REGISTERED COMPANY NUMBER: 10250958 (England and Wales)

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

FOR

THE GOLDEN THREAD ALLIANCE
(A COMPANY LIMITED BY GUARANTEE)

PREVIOUSLY KNOWN AS THE GALAXY TRUST

McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Bank Chambers
1 Central Avenue
Sittingbourne
Kent
ME10 4AE

CONTENTS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 AUGUST 2022

MEMBERS:	P Vander Gucht R Fulton (resigned 31.12.21) P Jones A Barry
TRUSTEES	P Vander Gucht A Agyepong A Denny (resigned 31.12.21) R Estwick-Brown A Konarzewski (appointed 15.12.21) S Phillips S Robinson (appointed 23.3.22) J Rouncefield V Stretton T Whelan A Tiamiyu (resigned 31.12.21)
SENIOR MANAGEMENT TEAM:	G Ratcliffe (CEO & Accounting Officer) C Misy (COO & CEO) D Egonu (Executive Head. Now Deputy CEO – appointed in new role 1.9.22) N Caulfield (Deputy CEO - appointed 1.9.22) K Ward (Headteacher – West Hill Primary Academy) R Kaur-Gill (Headteacher - Oakfield Primary Academy) L Dawson (Head of School - Temple Hill Primary Academy) A Harrington (Head of School - Fleetdown Primary Academy)
REGISTERED OFFICE	West Hill Primary Academy Dartford Road Dartford DA1 3DZ
REGISTERED COMPANY NUMBER	10250958 (England and Wales)
INDEPENDENT AUDITORS	McCabe Ford Williams Statutory Auditors and Chartered Accountants Bank Chambers 1 Central Avenue Sittingbourne Kent ME10 4AE

REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31 AUGUST 2022

BANKERS	Lloyds Bank 4-6 High Street Dartford Kent DA1 1BY
SOLICITORS	Stone King LLP Boundary House 91 Charterhouse Street London EC1M 6HR

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees present their annual report together with financial statements and auditors' reports of the charitable company for the period 1 September 2021 to 31 August 2022. The annual report serves the purposes of both a Trustees' report, and a directors' report and strategic report under company law.

The Academy Trust operates four primary academies for pupils aged 3 to 11 serving a catchment area in Dartford, Kent. Its academies have a combined pupil capacity of 2625 (excluding nursery) and had a roll of 2651 in the school census on January 2022. This is over the Published Admission Numbers (PAN) due to bulge year groups and additional pupils in KS2.

Context of the 2021-2022 academic year - COVID-19 Pandemic

On 18 March 2020, the government announced the entire country was being placed into "lockdown" due to the COVID-19 pandemic. This was followed by two further lockdowns (5 November 2020-2 December 2020) and (6 January 2021-8 March 2021). In December 2021, the government unveiled England's winter plan for COVID-19 to be used if the NHS came under "unsustainable pressure" and included measures such as face masks but with most legal limits on social contact removed, all closed sectors reopened in July 2021.

Therefore, all academies reopened without any further lockdowns/restrictions from September 2021 for the entire academic year.

Governance

Despite the continuing challenges of the COVID-19 pandemic governance at the Trust continued uninterrupted during 2021-2022 with the Board meeting its statutory duties. All governing body meetings were held virtually prior to and were re-introduced face-to-face from April 2022. All statutory and other reporting deadlines were met, and meetings remained well attended and effective.

Funding

One area of significant impact which remained was operationally in terms of staffing levels to ensure the schools remained open when staff were either on sick leave having tested positive with COVID-19, diagnosed with Long COVID-19 or were self-isolating pursuant to the government's guidance in place at the time. The cost of supply staff to the Trust for 2021-2022 was £278k.

Additional funding disclosures

Recovery Premium Funding (formerly Catch Up Premium Funding)

The Trust received Recovery Premium Funding, totalling £90k from the government in 2021/2022. The government's package of funding was to support education recovery and its intention was to help academies to deliver evidence-based approaches to support disadvantaged pupils. Details of how this funding was deployed by the academies was submitted to Trustees and Local Governors.

National Tutoring Programme

All academies in the Trust signed up to the programme which was funded nationally and this funding will continue in 2022-2023. Details of how this funding was deployed by the academies was submitted to Trustees and Local Governors.

Donations

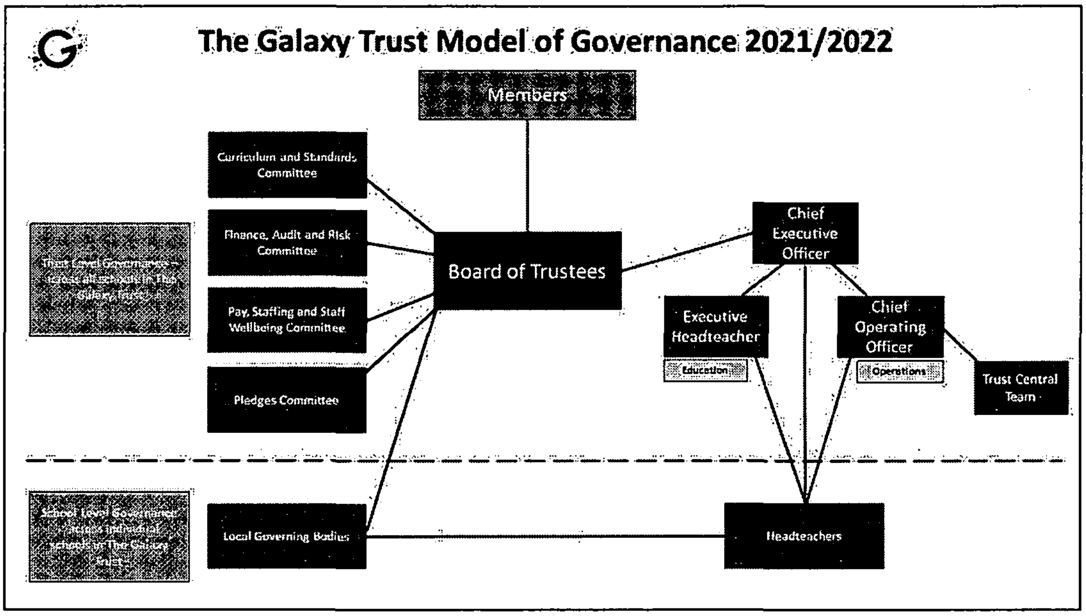
The Department for Education provided academies in the Trust with laptops and other devices during the financial year to either loan or donate to disadvantaged pupils to support them with accessing remote learning. Where the Trust lent the devices, it considered whether the risks and rewards of ownership of the devices remained with the Trust and as such were classed as a (fixed) asset of the Trust that would depreciate in line with the Trust's depreciation policy.

The HAF (Holiday and Activities Food) Programme

The Trust received funding from the Local Authority to deliver the HAF programme. The aim of the programme was to offer eligible children and young people access to a holiday provision for families in receipt of free school meals. The amount of funding received by the Trust was £255k.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT



Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and Articles of Association are the primary governing documents of the Academy Trust. The Trustees of The Golden Thread Alliance are also the directors of the charitable company for the purposes of company law. The Department for Education released the new draft Articles of Association in June 2021 which reflected the change to elements of charity and company law and the Department's governance policy. These were the first updated Articles by the Department since 2016 when the Trust adopted its Articles. The new articles were adopted by the Members in December 2021 and ratified by the Education Skills and Funding Agency.

Following approval by the Regional Schools' Commissioner for The Galaxy Trust to merge with The Pathway Academy Trust with effect from 1 January 2023, the Members approved via a written special resolution on 8th November 2022 a change to the company name "The Galaxy Trust" to "The Golden Thread Alliance". Therefore, the charitable company operated as The Galaxy Trust up to and including 30 November 2022 and operated as The Golden Thread Alliance with effect from and including 1 December 2022.

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

Members' liability

Each member of the academy trust undertakes to contribute to the assets of the company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10 as stated in academy trust's funding agreement/memorandum and articles of association for the debts and liabilities contracted before they cease to be a member.

Trustees' Indemnities

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust. The Golden Thread Alliance 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 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.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Recruitment and appointment of new trustees

The management of the Trust is the responsibility of the Trustees, who are appointed, elected, or co-opted under the terms of the Articles of Association. The Articles of Association require the appointment of at least three Trustees (unless otherwise determined by ordinary resolution) and is not subject to any maximum. The Members can appoint up to 11 Trustees. The Trustees delegate a number of functions to constituted Committees, including a Local Governing Body of each academy, via the Scheme of Delegation.

When a vacancy arises, the Members and Trustees seek to make an appointment that would maximise the skills and attributes to enable the Board to comprise appropriately qualified and experienced Trustees. A similar approach is taken at Local Governing Body level, where elections may be held in order to gain representative parental and staff views. The Board has no elected Parent Trustees as provision for Parent Governors has been established with the appointment of a Local Governing Body for each academy under Article 100a.

Two Trustees, Adrian Denny and Ayotola Tiamiyu, resigned with effect from 31 December 2021 and with considered succession planning, two new Trustees were appointed: Angela Konarzewski in December 2021 and Sam Robinson in March 2022.

Policies adopted for the induction and training of Trustees

Training and induction is tailored to new Trustees appropriate to their requirements and previous experience. All Trustees are provided with an induction pack, copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as a Trustee of the charitable company. All prospective Trustees are interviewed, adhering to the Safer Recruitment Policy, by the Chief Executive Officer and the Chair of the Board of Trustees or another experienced Trustee and are given the opportunity to visit all academies in the Trust. Safeguarding training is mandatory as part of the induction process for all levels of governance and is also an annual requirement.

Organisational structure

The Trust has no subsidiaries, joint ventures or associates.

The Board of Trustees comprise those persons appointed under the Articles of Association as described earlier herein. The Board of Trustees has delegated the day-to-day operational management of the Trust to the Chief Executive Officer who is supported by the Trust Strategic Team. The Strategic Team is comprised of the Chief Operating Officer (who is also the Chief Financial Officer), two Deputy Chief Executive Officers and Headteachers/Heads of School of the academies within the Trust. The Strategic Team meet on a regular basis to monitor and improve the educational performance and non-educational functions of the Trust. The Chief Executive Officer is the Accounting Officer for the Trust.

The Trustees delegate specific responsibilities to the appointed Committees the activities of which are reported at every Board of Trustees' meeting. The Board has constituted the following Committees, with full terms of reference approved and in place:

1. Curriculum and Standards Committee
2. Finance, Audit and Risk Committee
3. People and Development Committee (formerly known as the Pay, Staffing and Staff Wellbeing Committee)
4. Trust Pledges Committee - disbanded in March 2022
5. Local Governing Body for each academy

The Scheme of Delegation specifically details which decisions are reserved for the Board of Trustees and those that are delegated and to whom.

Arrangements for setting pay and remuneration of key management personnel

The Chief Executive Officer and Strategic Team are the key management personnel of the Trust. Trustees are also senior management although they receive no pay or other remuneration in respect of their role as a Trustee. The pay and remuneration for the Chief Executive Officer and Chief Operating Officer is set in line with current business market rates alongside full Board of Trustee approval. Trustees undertake benchmarking with an external company and other sources in relation to pay for the Executive Leadership roles.

The Chief Executive Officer is not appointed to the Board of Trustees.
The Trust continues to follow the National Pay and Conditions for Teachers when setting pay and remuneration for the Deputy Chief Executive Officer, Executive Headteacher and Headteachers/Head of School across the Trust. Salary ranges are based on pupil numbers and the nationally agreed pay scales.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued
Trade Union Facility Time

The Trust has a Trade Union Recognition agreement in place.

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
Nil	N/A

Percentage of time spent on facility time

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

Percentage of pay bill spent on facility time

	£
Total cost of facility time	N/A
Total pay bill	N/A

Percentage of the total pay bill spent on facility time calculated as:

(total cost of facility time ÷ total pay bill) × 100 — 0%

Paid trade union activities
Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:

(total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) × 100 — 0%

Related Parties and other Connected Charities and Organisations
The Trust has no subsidiaries, joint ventures or associates.

