2024 £
At 1 September	5,676,000	4,993,000
Current service cost	409,000	380,000
Interest cost	291,000	265,000
Employee contributions	134,000	128,000
Actuarial (gains)/losses	(1,102,000)	31,000
Benefits paid	(69,000)	(121,000)
At 31 August	5,339,000	5,676,000

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

	2025 £	2024 £
At 1 September	6,267,000	5,117,000
Interest income	335,000	285,000
Actuarial gains	304,000	335,000
Employer contributions	561,000	526,000
Employee contributions	134,000	128,000
Benefits paid	(69,000)	(121,000)
Administrative expenses	(4,000)	(3,000)
At 31 August	7,528,000	6,267,000

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27. Operating lease commitments

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

	2025 £	2024 £
Not later than 1 year	52,017	43,057
Later than 1 year and not later than 5 years	43,146	33,119
	95,163	76,176

28. 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.

29. Related party transactions

Owing to the nature of the Academy Trust and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

During the year, the Academy Trust had no transactions with related parties.

30. Agency arrangements

The Academy Trust acts as an agent for the AP/SEND CEO Network. At the year end £1,013 was due to the Academy Trust (2024: £1,013 due to the AP/SEND CEO Network).

The Academy Trust also acts as an agent for the 16-19 Bursary fund at The Endeavour Co-operative Academy. At the year end, £nil was held on behalf of this fund.