The Chief Executive Officer, as part of "Curly's Legacy", has facilitated the provision of "Farm School" and "Care Farm" activities for vulnerable children within the Trust. Working closely with a local children's charity "We Are Beams" has allowed some children to access their sensory facilities on a regular basis.

The Trust works closely with the Dartford Area Schools Consortium which provides a range of networking and CPD opportunities for subscription schools across North Kent. Additionally, Temple Hill Primary Academy has forged a close working relationship with Temple Hill Trust, which amongst other services, manages "The Enchanted Woodland," - an outside green space within Temple Hill housing estate. The space is used by pupils to gain Forest School experience. It is anticipated that the Trust will eventually gain overall management control of the woodland, in order to benefit pupils from the Trust, as well as the wider community - including other local schools.

The Trust's membership of the Kent MAT Alliance also facilitates strong peer-to-peer working arrangements in order to provide a greater level of school-to-school support and external scrutiny. The Trust has other connections with local teaching schools and alliances to strengthen its own capacity.

The Trust Leaders and staff colleagues worked in partnership and collaboration with The Pathway Academy Trust which consists of five primary schools in Gravesham which is geographically close to the schools in The Galaxy Trust. Following robust due diligence by both Trusts, an application was approved by the Regional Schools' Commissioner on 21 July 2022 for the merger of The Galaxy Trust and The Pathway Academy Trust with effect from 1 January 2023 to form The Golden Thread Alliance.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Engagement with employees (including disabled persons)

The process of recruitment and selection must be fair, systematic, efficient, and effective, ensuring equality of opportunity. Employees must be appointed in accordance with relevant statutory obligations, codes of practice, and in line with relevant policies and procedures. Our approach is to ensure the Trust effectively employs people with the right skills at the right time. No job applicant or employee will receive less favourable treatment because of their race, sex, religion, or belief, disability, marital or civil partnership status, age, pregnancy or maternity, sexual orientation, gender reassignment, or caring responsibilities, or will be disadvantaged by conditions or requirements which cannot be justified

The Trust is committed to fostering a culture of co-operation, trust, and mutual respect, where all individuals are treated with fairness and dignity and can consequently work at their optimum level. All academies make appropriate provision for disabled persons by adapting the physical environment, by making support resources available and though training and career development.

The Trust also recognises that work related stress has a negative impact on staff wellbeing, and that it can take many forms and needs to be analysed and addressed at an organisational level. This Staff Wellbeing Policy expands upon the Trust's Health and Safety policy, setting out how schools promote the wellbeing of all staff by:

- Creating a working environment where there are good management practices, effective human resources policies and staff development.
- Increasing managers' and staff members' awareness of the causes and effects of individuals mental and emotional wellbeing.
- *Developing a culture that is open and supportive of people experiencing forms of mental ill-health.*
- Developing managers through introducing them to the competencies proven to improve individual and collective experience at work.
- Engaging with staff to create constructive and effective working partnerships, both within teams and across the school through focus groups and working parties.
- Establishing working arrangements whereby staff feel they can maintain an appropriate work life balance through regular reviews and anonymous staff surveys.
- Encouraging staff to take responsibility for their own health and wellbeing through effective health promotion programmes and initiatives.
- Encouraging staff to take responsibility for their own work effectiveness as a means of reducing their own stress and that of their colleagues.
- The development and monitoring of individual wellbeing risk assessments and plans which include care pathways of support both internally and externally.
- Plans are monitored and reviewed termly to measure effectiveness and identify further required areas of support. Ensuring that Safeguarding is at the forefront of any support action for staff and children.

The Trust consults and communicates with staff through regular HR briefings, the Chief Executive Officer meeting regularly with groups of staff across the academies, regular staff meetings in each academy and surveys to gather feedback as well as signposting wellbeing and other support services for staff to be able to access. Leaflets are produced for staff who do not have easy access to a computer and as part of the new staff Induction process.

The Trust has a Trade Union Recognition agreement in place and the Chief Executive Officer and Chief Operating Officer attend meetings of the Joint Consultative Committee. Meetings take place three times per annum with the first meeting taking place in September 2022.

With The Galaxy Trust merging with The Pathway Academy Trust from 1 January 2023, extensive informal and formal consultation was undertaken with staff and all stakeholders.

Equal Opportunities

Trustees recognise that equal opportunities should be an integral part of good practice within the workplace. The Trust aims to establish equal opportunity in all areas of its activities including creating a work environment in which the contribution and needs of staff are fully valued.

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

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

The Trust recognises that as a public service educational provider it needs to engage with its external stakeholders, which include suppliers, service providers and most importantly its parents/carers, children and wider communities, in strict accordance with the Seven Principles of Public Life. The Trust ensures that business relationships with suppliers, customers and other key stakeholders are treated with fairness and equality, strict procurement procedures are followed to avoid undue bias and payments are made to suppliers within agreed terms and relationships developed with suppliers to enhance the services received.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The principal object of the Trust is the advancement of education in the United Kingdom. It achieves this object through the operation of the four academies in the Trust based in the borough of Dartford, North Kent. The academies provide the highest possible standard of education through offering a broad and balanced curriculum.
The main aims of the Trust during the year ended 31 August 2022 are summarised below:

Pupils:
To provide a **Galaxy Class** experience for all pupils.
Ensure the **best start** for children beginning their learning journey at 2, 3, 4 or 5. To ensure all pupils are fully prepared for their **future life**.

Parents and Carers:
To work in **partnership** in order to fully support children and their families. To understand the **needs** of individual families and the **context** to their lives. To develop opportunities for adult learning

Staff:
To support every member of staff in becoming **even better practitioners**.
To develop colleagues in undertaking **collaborative working**. To provide **Galaxy Class** development opportunities.
To **know and understand each colleague** as more than just a member of staff.

Supporting Others:
To offer **outreach to like-minded schools** who may be experiencing difficulties.
To **open the school to visitors** wishing to see good, alternative, or innovative practice.

Trust Development:
To incorporate like-minded schools in to the Trust - **local provision for local children**.
To seek out **productive partnerships** with Teaching Schools, local charities and businesses.

Objectives, Strategies and Activities

The Trust is a multi-academy Trust of four primary academies. The Trust, founded in September 2016, believes that it is leading the way in the pursuit of excellence: in the spirit of collaboration and inspiration, through a creative, inclusive and child-centred education. The Trust values of Respect, Responsibility and Equality are recognised and appreciated throughout the Trust by the whole school community.

Learning is at the centre of our pedagogy. We firmly believe learning is a partnership and that through working collaboratively we will achieve the highest outcomes for all. We believe that every child is unique and ensure that learning experiences are tailored to meet the needs of individual children. We pride ourselves on providing the highest quality learning experiences; learning is fun, practical and engaging. Children are enthusiastic, motivated independent learners. They feel safe, valued and included and are aspirational about their futures.

OBJECTIVES AND ACTIVITIES - continued
Objectives, Strategies and Activities - continued

The key strategic priorities of the Trust are summarised below:

Key Priority 1: Standards in reading, writing and mathematics are all above the national average.
Key Success Criteria:

- The reading, writing and maths expected level (combined) score is above the national average at all academies.
- Reading, writing, maths and grammar, punctuation and spelling greater depth individual subjects are all above the national average at all academies.
- Progress scores for Key Stage 1 to Key Stage 2 progress in reading, writing and maths are all above 0.

Performance and Achievement:
The Board of Trustees constituted Curriculum and Standards Committee worked with Senior Leaders during this academic year to develop further a standardised system of pupil performance assessment reporting across all of the academies in the Trust. There is a focus on providing specific data for disadvantaged groups and other groups specific to each academy's School Improvement Plan. The dataset produced common and comprehensive data and supports Trustees and Governors to carry out their role in monitoring and evaluating the standards and achievement of all pupils across the academies in the Trust and to assess the impact of the quality of education provided in order to drive the Trust's academies to outstanding.

All academies in the Trust met and exceeded the national floor standard for the combined figure (reading, writing and maths) for children at the end of Key Stage 2 in Summer 2019 which is the current published data. There was significant COVID-19 "pupil learning deficits" identified and addressed through catch up/interventions during the 2021-2022 academic year. The Summer 2022 pupil outcome data can be found on page 11.

Key Priority 2: All academies in the Trust are Ofsted graded "good" or better.
Key Success Criteria:

- GOOD or better judgments from Ofsted at the next inspections.
- "Project Outstanding" in place with measurable targets at Temple Hill.
- All senior staff have a good understanding of the Ofsted Framework and communicate this knowledge clearly to all staff.

Performance and Achievement:
Three academies in the Trust are currently judged as "good" and one is currently judged as "outstanding".

Key Priority 3: The Trust brand is developed and becomes recognisable as representing The Trust and all academies within it.
Key Success Criteria:

- New Trust website is developed with clear branding and easy navigation.
- New academy websites are developed in line with the updated Trust branding.
- All academies have the Trust branding as part of their overall identity.
- Development of social media presence for the Trust.

Performance and Achievement:
The new Trust and school websites were successfully launched along with an increased social media presence.

Key Priority 4: All academy buildings are all accessible, safe, secure and comfortable.
Key Success Criteria:

- Health and Safety audits show academies are safe for pupils, staff and visitors.
- Accessibility plans are in place and implemented through local prioritisation.
- Condition Improvement Funding (CIF) continues to be utilised to upgrade existing provision.

Performance and Achievement:
Accessibility plans are in place and were reviewed in Autumn 2021 with no significant issues identified. With the Trust's success of being awarded CIF bids totalling more than £7mn all school buildings have had extensive works to ensure they both meet stringent health and safety legislation but also support value for money moving forward (eg energy saving costs etc).

OBJECTIVES AND ACTIVITIES - continued
Objectives, Strategies and Activities - continued

Key Priority 5: To grow the Trust to 5 academies in 5 years.
Key Success Criteria:

- Positive relationships are developed with partners who may wish to join the Trust.
- Joining the Trust "offer" clearly articulated on the Trust website.
- Potential fourth academy to join the Trust identified by July 2021.

Performance and Achievement:
Fleetdown Primary Academy successfully joined The Galaxy Trust in April 2021 and strengthened the Trust's reputation and strong offer for pupils with Special Educational Needs and Disability (SEND) with a designated unit for pupils with a hearing impairment.

The Galaxy Trust and The Pathway Academy Trust are due to merge on 1 January 2023. The new Trust "The Golden Thread Alliance" will consist of nine academies geographically close in North Kent. Both Trusts have closely aligned values and further growth is underpinned by the business plan.

Key Priority 6: Financial strength in the Trust continues with a growing Trust reserve.
Key Success Criteria:

- Trust reserves increase year on year, moving towards £0.5 million.
- Savings are identified in Trust and academy-level spending.
- Bulk or group buying supports value for money decisions.

Performance and Achievement:
Due to financial prudence and strong financial management and oversight, the Trust increased the financial reserves to £1.38 million as at 31 August 2022.

The annual external audit, coupled with internal audit judges the Trust with no significant issues in its financial management system and gives assurance to the Trustees that the Trust's financial controls and strategy were effective and strong.

Economies of scale have been achieved due to efficient, effective and streamlined processes.

Key Priority 7: To develop a mental health and wellbeing strategy for pupils and staff
Key Success Criteria:

- Staff have a "mental health and wellbeing" friendly work environment, in which they feel supported.
- Pupils know where to go for help with mental health.
- A clear and simply communicated mental health and wellbeing charter is in place.
- Appointment of Trust and School Level Mental health and wellbeing leaders.

Performance and Achievement:
Trustees formulated a strategy for reporting on mental health and wellbeing which fulfilled the Trust's statutory obligations with the commissioning of an annual report on mental health and wellbeing along with an action plan for each academy. The commissioned report will visually demonstrate how all Trust policies were interlinked to enable whole school wellbeing that reached out beyond staff and pupils into the community using the theory of wellbeing.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2022

OBJECTIVES AND ACTIVITIES - continued

Public Benefit
The Trustees of The Golden Thread Alliance can confirm that they have complied with their duty in Section 4 of the Charities Act 2006, to have due regard to the guidance published by the Charity Commission, in exercising their powers or duties. In setting the objectives and planning the activities, the Trustees have carefully considered the Charity Commissioner's general guidance on public benefit.

The Trust provides a fully comprehensive education to all of the pupils in its care. It fully complies with all statutory guidance and seeks to support its wider educational objectives via a strong community role.

As well as all statutory educational activities that are undertaken by individual academies, the Trust works hard to provide a range of experiences which promote curriculum enrichment, developing interests outside of the classroom, as well as community engagement.

STRATEGIC REPORT

Achievement and performance

Key financial performance indicators

The Board of Trustees agreed the following key performance indicators for the Trust:

1. All academies in the Trust are graded by Ofsted as "Good" or better.

Performance and Achievement:
West Hill Primary Academy and Oakfield Primary Academy were inspected by Ofsted respectively in September 2021 and October 2021. The outcome for both schools was consistently "good" across each area of judgment, and illustrated the academies' commitment to continuing to provide a high-quality education and care provision for all children right the way through the COVID-19 pandemic. Temple Hill Primary Academy is currently judged as "Good" and Fleetdown Primary Academy is currently judged as "Outstanding".

2. GROWTH: The Trust will grow to four schools, in line with its "5 schools in 5 years" strategy.

Performance and Achievement:
Fleetdown Primary Academy joined the Trust on 1 April 2021 and the Trust is due to merge with The Pathway Academy Trust on 1 January 2023 to create a Trust of nine primary schools all judged "Good" or better by Ofsted.

3. FINANCE: Financial security in the Trust will be identified by a "green" audit

Performance and Achievement:
There were no significant issues raised by the auditors and the internal audit recommendations gave "substantial assurance" of the systems and processes in place. With an increase in the end year financial position, the Trust and its academies remains financially strong and financially sustainable.

4. PUPIL OUTCOMES: All schools in the Trust will show national average or better "progress" rates for all pupils between KS1 and KS2.

Performance and Achievement:
Due to the COVID-19 pandemic, there were no published Key Stage 2 attainment statistics since 2019 due to cancellation of the 2020 and 2021 assessments.
The statistics below are in relation to the attainment of Year 6 pupils who took assessments in Summer 2022 and it is acknowledged that all of these pupils experienced severe disruption to their learning during the COVID-19 pandemic, particularly at the end of Year 4 and in Year 5.

STRATEGIC REPORT - continued
Achievement and performance - continued
Key financial performance indicators - continued

End of year outcomes 2022	Fleetdown		Oakfield		[redacted]		West Hill		LA		National Provisional	
2022 EYFS results	ALL	FSM	ALL	FSM	ALL	FSM	ALL	FSM	ALL	FSM	ALL	FSM
% Good level of development	66.7	100.0	66.3	52.4	27.3	13.6	72.0	60.0	65.8	47.3		
% Expected Liteacy Goals	67.8	100.0	67.4	52.4	31.4	15.9	72.0	60.0	68.8	49.8		
% Expected Maths Goals	78.9	100.0	71.9	57.1	40.5	27.3	85.3	60.0	77.5	61.0		
2022 Year 1 Phonics Results												
% 32+ Year 1	85.2	78.6	71.4	52.0	55.8	41.5	77.0	80.0	74.2	56.5		
2022 KS1 results												
% Expected standard+ Reading	71.9	57.1	67.8	50.0	55.0	34.1	68.0	45.5	67.0	48.1		
% Expected standard+ Writing	52.8	42.9	58.9	34.6	46.7	31.7	60.0	27.3	57.9	37.5		
% Expected standard+ Maths	66.3	57.1	66.7	42.3	63.3	46.3	64.0	27.3	68.4	49.3		
% Greater Depth Reading	28.1	14.3	13.3	15.4	9.2	7.3	9.3	9.1	17.8	7.3		
% Greater Depth Writing	10.1	0.0	2.2	3.8	0.0	0.0	2.7	0.0	7.5	2.2		
% Greater Depth Maths	32.6	0.0	8.9	3.8	6.7	4.9	5.3	0.0	14.1	5.2		
2022 KS2 results												
R/W/M % Expected Standard +	72.3	76.9	38.5	9.7	51.3	31.0	63.9	50.0	58.0	37.6	59	
R/W/M % Higher Standard	14.9	0.0	4.2	0.0	1.7	0.0	13.9	0.0	7.7	2.0	7	
% Expected standard+ Reading	79.2	78.6	67.7	51.6	73.1	66.7	79.2	75.0	73.8	57.9	74	62
% Higher Standard Reading	27.1	14.3	19.8	3.2	23.5	19.0	36.1	37.5	27.5	15.3	28	
% Expected standard+ Writing	88.5	85.7	46.9	25.8	60.8	39.5	73.6	62.5	70.8	53.5	69	55
% Higher Standard Writing	30.2	21.4	5.2	0.0	2.5	0.0	20.8	0.0	14.6	5.2	13	
% Expected standard+ GPS	82.3	78.6	58.3	32.3	59.3	45.2	73.6	75.0	68.7	50.3	72	
% Higher Standard GPS	41.7	21.4	20.8	0.0	15.3	9.5	34.7	25.0	25.1	11.6		
% Expected standard+ Maths	83.0	84.6	54.2	22.6	68.1	45.2	76.4	75.0	69.5	50.1	71	56
% Higher Standard Maths	29.8	30.8	19.8	0.0	15.1	7.1	30.6	25.0	21.4	9.1	22	
Reading Average Scaled Score	105.7	105.2	103.2	98.2	104.8	103.7	106.2	105.0	104.7	101.5	105	
GPS Average Scaled Score	107.8	105.1	103.0	97.4	102.3	100.4	105.6	103.5	104.3	100.4	105	
Maths Average Scaled Score	106.1	105.0	100.9	95.4	103.4	100.1	104.6	102.8	103.5	99.9	104	
FSM = Free School Meal Pupils												

The national headlines are as follows:

- **Attainment in all of reading, writing and maths had decreased compared to 2019:**59% of pupils met the expected standard in all of reading, writing and maths, down from 65% in 2019.
- **In individual subjects, attainment increased slightly in reading and fell in all other subjects compared to 2019:**

  > 74% of pupils met the expected standard in reading, up from 73% in 2019.
  > 71% of pupils met the expected standard in maths, down from 79% in 2019.
  > 69% *of pupils met the expected standard in writing, down from 78% in 2019.*
  > 72% of pupils met the expected standard in grammar, punctuation and spelling, down from 78% in 2019.

  > 79% of pupils met the expected standard in science, down from 83% in 2019.

The 2022 results across the Trust demonstrate the ongoing legacy impact that COVID-19 has had on pupil outcomes. As can be seen in the results, there have been some successes and some challenges - but all results must be taken within the context of the individual school.

Oakfield Primary Academy achieved some pleasing outcomes for EYFS, Year 1 Phonics and KS1 - however, this was not then replicated in the KS2 results, which were disappointing and not reflective of the standard of teaching in the school. Whilst the Headteacher and Senior Leadership Team are able to provide a context for many of the issues in this particular cohort, there is an acknowledgement that results are still disappointing. There is a very clear plan to ensure that outcomes for the 2023 cohort are considerably stronger.

STRATEGIC REPORT - continued
Achievement and performance - continued
Key financial performance indicators - continued

Temple Hill Primary Academy has historically struggled to achieve in line with national averages. Despite their challenges, this year, due to highlighting issues that they faced early on in the year, Trustees were able to support additional provision, to ensure that KS2 outcomes, whilst still below the national average, were considerably better than originally predicted. The very low EYFS outcomes are indeed reflective of the cohort, as well as the community the school serves. The aim though, is to move closer towards national averages by the time the pupils reach the end of KS2.

West Hill Primary Academy achieved well in all areas. The majority of outcomes were in line with the school's own predictions, and were indeed at or above the national average. The school is incredibly ambitious for its pupils and has set more motivational targets for 2023.

Fleetdown Primary Academy has achieved results that are broadly in line with the school's 2019 results - which is a massive achievement. The pupil premium group's expected standard in reading, writing and maths shows no gap - in fact, results show that this disadvantaged group out-performed their non-disadvantaged peers. Fleetdown is equally motivated to achieve even better in 2023, setting highly ambitious targets moving forward.

5.. STAFF: Wellbeing is rated as good or better in the Trust.

Performance and Achievement:
The Trust had good staff retention and the results of wellbeing surveys and focus groups indicate that the Trust is a good place to work and is underpinned by the wellbeing strategy.

Key Financial Performance Indicators

The Galaxy Trust	
Total Staff Costs	13,617,176
Salary Costs to ESFA/LA Revenue Income (%)	91.09
Salary Costs to Total Income (%)	74.47
Salary Costs as % Total Expenditure	77.41
FTE Teaching Staff	132.95
FTE Support Staff	162.99
Total FTE	295.94
Total Pupil Numbers (October 21 census)	2,762
Pupil Teaching Ratio (Based on October census 21)	20.77

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

STRATEGIC REPORT - continued

Promoting the success of the company

Trustees promote the success of the Trust to achieve its charitable purposes in numerous ways, including:
- Reflecting on any strategic decisions being made, having regard for, but not exclusively, the consequences in the short term and long term of any decision may have. This includes robust discussions within Board meetings, pre-posed questions to the Chief Executive Officer and Chief Operating Officer prior to any meeting, to allow proper preparation, wider reading and research, as well as the confidence to delay any strategic decision until trustees are sure of the consequences in the longer term.
- Having due regard to the interests of the Trust's employees. This was especially evident with a Trust focus on wellbeing and performance review during and following the COVID-19 pandemic. Trustees established a reporting mechanism with Senior Leaders to ensure that staff wellbeing is on Board meeting agendas.
- Needing to foster the company's relationships with suppliers, customers and others. This has been achieved through internal audit systems, ensuring all invoices are paid within the relevant timescale, as well as ongoing feedback reports, directly to Trustees - such as Ofsted-style parent questionnaires.
- Having consideration of the impact of the Trust's operations on the community and the environment. This is achieved by building good relationships with the local council, taking part in local environmental schemes, such as litter picking schemes, and establishing an air quality monitoring project across all four academies of the Trust.
- Considering the desirability of the Trust in maintaining a reputation for high standards of business conduct. This is evident by a robust internal audit system and highly positive audit reports, conducted by auditors appointed by the Members on a recommendation of the Board. Trustees, in addition, pay particular attention to Ofsted judgments of the schools, and track progress through the Curriculum and Standards Committee.
- Needing to act fairly as between members of the Trust. This is achieved through the Trustee and Local Governor Code of Conduct, as well as all relevant policies and procedures, approved at Board level.

Financial review

Reserves policy
At 31 August 2022 the total funds comprised:

Unrestricted		£174,531
Restricted:	Fixed asset funds	£34,393,445
	Pension reserve	(£911,000)
	Other	£1,202,528
		£34,859,504

The Trustees review the reserve levels of the academies annually which the Board of Trustees has set at 8% of the General Annual Grant (GAG) income. The level of revenue reserves at 31 August 2022 are 9.2% of the GAG. The review encompasses the nature of the income and expenditure streams, the need to match income with commitments and the nature of reserves. Once the Trust was established and within two years of operation the Trustees determined that any revenue balances will automatically be transferred over to the Trust. The reasoning for transferring revenue surpluses across will enable the Trust to build up enough reserves to cover the costs of one month's expenditure for each school, in case of any failure of funds from the ESFA.

The Trust held fund balances at 31 August 2022 of £34,859,504 (2021: £26,270,743) comprising £34,684,973 (2021: £26,156,837) of restricted funds and £174,531 (2021: £113,906) of unrestricted general funds. Of the restricted funds, £33,470,997 (2021: £31,138,204) is represented by tangible fixed assets and £1,202,528 (2022: £1,037,559) general restricted funds. The Pension reserve which is considered part of restricted funds was £911,000 (2021: £7,305,000) in deficit.

STRATEGIC REPORT – continued
Financial review – continued
Reserves policy – continued

In October 2021 Trustees considered in detail and at length the provision of additional financial support for Temple Hill Primary Academy by reason of the significant identified COVID-19 "pupil learning deficits". In recognising the urgent need to accelerate pupil outcomes at the academy and due to its unique and very challenging circumstances, Trustees approved the release of £277,710 from the financial reserves to support the academy. There was a robust "Raising Achievement Plan" in place which detailed the allocation of the funding and the impact on pupil outcomes and was tracked by both Trustees and Governors throughout the year. The Summer 2022 Key Stage 2 (end of Year 6) pupil outcomes evidenced the positive impact of the additional funding. Progress from Summer 2021 (when the pupils were at the end of Year 5) was significant with the percentage of pupils expected to achieve the expected standard as follows:

- Summer 2021 (end of Year 5) = 37% reading, 32% writing and 29% maths
- Summer 2022 (same pupils end of Year 6) = 73% reading, 61% writing and 69% maths

There was strong progress throughout the academic year of 35%, 24% and 46% respectively and evidenced the significant positive impact of the additional funding provided.

Investment policy
The Trust's Articles gives Trustees the power "to expend the funds of the Academy Trust in such manner as they shall consider most beneficial for the achievement of the Objects and to invest in the name of the Academy Trust such part of the funds as they may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Objects".

Whilst the Board of Trustees has responsibility for the Trust's finances, the Scheme of Delegation approved by the Board delegates certain responsibilities to the Finance, Audit and Risk Committee. The Committee has the responsibility to approve the Investments Policy to manage, control and track financial exposure, and ensure value for money and review the Trust's investments on a regular basis.

Objectives

The investment objectives are:

- to achieve best financial return available whilst ensuring that security of deposits takes precedence over revenue maximisation;
- only invest funds surplus to operational need based on all financial commitments being met without the Academy bank account becoming overdrawn; and
- by complying with this policy, all investment decisions should be exercised with care and skill and consequently be in the best interests of the Trust, commanding broad public support.

Investment strategy

Investment risk will be managed through asset class selection and diversification to ensure that security of deposits takes precedence over revenue maximisation.

For selection, assets will only be considered with banking institutions which have credit ratings assessed to show good credit quality.

To manage the risk of default, deposits should be spread by banking institution and be subject to a maximum exposure of £500,000 with any PRA authorised institution by the Bank of England (refer to Financial Conduct Authority (FCA). Whilst this exceeds the protection limit of £75,000 provided by the FCA it is accepted that it is not always practicable to find a sufficient number of investments of this size that meet the prudent criteria outlined in this policy.

STRATEGIC REPORT - continued
Financial review - continued
Spending and liquidity policy

A sufficient balance must be held in the current account so that the Trust's financial commitments can always be met without the bank account going overdrawn. The size of the balance will be determined by a forecast of future need and kept under review.

Investments for a fixed term should not normally exceed one year in order to provide flexibility for the following year's plans unless a clear rationale is provided for exceeding one year to the benefit of the Trust.

Monitoring and review

The Trust has authorised signatories, two of which are required to sign instructions to the deposit taking institution.

The Chief Financial Officer monitors the cash position and cash flow forecast and report investments held and the performance of investments against objectives to the Finance, Audit and Risk Committee at appropriate intervals, depending on the terms of the investments. For example, if investments are held one year, then an annual report is appropriate. The Investment Policy is reviewed annually by the Finance, Audit and Risk Committee.

Principal risks and uncertainties

The Board of Trustees assesses the major risks to which the Trust is exposed, in particular to those relating to academic and financial risk. These are summarised in the Trust's Risk Register with an area specifically addressing the risks in relation to the COVID-19 pandemic. Trustees implemented a number of systems to assess the risks the Trust faced, particularly around the operational areas and in relation to the control of finance. Mitigating controls were introduced around operational procedures and internal financial controls in order to minimise risk and these have been monitored throughout the year. Where any significant financial risk still remains, the Trust has adequate insurance cover.

The Trust's Risk Management Strategy, which is reviewed annually, is linked to five areas:

- Organisational capacity and leadership
- Governance and Finance
- Health and Safety
- Educational Standards
- Business Continuity

Below is an extract from the Risk Register, which identifies key risks that have been considered and the mitigating actions in place.

- Loss or failure to recruit key staff:
  Chief Executive Officer
  Deputy Chief Executive Officer
  Chief Operating Officer/Chief Financial Officer Headteacher/Head of School

To mitigate the above Trustees agreed to retain for the immediate future the national terms and conditions and pay scales for all staff. All staff have regular appraisals and are supported to undergo personal development and training.

STRATEGIC REPORT – continued
Principal risks and uncertainties - continued

Kent County Council - Term time only back pay miscalculation.
During 2019 Kent County Council reviewed its approach to Term Time Only (TTO) calculations. The outcome of the review was an adjusted TTO calculation which was introduced on 1 April 2020. KCC, like a number of other Local Authorities, was challenged by the Trade Unions (GMB, Unison and UNITE) around the historical TTO Annual Leave calculation applied to contracts prior to 1 April 2020. Negotiations were ongoing from 2020 and concluded in Autumn 2021 with an offer applied to any staff holding, either a Trust or KCC contract based on the Kent Scheme TTO calculation on 30 June 2020. The financial settlement was paid by KCC, through the Designated Schools Grant and did will not affect the Trust budgets. All payments made to staff within the financial year are included within the financial statements.

Loss in Income due to COVID-19
The Trust suffered significant financial loss due to the loss of income from breakfast and after school clubs, as well as other regular lettings post the COVID-19 pandemic with many parents continuing to work from home and not requiring additional childcare outside of the school day or after school clubs from providers hiring the school premises. The take up of breakfast and after school club increased during the last financial year.

Fundraising
The Trust is aware of the six principles that should be followed to help the Trust meet its responsibilities for charity fundraising. Effective control is taken over fundraising to ensure the Trust is compliant with its legal duties which include:
- acting in the best interests of the charity
- managing the charity's resources responsibly, which includes protecting and safeguarding its reputation
- acting with reasonable care and skill

The monitoring of fundraising is carried out and reported to the Board of Trustees.
There have been no fundraising complaints.

STRATEGIC REPORT – continued

STREAMLINED ENERGY AND CARBON REPORTING

UK Greenhouse gas emissions and energy use data for the period	**1 September 2021 to 31 August 2022**	**1 September 2020 to31 August 2021**
Energy consumption used to calculate emissions (kWh)	1,923,420	1,785,127
Energy consumption break down (kWh) (optional)		
- gas,	1,178,041	1,114,789
- electricity	731,338	654,165
- transport fuel	14,041	16,173
Scope 1 emissions in metric tonnes CO2e		
Gas consumption	215.04	204.19
Owned transport - mini-buses	3.96	4.05
Total - scope 1 tCO2e	**219 tCO2e**	**208.24 tCO2e**
Scope 2 emissions in metric tonnes CO2e		
Purchased electricity		
TOTAL - scope 2 tCO2e	**141.4 tCO2e**	**138.9 tCO2e**
Scope 3 emissions in metric tonnes CO2e		
Business travel in employee-owned vehicles		
Total gross emissions in metric tonnes CO2e	**360.4 tCO2e**	**347.14 tCO2e**
Intensity ratio		
Tonnes CO2e per pupil	**0.14tCO2e**	**0.13 tCO2e**

Quantification and Reporting Methodology:
The Trust has followed the 2019 HM Government Environmental Reporting Guidelines and used the GHG Reporting Protocol - Corporate Standard and the 2022 UK Government's Conversion Factors for Company Reporting.

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

Measures taken to improve energy efficiency

- The Trust has introduced widespread Teams meetings to reduce the level of carbon footprint for staff, Trustees and Governors.
- Three of the schools within the Trust have won CIF funding to replace current boilers to help with energy efficiency.
- There are discussions with a provider in respect of the public sector decarbonisation scheme with a view to carrying out condition surveys across the schools in the Trust and applying for grants to reduce our output of tCO2e
- Meetings with various environmental sustainability companies has taken place with short to long term plans being drawn up to help all schools achieve the 2030 NetZero target. Some initiatives that are taking place are energy monitoring devices where the children can be actively involved in understanding the energy usage and how the consequences of their actions can help reduce their carbon footprint, with the monitoring linked to lesson plans and the curriculum. LED lighting is being look into across all schools to reduce the consumption of electricity along with renewable energy sources.

STRATEGIC REPORT – continued

Future plans
Although further growth plans were initially delayed due to the COVID-19 pandemic, the Trust's partnership working with other schools and MATs was strengthened. Taking into account the Department for Education agenda of academisation, as well as the Trust's appetite to support other schools, the Trust agreed a strong and visionary growth plan moving forward. The Golden Thread Alliance will be implementing a hub model and merging with The Pathway Academy Trust from 1 January 2023 following approval by the Regional Schools Commissioner. The new merged Trust, "The Golden Thread Alliance", will comprise a total of nine primary academies with four academies in the Dartford "Galaxy Hub" and five academies in the Gravesham "Pathway Hub". The Trust Business Plan underpins the future stage of the Trust's expansion and growth plans.

FUNDS HELD AS CUSTODIAN FOR OTHERS
The Academy Trust or its Trustees do not act as custodian Trustees for any third parties.

AUDITORS
Insofar as the Trustees are aware:

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

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 12 December 2022 and signed on the board's behalf by:

P Vander Gucht - Trustee

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

Scope of Responsibility

As trustees, we acknowledge we have overall responsibility for ensuring that The Golden Thread Alliance 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 of loss.

The board of trustees has delegated the day-to-day responsibility to the Chief Executive Officer, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Golden Thread Alliance 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.

As Trustees, we acknowledge we have overall responsibility for ensuring that the 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 Department for Education's Governance Handbook and competency framework for governance.

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

Governance

The information on governance included here supplements that described in the Report of the Trustees and in the Statement of Trustees' Responsibilities. The board of trustees has formally met 8 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
P Vander Gucht	7	8
A Agyepong	7	8
A Denny (resigned 31.12.21)	2	2
A Konarzewski (appointed 15.12.21)	5	5
A Tiamiyu (resigned 31.12.21)	1	2
R Estwick-Brown	6	8
S Phillips	6	8
S Robinson (appointed 23.3.22)	3	3
J Rouncefield	8	8
V Stretton	7	8
T Whelan	5	8

Key changes in the composition of the Board of Trustees

With considered succession planning, the Board has a wealth of skills and experience. The Board of Trustees has a collective background in the areas of primary and secondary education (both at school and high strategic consultancy level), governance in education, accountancy, and finance both in the public and private sector, commercial business and growth strategy planning, professional experience in the field of Equality, Inclusion and Diversity and recruitment. Two Trustees, Adrian Denny and Ayotola Tiamiyu, resigned with effect from 31 December 2021 and with considered succession planning, two new Trustees were appointed: Angela Konarzewski in December 2021 and Sam Robinson in March 2022; both of whom have extensive education experience and knowledge.

The coverage of its work

The Board continued to enhance communication across the governance groups and the second Annual Governance conference with collaboration across all of the governance groups to share and discuss the values, vision and strategic direction of the Trust. The three core functions of governance were discussed along with clarity around roles and responsibilities and the Trust and academies' key priorities.

The board's performance, including assessment of its own effectiveness and any particular challenges that have arisen for the board

The Board of Trustees continued to assess and monitor the risks associated with the opening of the academies in relation to safeguarding and health and safety of all pupils and staff and carry out all of its statutory duties.

Information about the quality of the data used by the Board

Trustees received key standards indicators which were benchmarked against national figures and the academies' Summer 2022 results. There was no published data in the 2019-2020 and 2020-2021 academic years. However, as noted earlier in this report, the Board of Trustees' constituted Curriculum and Standards Committee worked with Senior Leaders during this academic year to further develop a standardised system of pupil performance assessment reporting across all of the academies in the Trust. This allows Trustees and Governors to carry out their role in monitoring and evaluating the standards and achievement of all pupils across the academies in the Trust both benchmarked across the Trust and nationally.

Conflicts of interest

The Trust has no subsidiaries, joint ventures or associates.

Trustees have met their legal duty to act only in the best interests of the charity and take appropriate steps to identify possible conflicts of interest at an early stage and taking appropriate action to avoid, eliminate or manage in order for them to in properly administering the charity. Trustees' personal and professional connections bring benefits to the work of the Trust and they often form part of the reason why the individual has been asked to join the Board. The existence of a conflict of interest does not reflect on the integrity of the affected Trustee, so long as it is properly addressed.

Conflicts of interest - continued

Where there is a conflict of interest, Trustees ensure the written record of the decision evidences the following:

- the nature of the conflict
- which Trustee or Trustees were affected
- whether any conflicts of interest were declared in advance
- an outline of the discussion
- whether anyone withdrew from the discussion
- how the Trustees took the decision in the best interests of the charity

Members, Trustees and Governors make declarations annually and also formally at every governing body meeting to ensure the Trust's register of interests is kept up-to-date at all times and used in the day-to-day management and governance of the Trust. The Trust meets the requirement to publish the registers of the websites and the registers capture the relevant business and pecuniary interests of Members, Trustees, Local Governors and the Accounting Officer, including:

- directorships, partnerships and employments with businesses;
- trusteeships and governorships at other educational institutions and charities;
- material interests from close family relationships between the Trust's Members, Trustees or Governors and also the material interests of those individuals and employees.

Related Party Transactions

Some relationships with related parties may attract greater public scrutiny, such as:

- transactions with individuals in a position of control and influence, including the Chair of the Board of Trustees and The Accounting Officer;
- payments to organisations with a profit motive, as opposed to those in the public or voluntary sectors; and
- relationships with external auditors beyond their duty to deliver a statutory audit.

Trustees acknowledge the principles applying to related party relationships to ensure the Trust must be even-handed in their relationships with related parties. Trustees ensure sufficient records are kept, and make sufficient disclosures in these annual accounts, to show that transactions with these parties, and all other related parties, have been conducted in accordance with the high standards of accountability and transparency required within the public sector.

Meetings

The Board of Trustees met regularly enough (eight meetings) to discharge their responsibilities and ensure effective governance and effective management systems.

Governance reviews

An external review of governance was undertaken by a National Leader of Governance in Autumn 2022 in preparation for the merger of The Galaxy Trust and The Pathway Academy Trust.

The Board is highly effective and Trustees are highly skilled and bring a range of relevant skills and experience from a variety of backgrounds.

Trustees demonstrated a clear understanding of expected educational standards and demonstrated focused rigorous analysis of pupil progress, attainment, and financial information.

The Trust has demonstrated that it has the right staff, processes, and plans in place to enable growth in the future. Trustees believe that the plans will enable governance and "no school will be lost." They are clear that the focus should be on culture as much as organisation.

The Trust has set a clear vision in conjunction with Leaders at all levels. Pupils' successes whether focused on outcomes, personal development or inclusion are at the heart of the organisation. Decisions made focusing on merger and growth have been underpinned by robust due diligence and an awareness of the need to review the effectiveness of governance structures.

The Trust ensures that risks are aligned with strategic priorities and improvement plans. Appropriate intervention strategies are in place and risk management is embedded at every level of governance. This is a real strength which is supported by clear communication and Trustees understanding fully issues at a school level as well as the bigger picture.

Finance

The Finance, Audit and Risk Committee is a constituted Committee by the Board of Trustees and is responsible for:

- Scrutinising the draft financial accounts prior to their submission to the Board of Trustees.
- The rigorous review of financial systems to ensure statutory compliance and financial probity.
- The Chair of the Committee receiving the management accounts on a monthly basis.
- Monitoring the central spend budget throughout the year.
- Scrutinising the individual academy and Trust budgets and submitting a recommendation to the Board of Trustees.
- Considering whether, in relation to Pupil Premium Grant funding further strategic action and/or resource is required to close the gap in performance between disadvantaged and other pupils based on the Local Governing Body monitoring.
- Monitoring the allocation of the sports funding grant based on the Local Governing Body monitoring.
- Scrutinising all contracts and make recommendations to the Board of Trustees.
- Being notified of any recommendation to the Board of Trustees to write off debts.

Audit and Risk

The Committee is responsible for:

- Reviewing the external auditor's plan on an annual basis.
- Assessing the effectiveness and resources of the external auditor to provide a basis for decisions by the Trust's Members about the auditor's reappointment or dismissal or retendering.
- Directing the Trust's programme of internal scrutiny, receiving reports at each meeting from those doing the work to ensure the risks are being addressed appropriately and ensuring the findings are made available to all Trustees promptly.
- Addressing and monitoring progress in relation to any recommendations from the audit reports.
- Reporting to the Board of Trustees on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.
- Reviewing the quality of all internal and external audit reports and making recommendations to the Board of Trustees.
- Ensuring the internal audit reports are submitted to the ESFA.
- Reviewing the ratings and responses on the risk register to inform the programme of work at every meeting including financial and non-financial controls and risk management arrangements.
- Reviewing and approving the Trust's risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
- Scrutinising the benchmark reports and submitting any recommendations to the Board of Trustees.
- Considering outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.

Land and Asset Management

- The acquisition and disposal of land
- The expansion of existing facilities/taking on new capital assets.

The Committee is also responsible for considering the annual Condition Improvement Fund Bids submitted by the Chief Financial Officer and making recommendations to the Board of Trustees.

The Committee met regularly enough to discharge their responsibilities and attendance was as follows:

Trustee	Meetings Attended	Out of a possible
A Denny (resigned 31 December 2021)	1	1
A Agyepong	3	3
P Vander Gucht	2	2
T Whelan	3	3

Committee Work Programme

The Committee received regular reports throughout the year in accordance with its agreed Annual Work Programme including:

- Monthly management accounts: these are received by the Chair of the Committee (as well as the Chair of the Board) which include an income and expenditure account, variation to budget report, cash flows and balance sheet. The monthly management accounts are also made available to all Trustees via sharepoint on a monthly basis to ensure a mechanism is in place for all Trustees to pose questions.
- Budget monitoring for each school and the Trust accompanied by variation explanations.
- Impact of the COVID-19 pandemic on additional/ongoing financial costs eg supply staff etc.
- Pupil number estimates which underpin revenue projections.
- The Trust's Risk register.
- Compliance Tracker for new reporting requirements of the Academy Trust Handbook which is updated and published annually by the Education and Skills Funding Agency (ESFA).
- Proposed bids and outcome of the annual Condition Improvement Fund (CIF) bids, including any appeals.
- Premises and maintenance project updates along with health and safety monitoring.

The Committee has also received the following specific reports:

- Draft annual accounts for The Galaxy Trust 2020-2021 and The Golden Thread Alliance 2021-2022 and letter of comment from the External Auditor for the Year Ending 31 August 2021 along with the Management Response.

- Internal audit/scrutiny reports for 2020-2021 and 2021-2022.
- Timeline for the preparation of the annual accounts 2021-2022 and associated Academies Accounts Direction.

- Three-year financial plan and draft budgets for the 2022-2023 academic year.
- ESFA Schedule of Requirements (the "MUSTS").
- Benchmarking comparative data.
- Annual General Data Protection Regulations Audit Report.
- Cybercrime Internal Review and Action Response Plan.
- Risk Management Strategy for review.
- Trust Reserves Policy for review.
- Disposal write-off of IT equipment request.
- Report and quotations for the scope of works to the Early Years outdoor area at Oakfield Primary Academy.

Review of Value for Money

As accounting officer, the Headteacher 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 achieved in return for the taxpayer resources received. The accounting officer considers how the academy trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The accounting officer for the academy trust has delivered improved value for money during the year,by:

- Establishing a number of reciprocal monitoring arrangements with other CEOs and Trusts to provide open and honest monitoring activities, without the cost of a consultant, as the arrangement is reciprocated.
- Using the talents and expertise of school and central staff to share good practice, leading on a number of school improvement projects across the whole Trust.
- Ensuring adequate support centrally, to support School Leaders in freeing up their time to focus on teaching and learning.
- Further developing Trust staff to offer their expertise outside of the Trust, providing support to others, in turn for a charge.
- The appointment of a Data and Assessment Deputy Headteacher, in order to more closely monitoring all aspects of school-level outcomes, including attendance, suspensions and attainment.

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

The Purpose of the System of Internal Control
The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Golden Thread Alliance for the period 1 September 2021 to 31 August 2022 and up to the date of approval of the annual report and financial statements.

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically. The system of internal control has been in place at the Trust for the period 1 September 2021 to 31 August 2022 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 Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the period 1 September 2021 to 31 August 2022 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The Risk and Control Framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Finance, Audit and Risk Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks

Internal Audit

The Board of Trustees has decided to employ Kreston Reeves as internal auditor. Kreston Reeves role includes giving advice on financial and other matters and performing a range of checks on the Trust's financial and other systems. Kreston Reeves on an annual basis reports to the Board of Trustees, through the Finance, Audit and Risk committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. On a quarterly basis, the Chief Financial Officer reports to the Board of Trustees, through the Finance and Audit Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

The internal audit for the 2020-2021 academic year focused on the additional requirement and due diligence in relation to the financial controls at Fleetdown Primary Academy (who joined the Trust in April 2021) and whether there was any detriment to oversight or dilution of duties. The outcome of the audit was one low risk priority and two best practice areas identified which have been addressed satisfactorily.

Having considered the key risks on the Trust's risk register and the previous year's internal scrutiny solely focused on Fleetdown, the Committee recognised that the other three schools and the Trust had not been reviewed in terms of internal scrutiny for the past two years. The Committee therefore directed the programme of internal scrutiny to focus on a review of all of the schools in terms of the high risk areas covering the breadth and not depth of the financial controls. This would allow Trustees to fully understand where the biggest risks were with income and cashflow projections important in relation to the expansion of the Trust.

As all finances were dealt with centrally and consistent across the schools it was recognised that scrutinizing these areas would mean gaining an understanding and identifying any area(s) which could be a deep dive as part of next year's programme of internal scrutiny. This programme of work would give the Board of Trustees assurance that strong financial processes and systems are in place and fully compliant to support the growth of the Trust over the next 12 months.

The sampling covered, but was not limited to, the following areas: budget setting process, management accounts, financial planning and key financial controls. Sampling and testing included testing of the monthly management accounts

The overall internal opinion was of "substantial" assurance which confirmed that key risks were identified and controls were in place. There was one low risk and one advisory/best practice point which have been addressed by the Chief Financial Officer.

The Board of Trustees, taking advice from the Finance, Audit and Risk Committee, ensured there was an appropriate, reasonable, and timely response by the Trust's Management Team to the findings of the internal auditor, which gave the opportunity to strengthen systems of financial management and control.

Overall, the internal audit provided the Board of Trustees with independent assurance that:

- The financial responsibilities of the Trust Board were being properly discharged.
- Resources were managed in an efficient, economical and effective manner.
- Sound systems of internal control were being maintained.
- Financial considerations were fully considered in reaching decisions.

External Audit

MHA Macintyre Hudson informed the Trust in August 2022 that they were resigning with immediate effect and would not be able to meet their obligations in relation to the external audit function of the financial accounts of The Golden Thread Alliance for the 2021-2022 financial year. Pursuant to para 4.8 of the Academy Trust Handbook 2022, the Education and Skills Funding Agency were notified of the auditor's resignation. On 1st September 2022, Members appointed McCabe Ford Williams as the external auditor of the 2021-2022 financial accounts.

Review of Effectiveness

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

- the work of the internal auditor
- the work of the external auditors
- the financial management and governance self-assessment process
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal control framework

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

Approved by order of the members of the board of trustees on 12 December 2022 and signed on its behalf by:

P Vander Gucht - Trustee

G Ratcliffe - Accounting Officer

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE FOR THE YEAR ENDED 31 AUGUST 2022

As accounting officer of The Golden Thread Alliance I have considered my responsibility to notify the academy trust board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2021.

I confirm that I and the academy trust board of trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academy Trust Handbook 2021.

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

M G Ratcliffe - Accounting Officer

12 December 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2022

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the board of trustees on 12 December 2022 and signed on its behalf by:

P Vander Gucht - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOLDEN THREAD ALLIANCE PREVIOUSLY KNOWN AS THE GALAXY TRUST

Opinion
We have audited the financial statements of The Golden Thread Alliance (the 'academy trust') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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) and the Accounts Direction 2021 to 2022 issued by the Education and Skills Funding Agency (ESFA).

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 2022 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;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2021 to 2022.

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

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:
- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the academy trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Other information includes the report of the trustees (incorporating the strategic report and the directors' report), the governance statement, and the Accounting Officer's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the report of the trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Report of the Trustees.

We have nothing to report in respect of the following matters where 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 charitable company 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the academy trust through discussions with management and our experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the academy trust, including, but not limited to, the Companies Act 2006, the Charities SORP 2019, the Academies Financial Handbook and UK tax legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- reviewing the reports produced via the academy trust's internal scrutiny function;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators such as the ESFA.

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE GOLDEN THREAD ALLIANCE PREVIOUSLY KNOWN AS THE GALAXY TRUST

Use of our report

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

Clair Rayner FCA DChA (Senior Statutory Auditor)
for and on behalf of McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Bank Chambers
1 Central Avenue
Sittingbourne
Kent
ME10 4AE

Date 12 December 2022

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE GOLDEN THREAD ALLIANCE AND THE EDUCATION AND SKILLS FUNDING AGENCY

In accordance with the terms of our engagement and further to the requirements of the Education and Skills Funding Agency (ESFA), as included in the Academies Accounts Direction 2021 to 2022, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Golden Thread Alliance during the period 1 September 2021 to 31 August 2022 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

Respective responsibilities of The Golden Thread Alliance's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Golden Thread Alliance's funding agreement with the Secretary of State for Education and the Academy Trust Handbook, extant from 1 September 2021, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2021 to 2022. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2021 to 31 August 2022 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2021 to 2022 issued by the ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- Review of the internal control environment which is designed to ensure compliance with regulations;
- Review of the work and reports of the internal reviewer during the period;
- Review of governance arrangements and procedures and related compliance with the requirements of the Academy Trust Handbook, including the distribution of management accounts and quantity of meetings.
- Analytical procedures regarding declaration of potential conflicts of interest by key staff and the governing body;
- Review of fixed asset transactions against the requirements of the funding agreement between The Golden Thread Alliance and the Secretary of State and the Academy Trust Handbook;
- Testing of grants and other income for application in accordance with the terms and requirements attached;
- Review of the academy trust's activities to check they are in line with the Academies Framework and the academy trust's charitable objectives;
- Review of bank statements and financial transactions for indications of any items which may be improper;
- Review of bank accounts to check that they are operated within the terms of the academy trust's governing document and borrowing limits imposed by the funding agreement are not exceeded;
- Testing of expenditure, including expense claims for signs of transactions for personal benefit;
- Review of any extra-contractual payments made to staff;
- Review of procurement activity during the period.

Conclusion

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

Clair Rayner FCA DChA (Senior Statutory Auditor)
for and on behalf of McCabe Ford Williams
Statutory Auditors and Chartered Accountants
Reporting Accountant
1 Central Avenue
Sittingbourne
Kent
ME10 4AE

Date: 12 December 2022

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted fund £	Restricted Fixed Assets £	Restricted General Funds £	31.8.22 Total funds £	31.8.21 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and capital grants	2	55,455	2,535,506	5,833	2,596,794	12,089,777
Charitable activities						
Funding for the academy's educational operations	3	-	-	14,948,722	14,948,722	12,146,287
Other trading activities	4	681,434	-	57,601	739,035	256,899
Investment income	5	225	-	-	225	159
Total		737,114	2,535,506	15,012,156	18,284,776	24,493,122
EXPENDITURE ON						
Charitable activities						
Academy's educational operations	7	676,489	1,214,045	15,700,481	17,591,015	14,470,731
Total		676,489	1,214,045	15,700,481	17,591,015	14,470,731
NET INCOME/(EXPENDITURE)		60,625	1,321,461	(688,325)	693,761	10,022,391
Transfers between funds	19	-	647,706	(647,706)	-	-
Other recognised gains/(losses)						
Actuarial gains/(losses) on defined benefit schemes		-	-	7,895,000	7,895,000	(1,205,000)
Net movement in funds		60,625	1,969,167	6,558,969	8,588,761	8,817,391
RECONCILIATION OF FUNDS						
Total funds brought forward		113,906	32,424,278	(6,267,441)	26,270,743	17,453,352
TOTAL FUNDS CARRIED FORWARD		174,531	34,393,445	291,528	34,859,504	26,270,743

The notes form part of these financial statements

BALANCE SHEET
31 AUGUST 2022

	Notes	Unrestricted fund £	Restricted Fixed Assets £	Restricted General Funds £	31.8.22 Total funds £	31.8.21 Total funds £
FIXED ASSETS						
Tangible assets	13	-	33,470,996	-	33,470,996	31,138,204
CURRENT ASSETS						
Debtors	14	29,638	2,306,336	496,356	2,832,330	2,662,482
Cash at bank		144,893	-	1,857,270	2,002,163	1,214,842
		174,531	2,306,336	2,353,626	4,834,493	3,877,324
CREDITORS						
Amounts falling due within one year	15	-	(947,117)	(1,151,098)	(2,098,275)	(1,197,627)
NET CURRENT ASSETS		174,531	1,359,159	1,202,258	2,736,218	2,679,697
TOTAL ASSETS LESS CURRENT LIABILITIES		174,531	34,830,155	1,202,528	36,207,214	33,817,901
CREDITORS						
Amounts falling due after more than one year	16	-	(436,710)	-	(436,710)	(242,158)
PENSION LIABILITY	20	-	-	(911,000)	(911,000)	(7,305,000)
NET ASSETS		174,531	34,393,445	291,528	34,859,504	26,270,743

The notes form part of these financial statements

continued...

BALANCE SHEET - continued
31 AUGUST 2022

FUNDS	19		
Restricted funds:			
Pension Fund		(911,000)	(7,305,000)
Fixed asset fund		33,470,997	31,138,204
Other Government Grants		1,402,366	1,559,467
General Annual Grant		1,202,528	1,037,559
Capital Loans		(479,918)	(273,393)
		34,684,973	26,156,837
Unrestricted funds:			
Unrestricted		174,531	113,906
TOTAL FUNDS		34,859,504	26,270,743

The financial statements were approved by the Board of Trustees and authorised for issue on 12 December 2022 and were signed on its behalf by:

P Vander Gucht - Trustee

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	1,165,251	(797,571)
Net cash used in operating activities		1,165,251	(795,751)
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,913,660)	(1,086,466)
Capital grants from DfE/EFA		2,535,505	2,006,446
Capital grants from sponsors and others		-	80,321
Interest receivable		225	159
Net cash (used in)/provided by investing activities		(377,930)	1,000,460
Change in cash and cash equivalents in the reporting period		787,321	204,709
Cash and cash equivalents at the beginning of the reporting period		1,214,842	1,010,133
Cash and cash equivalents at the end of the reporting period		2,002,163	1,214,842

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.8.22	31.8.21
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	693,761	10,022,391
Adjustments for:		
Depreciation charges	580,869	588,573
Capital grants from DfE/ESFA	(2,535,506)	(2,086,767)
Investment income	(225)	(159)
Defined benefit pension scheme costs less contributions payable	1,383,000	2,000,000
Pension scheme finance costs	118,000	75,000
Transfer of assets on conversion	-	(9,905,782)
Decrease/(increase) in debtors	(169,848)	(1,822,967)
Increase in creditors	1,095,200	333,960
Net cash used in operations	1,165,251	(797,751)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.21	Cash flow	At 31.8.22
	£	£	£
Net cash			
Cash at bank	1,214,842	787,321	2,002,163
	1,214,842	787,321	2,002,163
Debt			
Debts falling due within 1 year	(31,235)	(115,256)	(146,491)
Debts falling due after 1 year	(242,158)	(91,270)	(333,428)
	(273,393)	(206,526)	(479,919)
Total	941,449	580,795	1,522,244

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Academies Accounts Direction 2021 to 2022 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The Golden Thread Alliance meets the definition of a public benefit entity under FRS 102.

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

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 20, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2019. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

The net book value of leasehold property, included within fixed assets, is based on assumptions in relation to the useful life of property and the residual value of the assets. The element of leasehold property which relates to land is deemed not to have a finite life and is not depreciated. The element of leasehold property which does not relate to land is depreciated over the estimated life of the individual buildings, and it is assumed that the asset has no residual value. Any changes in these assumptions will have an impact on the carrying amount of fixed assets.

Critical areas of judgement
The trustees do not consider there to be any critical areas of judgement, other than those relating to estimation above, which have a significant effect on the amounts recognised in the financial statements.

continued...

1. **ACCOUNTING POLICIES - continued**

Income
All income is recognised in the Statement of Financial Activities once the academy trust has entitlement to the funds, it is probable that the income will be received 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 period 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 it is probable that the income will be received and the amount can be measured reliably.

Other income
Other income including the hire of facilities, is recognised in the period 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 trust)
Where assets and liabilities are received on the transfer of an existing academy into the Trust, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the Trust. An equal amount of income is recognised for the transfer of an existing academy into the Trust within 'Income from Donations and Capital Grants' to the net assets acquired.

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.

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.

continued...

1. ACCOUNTING POLICIES - continued

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 or restricted general funds, transfers are made to the restricted fixed asset fund.

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

Depreciation is provided on the following bases:

Land	- no depreciation
Leasehold buildings	- 2% straight line
Furniture and equipment	- 15% straight line
Computer equipment	- 33% straight line
Assets under construction	- depreciated once brought into use

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.

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 19. Prepayments are not financial instruments. Cash at bank - is classified as a basic financial instrument and is measured at face value.

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

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.

continued...

1. **ACCOUNTING POLICIES - continued**

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

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

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

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits
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. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

continued...

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

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 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.

Transfer of existing academies into the trust

Where assets and liabilities are received on the transfer of an existing academy into the Trust, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the Trust. An equal amount of income is recognised for the transfer of an existing academy into the Trust within 'Income from Donations and Capital Grants' to the net assets acquired.

2. DONATIONS AND CAPITAL GRANTS

	31.8.22	31.8.21
	£	£
Donations	61,288	30,319
Grants	2,535,506	80,321
Donated tangible fixed assets (DFE & ESFA)	-	2,006,446
Transfer in of existing academy	-	9,972,691
	2,596,794	12,089,777

During the previous year Fleetdown Primary School joined the Trust.

Included within the comparatives is £59,909 in donated bank balances and £9,905,785, of donated assets, in restricted general funds and restricted fixed asset funds respectively.

During the year, the academy trust received £nil (2021: £80,321) of donated ICT equipment, which is shown within restricted fixed asset funds.

Grants received, included in the above, are as follows:

	31.8.22	31.8.21
	£	£
Other DfE/EFSA grants	2,535,506	80,321

continued...

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2022

3. FUNDING FOR THE ACADEMY TRUST'S EDUCATIONAL OPERATIONS

	Unrestricted funds £	Restricted funds £	31.8.22 Total funds £	31.8.21 Total funds £
DfE/ESFA grants				
General Annual Grant(GAG)	-	11,231,135	11,231,135	9,022,402
Other DfE/EFSA grant				
Pupil Premium	-	872,183	872,183	725,154
Universal infant free school meals	-	288,319	288,319	301,994
Teachers' pay and pension grant	-	26,149	26,149	396,307
Other DfE / ESFA Revenue Grants	-	468,531	468,531	313,854
	-	12,886,317	12,886,317	10,759,711
Other Government grants				
Local Authority Revenue Grant	-	2,062,405	2,062,405	1,204,276
COVID-19 Additional Funding (non DfE/ESFA)				
COVID Exceptional Support	-	-	-	182,300
	-	2,062,405	2,062,405	1,386,576
	-	14,948,722	14,948,722	12,146,287

4. OTHER TRADING ACTIVITIES

	31.8.22 £	31.8.21 £
Trip income	142,093	11,845
Catering income	186,989	8,652
Other income	67,372	-
Nursery, lettings and club income	342,581	236,402
	739,035	256,899

continued...

5. INVESTMENT INCOME

	31.8.22	31.8.21
	£	£
Investment income	225	159

6. EXPENDITURE

		Non-pay expenditure		31.8.22	31.8.21
	Staff costs	Premises	Other costs	Total	Total
	£	£	£	£	£
Charitable activities					
Academy's educational operations					
Direct costs	10,248,759	-	1,031,573	11,280,332	8,838,522
Allocated support costs	3,368,417	1,803,266	1,139,000	6,310,683	5,632,209
	13,617,176	1,803,266	2,170,573	17,591,015	14,470,731

Net income/(expenditure) is stated after charging/(crediting):

	31.8.22	31.8.21
	£	£
Auditors' remuneration	17,400	18,000
Auditors' remuneration for non audit work	15,165	10,670
Depreciation - owned assets	580,868	588,573

7. CHARITABLE ACTIVITIES - ACADEMY'S EDUCATIONAL OPERATIONS

	Unrestricted funds	Restricted funds	31.8.22 Total funds	31.8.21 Total funds
	£	£	£	£
Direct costs	112,892	11,167,440	11,280,332	8,838,522
Support costs	563,597	5,747,086	6,310,683	5,632,209
	676,499	16,914,526	17,591,015	14,470,731

continued...

7. CHARITABLE ACTIVITIES - ACADEMY'S EDUCATIONAL OPERATIONS - continued

	31.8.22 Total £	31.8.21 Total £
Analysis of support costs		
Support staff costs	3,368,417	3,293,183
Depreciation	580,868	588,573
Premises costs	1,303,450	704,656
Other support costs	1,025,383	1,009,292
Governance costs	32,565	33,505
Total support costs	6,310,683	5,632,209

8. STAFF COSTS

	31.8.22 £	31.8.21 £
Wages and salaries	9,143,370	6,937,500
Social security costs	853,867	627,690
Operating costs of defined benefit pension schemes	3,332,390	3,527,647
	13,329,627	11,092,837
Supply teacher costs	277,563	148,281
Compensation payments	9,986	-
	13,617,176	11,241,118

The average number of persons (including senior management team) employed by the academy trust during the year was as follows:

	31.8.22	31.8.21
Teachers	129	119
Administration and support	259	225
Management	21	17
	409	361

Non-statutory / non-contractual staff severance payments

The academy trust paid 1 (2021:3) severance payment in the year, disclosed in the following bands:

	31.08.22	31.08.21
£0 - £25,000	1	-

Included in staff restructuring costs are 1 non-contractual severance payment totalling £9,986 (2021: £nil).

continued...

8. STAFF COSTS - continued

Higher paid staff

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

	2022	2021
In the band £60,000 - £70,000	3	1
In the band £70,001 - £80,000	2	3
In the band £80,001 - £90,000	1	-
In the band £90,001 - £100,000	2	2
In the band £130,001 - £140,000	1	1

All of the above employees participated in the Teachers' Pension Scheme. During the period ended 31 August 2022, pension contributions for these staff amounted to £104,022 (2021: £83,538).

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 £804,637 (2021: £737,065)

9. CENTRAL SERVICES

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

- Human resources
- Financial services
- Legal services
- Educational support services
- ICT services
- Other as arising

The academy trust charges for these services on the following basis:

- HR, payroll and finance recharges were based on a pupil number basis, unless a cost related to a specific school, when the costs were recharged at the actual cost.
- Legal costs were recharged on an 'as charged' basis specific to the matter at hand.
- Educational support recharges were on a specific basis relative to the school supported.
- Software and licences were recharged on a specific basis attributable to each school for the number of licences etc.

continued...

9. CENTRAL SERVICES - continued

The actual amounts charged during the year were as follows:

	2022	2021
	£	£
Fleetdown Primary School	199,298	47,366
Oakfield Primary Academy	203,062	152,767
Temple Hill Primary Academy	58,186	190,947
West Hill Primary Academy	144,814	119,143
	605,360	510,223

Temple Hill Primary Academy benefited from reduced central services charges during 2021/22. The reduction in charges was agreed by the Trustees to help fund emergency support at the school following falling standards, as a result of the COVID-19 pandemic. The emergency support provided to Temple Hill Primary Academy is approximately £270,000. The budgeted central services charge for Temple Hill was £320,234 but the actual charge was £58,186. The budgeted charge was reduced by £220,000 for the emergency support fund as the remaining £50,000 was funded by the recovery grant and other additional revenue grants received. There was a further reduction of £40,000 to cover funds brought forward from the previous year that were already committed for "big Ideas" project spends.

10. RELATED PARTY TRANSACTIONS - TRUSTEES' REMUNERATION AND EXPENSES

There was no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

11. 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.

continued...

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2022

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted Fixed Assets £	Restricted General Funds £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and capital grants	30,319	11,992,549	66,909	12,089,777
Charitable activities				
Funding for the academy's educational operations	-	-	12,146,287	12,146,287
Other trading activities	203,559	-	53,340	256,899
Investment income	159	-	-	159
Total	234,037	11,992,549	12,266,536	24,493,122
EXPENDITURE ON				
Charitable activities				
Academy's educational operations	1,215,005	588,573	12,667,153	14,470,731
Total	1,215,005	588,573	12,667,153	14,470,731
NET INCOME/(EXPENDITURE)	(980,968)	11,403,976	(400,617)	10,022,391
Transfers between funds	893,720	170,211	(1,063,931)	-
Other recognised gains/(losses)				
Actuarial gains/(losses) on defined benefit schemes	-	-	(1,205,000)	(1,205,000)
Net movement in funds	(87,248)	11,574,187	(2,669,548)	8,817,391
RECONCILIATION OF FUNDS				
Total funds brought forward	201,154	20,850,091	(3,597,893)	17,453,352
TOTAL FUNDS CARRIED FORWARD	113,906	32,424,278	(6,267,441)	26,270,743

continued...

13. TANGIBLE FIXED ASSETS

	Long leasehold £	Improvements to property £	Fixtures and fittings £
COST			
At 1 September 2021	32,243,762	-	356,179
Additions	-	1,718,901	76,026
Reclassification	-	587,760	-
At 31 August 2022	32,243,762	2,306,661	432,205
DEPRECIATION			
At 1 September 2021	2,166,487	-	201,059
Charge for year	-	499,815	46,355
At 31 August 2022	2,166,487	499,815	247,414
NET BOOK VALUE			
At 31 August 2022	30,077,275	1,806,846	184,791
At 31 August 2021	30,077,275	-	155,120

	Computer equipment £	Assets under construction £	Totals £
COST			
At 1 September 2021	523,378	745,501	33,868,820
Additions	52,933	1,065,800	2,913,660
Reclassification	-	(587,760)	-
At 31 August 2022	576,311	1,223,541	36,782,480
DEPRECIATION			
At 1 September 2021	363,070	-	2,730,616
Charge for year	34,698	-	580,868
At 31 August 2022	397,768	-	3,311,484
NET BOOK VALUE			
At 31 August 2022	178,543	1,223,541	33,470,996
At 31 August 2021	160,308	745,501	31,138,204

Land and Buildings includes those of West Hill, valued on transfer to the MAT in 2019 at £6m and those of Oakfiled and Temple Hill, included from 2016. In the absence of valuations provided by the ESFA, these have been valued at an estimate based on similar sized academies in the surrounding area of the Trust. Land and buildings also includes £9,857,772 in respect of Fleetdown, a valuation provided by Kent County Council with replacement cost of Land £4,241,772 and Buildings £5,616,000 at the date of transfer.

continued...

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.8.22	31.8.21
	£	£
Trade debtors	29,638	3,603
Other debtors	265,966	464,868
Prepayments and accrued income	2,536,726	2,194,011
	2,832,330	2,662,482

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.8.22	31.8.21
	£	£
Other loans (see note 17)	43,209	31,235
Trade creditors	1,574,853	546,048
Social security and other taxes	-	158,107
Other creditors	-	196,472
Accruals and deferred income	480,212	265,765
	2,098,275	1,197,627

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.8.22	31.8.21
	£	£
Other loans (see note 17)	436,710	242,158

DEFERRED INCOME

	31.8.22	31.8.21
	£	£
Deferred income at 1 September 2021	207,027	155,394
Resources deferred in the year	229,247	207,027
Amounts released from previous periods	(207,027)	(155,394)
Deferred income at 31 August 2022	229,247	207,027

At the 31 August 2022, the Trust was holding funds received for Universal Infant Free School Meals, school clubs, trips and ESFA Led Tutoring for the 2022-23 academic year.

continued...

17. LOANS

An analysis of the maturity of loans is given below:

	31.8.22	31.8.21
	£	£
Amounts falling due within one year on demand:		
Other loans	43,209	31,235
Amounts falling between one and two years:		
Other loans - 1-2 years	54,152	31,650
Amounts falling due between two and five years:		
Other loans - 2-5 years	168,028	97,439
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more 5yrs instalments	214,530	113,069

All loans relate to CIF projects and are repayable between 5 and 10 years. The Salix loans are interest free and the interest on the CIF loans range from between 1.41% and 1.29%.

18. MEMBERS' LIABILITY

Each member of the academy trust undertakes to contribute to the assets of the company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10 as stated in academy trust's funding agreement/memorandum and articles of association] for the debts and liabilities contracted before they cease to be a member.

19. MOVEMENT IN FUNDS

	At 1.9.21	Net movement in funds	Transfers between funds	At 31.8.22
	£	£	£	£
Restricted general funds				
Pension Fund	(7,305,000)	6,394,000	-	(911,000)
General Annual Grant	1,037,559	812,674	(647,706)	1,202,528
Fixed asset fund	31,138,204	(580,867)	2,913,660	33,470,996
Other Government Grants	1,559,467	1,902,329	(2,059,429)	1,402,367
Capital Loans	(273,393)	-	(206,525)	(479,918)
	26,156,837	8,528,136	-	34,684,973
Unrestricted fund				
Unrestricted	113,906	60,625	-	174,531
TOTAL FUNDS	26,270,743	8,588,761	-	34,859,504

continued...

19. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Restricted general funds				
Pension Fund	-	(1,501,000)	7,895,000	6,394,000
Other DfE/ ESFA Revenue Grants	782,999	(782,899)	-	-
Local Authority Revenue Grants	1,731,093	(1,731,093)	-	-
Pupil Premium	872,183	(872,183)	-	-
General Annual Grant	11,231,140	(10,418,466)	-	812,674
Other Activities	63,429	(63,429)	-	-
Other Government Revenue Grants	331,312	(331,312)	-	-
Fixed asset fund	-	(580,867)	-	(580,867)
Other Government Grants	2,535,506	(633,177)	-	1,902,329
	17,547,662	(16,914,526)	7,895,000	8,528,136
Unrestricted fund				
Unrestricted	737,114	(676,489)	-	60,625
TOTAL FUNDS	18,284,776	(17,591,015))	7,895,000	8,588,761

Comparatives for movement in funds

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Restricted general funds				
Pension Fund	(4,025,000)	(3,280,000)	-	(7,305,000)
General Annual Grant	427,107	1,674,383	(1,063,931)	1,037,559
Donation of other assets	-	80,321	(80,321)	-
Fixed asset fund	20,734,529	(588,573)	10,992,248	31,138,204
Other Government Grants	277,751	2,006,446	(724,730)	1,559,467
Transfer in of existing academy	-	9,905,782	(9,905,782)	-
Capital Loans	(162,189)	-	(111,204)	(273,393)
	17,252,198	9,798,359	(893,720)	26,156,837
Unrestricted fund				
Unrestricted	201,154	(980,968)	893,720	113,906
TOTAL FUNDS	17,453,352	8,817,391	-	26,270,743

continued...

19. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Restricted general funds				
Pension Fund	-	(2,075,000)	(1,205,000)	(3,280,000)
Other DfE/ ESFA Revenue Grants	500,110	(500,110)	-	-
Local Authority Revenue Grants	1,187,135	(1,187,135)	-	-
Pupil Premium	725,154	(725,154)	-	-
General Annual Grant	9,022,402	(7,348,019)	-	1,674,383
Other Activities	120,249	(120,249)	-	-
Non-Government Revenue Grants	396,307	(396,307)	-	-
Other Government Revenue Grants	315,179	(315,179)	-	-
Donation of other assets	80,321	-	-	80,321
Fixed asset fund	-	(588,573)	-	(588,573)
Other Government Grants	2,006,446	-	-	2,006,446
Transfer in of existing academy	9,905,782	-	-	9,905,782
	24,259,085	(13,255,726)	(1,205,000)	9,798,359
Unrestricted fund				
Unrestricted	234,037	(1,215,005)	-	(980,968)
TOTAL FUNDS	24,493,122	(14,470,731)	(1,205,000)	8,817,391

Total funds analysis by academy

Fund balances at 31 August 2022 were allocated as follows:

	2022 £	2021 £
Oakfield Primary Academy	331,450	220,389
Temple Hill Primary School	479,319	687,045
West Hill Primary School	134,981	81,635
Fleetdown Primary School	96,752	100,063
Central Trust	334,557	62,333
Total before fixed asset funds and pension reserve	1,377,059	1,151,465
Restricted fixed asset fund	34,393,445	32,424,278
Pension reserve	(911,000)	(7,305,000)
	34,859,504	26,270,743

These are the pre-pooled balances and the balances are pooled on the 1 September of the next financial year.

continued...

19. MOVEMENT IN FUNDS - continued

Analysis of academies by cost

Expenditure incurred by each academy during the year, excluding leisure centre activities and depreciation, was as follows:

	Teaching and Educational Support Staff Costs £	Other Support Staff Costs £	Educational Supplies £	Other Costs (excluding Depreciation) £	Total2021/22 £	Total2020/21 £
Oakfield Primary Academy	2,454,653	376,200	208,131	464,849	3,503,834	3,263,065
Temple Hill Primary School	3,221,527	401,670	425,913	555,859	4,604,969	3,789,303
West Hill Primary Academy	1,655,201	318,141	173,888	659,845	2,807,075	2,275,058
Fleetdown Primary School	2,111,026	445,855	181,508	392,226	3,130,615	1,254,946
Central Trust	806,352	1,826,550	45,616	285,136	2,963,653	3,299,786
Trust	**10,248,759**	**3,368,416**	**1,035,056**	**2,357,915**	**17,010,146**	13,882,158

Transfers between funds

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

The General fund has been created to recognise the income and expenditure in respect of activities undertaken by the Trust which fall outside the scope of its core activities.

The General Annual Grant (GAG) represents the core funding for the educational activities of the Trust via the Education and Skills Funding Agency (ESFA) by the Department for Education (DfE). The GAG fund has been established because the GAG must be used for the normal running costs of the Trust.

The Pupil Premium fund has been established to recognise the restricted funding from the Education and Skills Funding Agency to raise the attainment of disadvantaged pupils and close the gap between them and their peers.

The Other DfE / ESFA revenue grants fund has been created to recognise the restricted funding received from the Department for Education/Education and Skills Funding Agency which fall outside the scope of core funding.

The Local Authority revenue grants fund has been set up to recognise the income received from Kent County Council as a contribution towards the cost of the Trust's revenue expenditure. Funding received for Special Educational Needs is also recognised within Local Authority Grants. These funds are to assist with the costs incurred providing disadvantaged students with the additional educational resources that they require.

The Other activities fund has been established to recognise all other restricted income and expenditure which falls outside the scope of the Academy Trust's core funding

The Non-Government revenue grants fund represents revenue grants received from non-Government entities.

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19. MOVEMENT IN FUNDS - continued

Transfers between funds - continued

The Pension reserve has been created to separately identify the pension deficit inherited from the Local Authority upon conversion to academy status, and through which all the pension scheme movements are recognised.

The NBV of fixed assets fund has been set up to recognise the tangible assets held by the Trust and is equivalent to the net book value of intangible and tangible fixed assets. Amortisation of intangible fixed assets and depreciation of tangible fixed assets is allocated to this fund.

The DfE / ESFA capital grants fund has been created to recognise capital grants received for the purpose of the acquisition of tangible fixed assets. As tangible fixed assets are purchased, a transfer is made to the NBV of fixed asset funds.

The Transfer in of existing academy fund was created to recognise the net book value of fixed assets transferred into the Trust in the previous year for Fleetdown Primary School. The funds were transferred into the NBV of fixed asset fund to reflect the Trust's position as at the year end.

The Donated assets fund has been created to show the donated ICT equipment received in the prior year as part of the Coronavirus pandemic scheme. During the prior year, the funds were transferred to NBV of fixed asset fund to reflect the assets now within the Trust.

The Capital Loans fund represents the balance of the loans provided to Trust as part of CIF projects and will be paid down in accordance with the loan agreements.

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20. PENSION AND SIMILAR OBLIGATIONS

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 Kent County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS to the period ended 31 March 2019.

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 teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the teachers' pension scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the period amounted to £1,177,104 (2021 - £973,647).

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

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

Local government pension scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2022 was £981,000 (2021 - £610,000), of which employer's contributions totalled £777,000 (2021 - £479,000). and employees' contributions totalled £204,000 (2021 - £131,000). The agreed contribution rates for future years are 22.50 per cent for employers and 5.50 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 an academy trust closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

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20. PENSION AND SIMILAR OBLIGATIONS - continued

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

	Defined benefit pension plans	
	31.8.22	31.8.21
	£	£
Current service cost	2,160,000	2,479,000
Net interest from net defined benefit asset/liability	114,000	72,000
Administration expenses	4,000	3,000
	2,278,000	2,554,000
Actual return on plan assets	110,000	73,000

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	31.8.22	31.8.21
	£	£
Opening defined benefit obligation	13,725,000	7,804,000
Current service cost	2,160,000	1,156,000
Contributions by scheme participants	204,000	131,000
Interest cost	228,000	148,000
Benefits paid	(46,000)	(17,000)
Transfer in on existing academies joining the trust	-	2,681,000
Remeasurements:		
Actuarial (gains)/losses from changes in demographic assumptions	(492,000)	-
Actuarial (gains)/losses from changes in financial assumptions	(8,490,000)	2,021,000
Experience loss/(gain) on defined benefit obligation	886,000	(199,000)
	8,175,000	13,725,000

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20. PENSION AND SIMILAR OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	31.8.22	31.8.21
	£	£
Opening fair value of scheme assets	6,420,000	3,779,000
Contributions by employer	777,000	479,000
Contributions by scheme participants	204,000	131,000
Interest on assets	114,000	76,000
Administration expenses	(4,000)	(3,000)
Benefits paid	(46,000)	(17,000)
Transfer in on existing academies joining the trust	-	1,358,000
Return on plan assets (excluding interest income)	(201,000)	617,000
	7,264,000	6,420,000

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	31.8.22	31.8.21
	£	£
Actuarial (gains)/losses from changes in demographic assumptions	492,000	-
Actuarial (gains)/losses from changes in financial assumptions	8,490,000	(2,021,000)
Experience loss/(gain) on defined benefit obligation	(886,000)	199,000
Return on plan assets (excluding interest income)	(201,000)	617,000
	7,895,000	(1,205,000)

continued...

20. PENSION AND SIMILAR OBLIGATIONS - continued

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	31.8.22	31.8.21
	£	£
Equities	4,761,000	4,202,000
Gilts	42,000	36,000
Cash	123,000	184,000
Other Bonds	961,000	891,000
Absolute Return Fund	523,000	447,000
Property	854,000	660,000
	7,264,000	6,420,000

Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages):

	31.8.22	31.8.21
Rate of increase in salaries	3.90%	3.85%
Rate of increase for pensions inflation	2.90%	2.85%
Discount rate for scheme liabilities	4.25%	1.65%
Inflation assumption (CPI)	2.90%	2.85%
Inflation assumption (RPI)	2.90%	3.15%

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

	31.8.22	31.8.21
Retiring today		
Males	21	21.9
Females	23.5	23.8
Retiring in 20 years		
Males	22.3	23.3
Females	24.9	25.3

Sensitivity analysis

	31.8.22	31.8.21
	£	£
Discount rate +0.1%	(220,000)	(379,000)
Discount rate -0.1%	227,000	390,000
Mortality assumption - 1 year increase	226,000	524,000
Mortality assumption - 1 year decrease	(220,000)	(505,000)
CPI rate +0.1%	214,000	353,000
CPI rate -0.1%	(208,000)	(344,000)

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21. CAPITAL COMMITMENTS

	31.8.22	31.8.21
	£	£
Contracted but not provided for in the financial statements	1,427,521	1,564,874

The capital commitment at the year end is in relation to the acquisition of tangible fixed assets.

22. LONG-TERM COMMITMENTS, INCLUDING OPERATING LEASES

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.8.22	31.8.21
	£	£
Within one year	100,363	81,457
Between one and five years	69,946	75,817
	170,309	157,274

23. RELATED PARTY DISCLOSURES

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. The following related party transactions took place in the financial period.

During the year, transactions took place with Curly's Legacy. a registered charity, of with the CEO, Mr Ratcliffe, is also a Trustee. The Trust made payments totalling £15,225 (2021: £15,165) for the provision of outdoor learning services. The Trust made the purchases at arms length, for which Board approval was sought. Mr Ratcliffe did not participate in the approval process. In entering into the transaction the Trust has complied with the requirement of the Academy Trust Handbook 2021/22.

Transactions also took place with We Are Beams Ltd, a company in which Mr Ratcliffe was also a Director until 6 November 2022.The Trust made payments totalling £875 (2021: receipts of £965) in exchange for soft play and sensory room hire for vulnerable children. Again, the transactions took place at arms length and Board approval was sought to remain compliant with the Academy Trust Handbook 2021/22.

Expenditure was incurred in the year with MSY Services, a business run by the spouse of Mrs Misy, the COO and CFO. The trust paid £5,157 for maintenance services carried out. Once again Board approval was sought to remain compliant with the Academy Trust Handbook 2021/22.

Mr Rouncefield's daughter is an employee of Temple Hill Primary Academy. During the year employer contributions amounted to £31,276.

The Headteacher of Temple Hill Primary Academy has a spouse employed at the same school. During the year her employer contributions amounted to £31,409.

All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions.