

Charity Registration No. 312865 (England and Wales)

Company Registration No. 1055588 (England and Wales)

KRISHNAMURTI FOUNDATION TRUST LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

KRISHNAMURTI FOUNDATION TRUST LIMITED

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KRISHNAMURTI FOUNDATION TRUST LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms. G. A. Balleys Mr. D. A. Hook Mr. G. Primrose Mrs. W. Smith Mr. A. C Herron Ms. M Kuyper
Secretary	Mr. G. Primrose
Charity number (England and Wales)	312865
Company number	1055588
Registered office	Brockwood Park Bramdean Alresford Hampshire SO24 0LQ
Professional advisors and key personnel	Mr. A. Autor Principal Ms M. Masoumian Bursar Mr. B. Taylor Development Mr. N. Shamim Foundation Mr. T. Lehmann Main School (Brockwood Park School) Mrs. K. Power Inwoods Small School
Solicitors	Veale Wasbrough Vizards LLP (VWV) With offices in London, Watford, Bristol, Birmingham Paris Smith 1 London Road Southampton SO15 2AE
Banker	NatWest Bank Plc Winchester Old Bank 105 High Street Winchester Hampshire SO23 9AH
Auditor	Azets Audit Services Athenia House 10-14 Andover Road Winchester Hampshire SO23 7BS
Websites	Main School www.brockwood.org.uk Small School www.inwoods.org.uk Foundation www.kfoundation.org.uk Centre www.krishnamurticentre.org.uk F.O.B www.friendsofbrockwood.org.uk Global www.jkrishnamurti.org

KRISHNAMURTI FOUNDATION TRUST LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 JULY 2021

The trustees present their report and financial statements for the year ended 31 July 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006, and "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)".

OUR PURPOSES, ACTIVITIES, AIMS AND OBJECTIVES

Our Charity's purposes, as set out in the objects contained in the company's Memorandum of Association, are to advance the education of the public in philosophy, sociology, psychology and comparative religion and in particular to promote in those fields the study of the teachings of Jiddu Krishnamurti.

The Charity operates in four areas:

1. Brockwood Park School provides a general education for students aged 14 years and over;
2. Inwoods Small School also provides a general education, but for students up to the age of 11 years;
3. The Foundation maintains the archives of the works of Jiddu Krishnamurti and disseminates Krishnamurti's work via print and digital mediums;
4. The Krishnamurti Centre provides opportunities for the study of philosophy, sociology, comparative religion, and in particular the study of the Teachings of Krishnamurti, for adult members of the public.

Our Objectives

Our objectives are set to reflect the educational aims of our Schools, the preservation and dissemination of the works of Jiddu Krishnamurti by the Foundation and to provide a Centre of quality to enable visitors to study these works.

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee-charging.

Our key objectives for the year included:

- Respond with agility to the risks posed by Covid;
- Ensure prudent financial management of the charity during the pandemic;
- Continue with the next phases of the school management system;
- Complete the revamping and design of a new website for the Centre and Inwoods and incorporate social media campaigns for promotion of various activities of the charity;
- Embark on new digital and social media initiatives related to the dissemination of the Teachings of Krishnamurti;
- Create new podcasts for the dissemination of Krishnamurti's Teachings;
- Finalise and implement a long-term operational and financial strategy strengthening the long term outlook of the charity in light of its intentions and objectives, taking into account the uncertainty and risks posed by Brexit, the pandemic and other new dynamics affecting various aspects of the charity;
- Implement and introduce clear objectives for setting up financial reserves for the long-term financial health of the charity;
- Continue to place the videos and audios of Krishnamurti online to enable free access to the public to his talks in audio and video format;
- Monitor developments with respect to Brexit as it is considered a major risk given the international nature of our main school and our charity;
- Explore the legal structure of the charity to make sure the existing one is the best considering all aspects;
- Initial review into the charity's by-laws to ensure it meets the modern requirement of the charity laws considering all implications for the work of the charity;
- Review the school's fee model to ensure it is aligned with the long-term financial requirements and health of the charity;
- Review the fundraising process and practice with the view of adopting a comprehensive policy in this area which meets the legal requirements;
- Appoint a full service specialised law firm with the focus on charity and education laws to strengthen the charity in respect of its legal and compliance obligations;

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- Review of our existing immigration licensing arrangement with UKVI, to ensure best practice in this area;
- Training the relevant staff in the area of immigration law, given its impact on the charity in wake of Brexit;
- Review of our volunteer programme to create a more sustainable model in this area, given the visa restrictions following Brexit and adopting a more sustainable operational model which does not rely on volunteers;
- To sign new English book titles of the work of Krishnamurti with reputable publishers;
- To continue to improve the education of the students with an holistic approach and to provide the financial security to do so;
- To continue to provide the Krishnamurti Centre as a venue of quality for visitors to be able to study the works of Krishnamurti and other like-minded people, in quiet and peaceful surroundings.

Our Ethos and Public Benefit

The Krishnamurti Foundation Trust is a registered charity and a company limited by guarantee. It operates two schools: a junior school for children up to the age of 11 and a senior school for students 14 years and over; a Foundation; and an adult Study Centre to benefit the public through its stated aims.

Our school fees are set at the lowest level consistent with ensuring the financial stability of the schools and at a level consistent with providing the students with a high standard of academic and personal achievement (our fees are currently some £10,000 less than the average fees for independent secondary boarding schools in the UK).

In excess of 2,000 videos of Krishnamurti, meticulously subtitled in various languages, are available free of charge on our YouTube Channel; we are progressively releasing short video extracts and audios of Krishnamurti for free on our official YouTube channel and intend to continue to produce and make the remaining audios of Krishnamurti also available for free. We are making the transcripts of various talks of Krishnamurti available for free on our international website (jkrishnamurti.org). We have upgraded the design and content of our bulletin and continue to make it available for free to all. We have also created free access to the work of Krishnamurti on two new platforms, Podcast and Instagram. We have conducted paid social media campaigns to bring to the public the Teachings of Krishnamurti free of charge.

Our charges for staying at the Krishnamurti Centre are kept as low as possible to ensure that all who wish to attend can do so. For most of the year, the Centre is open to any visitor or day guest free of charge, wishing to make use of our facilities (library, video-room, audio and video players) thereby encouraging people to visit regularly to study and research Krishnamurti's works and other comparative works. We welcome many guests from the surrounding area for day visits also at no cost to them.

Our schools welcome students from all backgrounds both nationally and internationally. To be accepted to the senior school a prospective student must and her or his parents have an initial interview with the Principal and the Recruitment and Admissions Coordinator. Depending on the outcome of that meeting, they will then have a meeting with one of the teachers and two or three students. Depending on the feedback of the meetings above, a decision on acceptance is then taken by the Principal. In some cases, the prospective student might be invited to stay for a one week as a prospective in the school. An individual's economic status, gender, sexual orientation, ethnicity, race, religion, or disability, do not form part of the assessment procedures.

Our schools are committed to safeguarding and promoting the welfare of our students and expect all staff and volunteers to share this commitment.

Early in 2015 Brockwood Park School and Inwoods Small School joined the Independent Schools Association, whose member schools fall under the Independent Schools Inspectorate, instead of Ofsted. The schools were inspected by ISI in March 2016 and March 2019 and their report is available on our website.

Whilst continuing to preserve the archives in the most modern and efficient manner, the Foundation disseminates information about the charity, and its three international sister-foundations in USA, India and Spain, through its free publications, and also sells books and other material to all who express an interest.

We are an equal opportunity organisation and are committed to maintaining a working environment free from any form of discrimination. Wherever possible we will make the necessary adjustments to meet the needs of staff or students who are, or become, disabled.

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Access Policy

It is important to us that access to the Teachings of Jiddu Krishnamurti is open to all.

In particular, we wish to encourage all who wish to attend our schools to do so, irrespective of their financial means (see our Bursary Policy below). We believe that our schools and our students benefit from learning within a diverse community. The schools begin the day with staff and students together sharing a period of quiet, as well as spending 30 minutes ensuring that the premises are clean and tidy. We also have Inquiry Time where the senior school gathers to discuss a serious topical issue together, and students and staff have a further class in which direct engagement with Krishnamurti's Teachings occur. Living together in a community offers shared experiences that enrich the education otherwise given.

Jointly with our three sister-foundations, we have set up the website www.jkrishnamurti.org which carries video and audio files of many of Krishnamurti's talks which are free to watch online.

Teaching Links and Sharing

Our staff visit schools and attend conferences to exchange information as to teaching approaches and the philosophy behind the works of Krishnamurti. A local kindergarten ('Wildflowers') currently uses part of our grounds, particularly some of the woodland, free of charge for activities with its children.

The Brockwood Observer, the newsletter of the senior school with information about items of interest at the School and articles written by staff, students and trustees, is sent out to many individuals and groups on our mailing list free of charge. The main school offers classical concerts organised and performed by award winning musicians free to the public. Currently due to the situation with Covid these concerts have stopped but we hope to resume them again when the situation returns to normal.

Many teachers and educators, unconnected with the charity, visit the schools to view the unique educational approach. For example, a group of education students from Winchester University visit annually for a tour of the schools, plus discussion and activities. From time to time, the schools are approached by PhD and research students in education asking to come and visit. Currently due to the situation with Covid these visits have stopped but we hope to resume them again when the situation returns to normal.

At the Krishnamurti Centre we have brochures, bulletins and articles available for free which give information about Krishnamurti's Teachings and the intentions of the Centre and which we send to anyone who contacts us and wishes to know more. We organise open dialogues intended to help further the intentions, for junior school parents and using the Centre library as the meeting place.

We make a charge for guests to stay overnight at the Centre, but the costs are deliberately kept low to encourage people from all walks of life to share our facilities. If a guest cannot afford the full room rate, we may make a discretionary reduction in the cost, or allow a guest to stay for free.

The Foundation sends out a bulletin giving information about meetings of national and international committees, local events, theme weekends at the Centre and articles based upon the Teachings. Copies of our most popular books are sent, free of charge, to individuals who cannot afford to purchase them. In addition, the videos and audios of Krishnamurti are made available free of charge on our official YouTube channel.

Bursary Policy

As stated above, the Trustees believe that it is important to make bursaries available to students from families who may not be in a position to pay all of the school fees. In assessing a family's means we take many factors into consideration, including family income, investments, savings, etc. However, we have no endowments and rely on the generosity of benefactors in order to offer any kind of bursary. With this in mind we must ensure that a balance is struck between fee-paying parents – many of whom make great personal sacrifices to meet the costs – and those benefiting from the bursaries.

Bursaries range from 7% to 80% remission of fees. Information about fee assistance through bursaries is provided to all who request it. The success of our bursary scheme is explained in our review of activities and achievements section of this report. In the current year the school has made available 12% of its fee income for bursaries.

Other Policies on Assistance

The fees for the main school are paid annually and before the start of the term. However, we understand that some families need to budget carefully and therefore we offer the facility to pay fees on a termly basis. In exceptional cases and upon request, as an additional way of financial aid, we agree on a payment plan with the parents who need this assistance in order to be able to afford the fees.

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Our Strategy and Policies

The Trustees are responsible for setting strategies for achieving the objectives determined for the particular areas of operation of each section of the Charity.

Our key objectives of the charity are listed below with strategies adopted to achieve those also displayed:

- Respond with agility to the risks posed by Covid:
 - Setting up online classes;
 - Training staff for the requirements of remote classes;
 - Appointment of a Covid Lead and training all staff about the restrictions;
 - Setting up a residential bubble to ensure pupils are Covid safe and do not have to wear masks or socially distance (the only school that we are aware of in UK who achieved this for its pupils);
 - Obtaining all the possible assistance offered by the government for our charity such as furlough, emergency loans, etc;
 - Setting up remote working for our non-residential staff.
- Prudent financial management of the charity during the period of lockdown:
 - Ensuring the operational needs of the charity are met while using the government furlough scheme;
 - Re-organising the work and distributing tasks and priorities so some staff hours could be put on the furlough scheme to navigate this uncertain period.
- Continue with the next phases of the school management system:
 - Identifying areas that could be automated;
 - Engaging suitable consultants to design a tailor made product for the areas identified with a need.
- Complete the revamping and design of a new website for the Centre and Inwoods Small School and incorporate social media campaigns for promotion of various activities of the charity:
 - Allocating required expertise to this area;
 - Setting up a group to create appropriate content and design;
 - Design and execute social media campaigns ready to be adopted.
- Embark on new digital and social media initiatives related to the dissemination of the Teachings of Krishnamurti:
 - Identify areas of interest;
 - Select appropriate content and create appropriate design;
 - Use of external consultants to verify our strategy and understanding;
 - A/B testing of various initiatives and deciding on the best campaign.
- Create new podcasts for dissemination of Krishnamurti's Teachings:
 - Adopting a new strategy for the creation of content;
 - Selection of material and an elegant design plus identifying suitable platforms on which to launch the podcasts.
- Explore a long-term operational and financial strategy strengthening the long term outlook of the charity in light of its intentions and objectives, while taking into account various uncertainties and risks:
 - Given the small size of our charity and uniqueness of its offering, and considering the changing dynamic in the operational, educational and regulatory landscape surrounding the charity, it is considered prudent to explore the long term direction of the Trust taking into account all the changing elements and dynamics. The intention is to strengthen the Trust to meet all the modern regulatory and compliance requirements while continuing to deliver its unique offering, based on the intentions and ethos of the charity;
 - Various aspects of the charity were looked at with the help of our solicitors and financial advisor e.g. our legal structure, establishing an endowment and our by-laws;
 - Closer attention was given to the main school set-up and staffing requirements;
 - Closer attention was given to the use of volunteers, in the wake of Brexit;
 - Plans were initiated for a change in the schools' fee structure;
 - Plans were initiated to consider an increase of salary for residential staff and the set up of a pension for them.

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- Implement and introduce clear objectives for setting up financial reserves for the long-term financial health of the charity:
 - Exploring various reserve structures and endowments and their implications for the Trust;
 - Pending a decision, attracting seed money from a donor to start the endowment.
- Continue to place the video and audios of Krishnamurti online to enable free access to the public to his talks in these formats:
 - Continue to expand the content and reach of our official YouTube channel;
 - Creation of another YouTube channel dedicated to shorter extracts;
 - Provision of access, free of charge, to the Teachings of Krishnamurti on multiple platforms such as YouTube, Podcasts, Various Websites and social media channels.
- Monitor developments with respect to Brexit, as it is considered a major risk given the international nature of our main school and our charity:
 - Training relevant staff regarding immigration rules to ensure the changes in visas do not affect the Trust negatively;
 - Use of new legal advisors for immigration issues to obtain high quality advice;
 - Exploring a change in the nature of our immigration license in order to meet the changes in this area as a result of Brexit;
 - Changes in the operational model of the charity, to reduce the staff and volunteer turn-over, given the difficulty of obtaining visas for certain occupations.
- Explore the legal structure of the charity to make sure the existing structure is the best possible:
 - Hiring a specialised law firm to obtain high quality advice;
 - Exploring a different set-up of the charity to organise its various offerings taking into account legal, financial and operational implications;
 - Deciding on the appropriate set-up given the internal and external requirements of the Trust.
- Initiate review into the charity's by-laws to ensure they meet the modern requirements of charity law considering all the implications for the work of the charity:
 - Obtaining quality advice from specialised law firm;
 - Exploring the existing by-laws and deciding what changes may be required given the modern requirements of the wider legal and operational landscape.
- Review the school's fee model to ensure it is aligned with the long-term financial requirements and health of the charity:
 - Research other schools' fees models in the UK and around the world;
 - Come up with various models and fee levels to see which may be most suitable for our charity.
- Review the fundraising process and practice with the view to adopting a comprehensive policy in this area meeting the legal requirements:
 - Adopting a comprehensive fundraising policy with assistance of a specialised lawyer;
 - Reviewing privacy and data protection policies to see what their impact is on the fundraising activities of the Trust.
- Appointing a full service specialised law firm to focus on charity and education laws in order to strengthen the charity with respect to its legal and compliance obligations:
 - Selecting VVV as a suitable firm given the depth and breadth of their expertise in the areas of charity law and education, and partner level contribution and advice.
- Review of our existing immigration licensing arrangement with UKVI to ensure the best practice in this area:
 - Review of our possible options when it comes to sponsoring overseas volunteers and workers, given the international nature of our organisation and restrictions arising from Brexit;
 - Possible restructuring of our immigration licenses to mitigate risks and enhance possibilities of recruitment in all areas of the charity.
- Training the relevant staff in the area of immigration law given its impact on the charity in wake of Brexit:
 - Organising training in the area of immigration law given the extensive change in this area happening as a result of Brexit and its impact on the operation of the Trust.

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- Review our volunteer programme to create a more sustainable model given the visa restrictions following Brexit and adopting a more sustainable operational model which does not rely on volunteers:
 - Review of the use of volunteers and the intentions behind this programme;
 - Re-organising various areas to rely less on volunteers, given new restrictions regarding EU volunteers as a result of Brexit.
- Signing new English book titles of the work of Krishnamurti with reputable publishers:
 - Managing to publish two separate titles with Watkins and Rider and positive engagement with these publishers to continue to publish Krishnamurti's books.
 - To build on improvements in the charity with respect to compliance and health and safety by implementing and strengthening relevant procedures and processes;
 - Ongoing internal and external training to make sure relevant staff are informed of latest changes in this area;
 - Engaging outside advisors to do an audit of different areas to ensure all the required processes and procedures are in place.
- To continue to improve the education of the students with an holistic approach:
 - To recruit suitable and skilled staff for various areas;
 - Strengthening the provision of various classes by incorporating the feedback received in the last academic year;
 - Meetings among various teachers to plan and design creative courses with innovative content and delivery.
- To continue to make freely available all the audios and videos of Krishnamurti, with subtitles in different languages, on our official YouTube Channel:
 - Recruitment of new volunteers to assist with subtitling of videos;
 - Continuing to produce new subtitles and make them available online;
 - Refining and ordering various playlists on our official Youtube Channel;
 - Creating and producing new audios and videos to place them on our official channel.
- To continue to provide the Krishnamurti Centre as a venue of quality for visitors to be able to study the works of Krishnamurti and other like-minded people, in quiet and peaceful surroundings:
 - Providing more staffing for the Centre to improve the quality of service;
 - Reviewing the work processes to improve the quality and consistency of the offering;
 - Strengthening the kitchen to provide a consistently high quality food;
 - Particular emphasis and attention to various maintenance needs of the Centre;
 - Having in-house training to improve the provision of our service;
 - Reviewing and updating the existing policies at the Centre to improve the quality of service.

Achievement and Performance

Both schools saw an increase in the number of applications and students. In the schools there was an increased emphasis on the quality of pastoral care and there were many meetings and events organised addressing this important aspect of school life. Due to restrictions and issues caused by the pandemic, some international students decided not to travel to UK and attend our school in the new academic year. Some students also withdrew and returned home during the academic year.

Following the outbreak of the pandemic and lockdown, and further to the advice from the UK Government on 4 January 2021 and the Boarding Schools Associations (BSA), the students from the main school were advised not to return after the winter break. The school quickly moved to online/distant learning and was able to support students and continue providing education as well as hosting different pastoral forums and other school events online. The students returned to the school on 8 March 2021 following the Government advice for the schools to reopen.

The Charity closed the Centre following the Government advice regarding the hospitality sector.

So far, the Charity has taken advantage of the following business support measures that have been made available by the government: Job Retention Scheme, Coronavirus Statutory Sick Pay Rebate Scheme and Coronavirus Business Interruption Loan Scheme.

The charity as a whole responded adequately to this new challenge and managed to quickly take appropriate decisions to financially safeguard the place while protecting the safety of its employees and pupils.

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The charity continued strengthening the policies and practices across all aspects of Health and Safety and Compliance with various regulations.

Digital activities of the Foundation across all of its platforms have brought the Teachings of Krishnamurti to the attention of millions of people. New social media campaigns have reached millions of people and increased our social media engagement greatly. On our official YouTube channel Krishnamurti talks are now viewed on average 1.6 million times per month. Due to various social media activities and the creation of new content for our website, as well as the use of a GoogleAd grant, our Foundation website now receives on average more than 40,000 visits per month, as opposed to a few hundred per month prior to the launch of the new site. Krishnamurti is now listened to via podcasts and has had more than 500,000 downloads, just months after launching this project.

The Centre website was revamped and launched and we plan to promote its activities via social media campaigns.

In the area of print publication, the new English title published by Watkins "Happy is the One Who is Nothing" had a very positive reception. Rider also published a new title "What Are You Looking For?" on the back of success with an earlier title "What Are You Doing With Your Life?". Across the world the books continue to be licensed, translated and published in a variety of languages and territories.

Pupil Numbers, Visitors and Fees

The main School for the academic year 2020-21 was able to fill 62 of the 75 available student places. The Small School for day students only, finished the year with 4 students; this school had to restart from scratch following its closure due to the pandemic, however, this number has increased to 11 for this academic year.

We are maintaining the two-tier fee structure that was put in place for the small school and the main school. The lower tier fees for full-time attendance were increased to £6,836 and the higher tier to £ 7,718. The main school lower tier fees were £22,550 and the higher tier at £29,900.

The number of nights for which payment was received in the Centre were decreased due to the closure of the Centre due to the pandemic.

Co-curricular Activities

In addition to a full programme of academic courses, AS/A-level and non-exam courses, the main school continues to offer a wide range of co-curricular activities: these range from pottery and woodwork, through gardening and bush-craft, to a range of music-related tuition and a good selection of sports. There is a lot of interest in the performing arts and two major concerts – or a concert and a play – are prepared each year and performed publicly. The School also organises a selection of trips for students during term-time to museums, galleries, theatres and nature reserves. Over the years students have spent time at our sister schools in India to enhance their educational programmes. The main school continued to offer most of the co-curricular classes online following the students' departure due to Covid-19.

Details of Bursary Awards – Policy into Practice

Bursaries and sponsorships awarded were approximately 12% of our total expected fee income and amounted to £159,157. This provided assistance to 21 of our students at the main school. In addition, one child at the small school was awarded bursary.

The Trustees review the provision of bursaries annually and delegate the responsibility of the offer of bursaries to the Principal, Coordinator of Inwoods Small School and Bursar. The scheme widens access to the schools to people from all backgrounds and walks of life and allows suitable students, who would otherwise be unable to attend, to be part of the school community.

Teaching Links

Krishnamurti also founded six schools in India and one in the USA, which are the responsibility of sister foundations in those countries. The schools at Brockwood have on-going contact with all of these centres of learning. We would normally undertake staff/teacher exchange programmes and attend educational conferences with these sister foundations, however due to Covid this has not been possible this year.

From time-to-time conferences or workshops are organised at Brockwood for teachers from mainstream schools and teachers often visit as day guests to learn more about the educational approach of the school. As above, these normal interactions have not been possible this year.

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Environmental Incentives – Cutting our “Carbon Footprint”

Concern for the environment is at the heart of living together at Brockwood. Both schools are vegetarian and grow a proportion of their own food organically in their kitchen gardens. A central part of the high school curriculum is Human Ecology, addressing environmental issues both practically and academically and Nature Study is a central part of the Inwood's curriculum.

Day-to-day activities such as re-using and re-cycling items have been standard practice for many years. Our buildings are now being upgraded with better insulation and more environmentally friendly heating systems. As part of our increased use of energy from renewable sources we have invested in a wood-chip boiler to heat the Centre building. The recently constructed student and staff accommodation, the Pavilions, is heated by a ground-source heat-pump. We have recently installed solar panels in one of our student and staff accommodation, Cloisters.

Community Access

The schools regularly hold Open Days, which members of the local community are welcome to attend. Children and staff of the local Wildflowers Kindergarten – which is not a part of the Krishnamurti Foundation Trust – have been granted access to the grounds at Brockwood on a daily basis. The Centre is open to day-guests free of charge to study the teachings and spend time in this beautiful space. The main school organises classical music concerts, free of charge and open to the public. Performers are professional, often award-winning, musicians.

During the Covid-19 outbreak, residential staff reached out to surrounding neighbours to offer support with errands and supplies that may be needed during isolation, and have received kindness and gratitude in return. The surplus from the large Brockwood vegetable garden, which is due to the absence of students, some staff and Centre guests, has been offered free to neighbouring communities.

Fundraising

The charity does not use professional fundraisers. Our approach to fundraising is light-touch and relies a lot on communicating clearly and directly with our donors about activities in the charity and areas of needs within the charity. We have a close relationship with our donors and organise events, activities and communication strategies to keep them very well informed of what goes on here at Brockwood. In our donor cultivation cycle we place little emphasis on requesting and a lot of emphasis on building relationships. To ensure compliance with various regulations and laws impacting the fundraising activities and donations, the Charity decided to adopt a comprehensive policy in this regard with assistance of its legal advisor, VWV.

FINANCIAL REVIEW

In the year to 31 July 2021 the charity received less donations and legacies compared to the year before. School fee income decreased as a result of partial closure in the year because of the pandemic.

Our Finances

One of our risk management policies is to create a budget each year for the coming year with planned income and expenditure for the ensuing three years. Quarterly reports are created comparing the actual income and expenditure with the budgets and forecasting the result for the year based upon the actual items. The Trustees consider these and take action if and when necessary.

Total income of the charity decreased from £3,329,369 to £2,731,645, due to a decrease in donations and legacies and reduced school fees from the school closure. The amount of donations being received in the year was £508,932 (2020 - £476,567). Legacies amounted to £567,025 (2020 - £983,227). After deducting expenses, the Net Incoming Resources for the charity amounted to £746,521 (2020 - £1,080,329).

The Charity continued to benefit from royalties received from the publications of its books around the world, and from the surplus on the sale of books, video and audio tapes, CD-ROMs and DVDs. The Charity publishes and distributes the Bulletins as a free service to all who wish to receive it. The Charity appealed for funds for various purposes, some specific and others general.

The Trustees review the salaries of the staff regularly. Because of the way the school operates and its ethos, this major cost is considerably lower than staff in other schools. Thus we are able to keep our fees lower and while offering a higher staff to student ratio than would otherwise be the case. The staff and students are all part of a community living, working and sharing together.

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As a charity we enjoy tax exemption status which means that we pay no tax on our deposit interest which is applied to the charity's purposes, and we can reclaim tax suffered on gift aid donations made to us. We also benefit from an 80% reduction in the rates on the buildings we occupy for charitable purposes. However, we are unable to reclaim VAT on purchases and expenses used for educational purposes and we pay taxes as an employer through the national insurance contributions we make.

Employer staff pension fund contributions for the year amounted to £12,276.

Reserves and Financial Health

As can be seen from the balance sheet, the charity has £3,948,276 (2020 - £2,600,064) in net current assets. This will be used as working capital whilst the Charity rebuilds its reserves. Total funds held at the year end were £7,715,725, of which £2,087,282 were held in designated funds, £2,324,818 held in restricted funds, leaving a balance of £3,303,625 in general unrestricted reserves.

Future Plans

The charity plans to continue to clarify and review its long term objectives and vision and align the internal operations with these objectives and devise strategies to achieve these objectives and vision.

In light of the above, the charity intends to initiate the following:

- Continue with the next phases of the school management system;
- Embark on new digital and social media initiatives related to the dissemination of the Teachings of Krishnamurti and promotion of activities of the charity;
- Create new podcasts for dissemination of Krishnamurti's Teachings;
- Finalise and implement a long-term operational and financial strategy strengthening the long term outlook of the charity in light of its intentions and objectives, taking into account the various uncertainties and risks;
- Continue to place the video and audios of Krishnamurti online to enable free access to both;
- Review and update our Parents' Contract, By-laws, data protection policies and other policies;
- Review and possibly adopt a new fee model and structure for both schools;
- Launch an endowment or reserve fund for the charity ensuring the long term strength of the trust;
- Automate procedures and processes in the Accounts Office;
- Review the residential staff salary and possibility of a pension and other welfare mechanisms given the financial constraints within the trust;
- Implement the outcome of the review of our existing immigration licensing arrangement with UKVI to ensure the best practice in this area;
- Sign new English book titles of the work of Krishnamurti with reputable publishers and also publish translated versions in other countries and territories;
- Continue to strengthen the charity with respect to compliance and health and safety by implementing and strengthening relevant procedures and processes;
- Continue to improve the education of the students with an holistic approach and to provide the financial security to do so;
- Continue to provide the Krishnamurti Centre as a venue of quality for visitors to be able to study the works of Krishnamurti and other like-minded people, in quiet and peaceful surroundings.

KRISHNAMURTI FOUNDATION TRUST LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 JULY 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Krishnamurti Foundation Trust Limited is a company limited by guarantee governed by its Memorandum and Articles of Association which were last altered in March 2013.

It is registered as a charity with the Charity Commission.

Each member agrees to contribute £1 in the event of the charity winding up.

Governing Body

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as the Governors. Under the requirements of the Memorandum and Articles of Association one third of them must retire at each Annual General Meeting.

The governing body consists of the persons mentioned on page 1.

In accordance with the Articles of Association, Mr Alistair Herron and Mr Derek Hook retire by rotation and, being eligible, offer them for re-election.

The Governors meet as a body on at least three occasions in each year, the duration of each meeting being about four days. In addition there are various committees and working groups which meet more regularly throughout the year. Each Governor has specific responsibilities for particular areas of operation within the Charity.

All Governors give their time voluntarily as Trustees but are now able to receive payment for special services and goods supplied to the charity by written agreement in accordance with the Memorandum of Association.

Recruitment and Training of Governors/Trustees

In common with charities of a similar size, it is difficult to retain a full complement of governors covering the necessary range of skills and experience and, in particular, with a keen interest in Krishnamurti's Teachings. The existing Governors seek new Governors through contacts with international committees and personal contacts. New Governors are mentored by more experienced Governors in the workings of the Charity and its procedures.

Organisational Management

The Governors (Trustees) are legally responsible for the overall management and control of the four areas of the Charity. These are the main school (referred to as Brockwood Park School), the small school (referred to as Inwoods Small School), the Foundation (referred to as Krishnamurti Foundation Trust) and the adult Study Centre (referred to as The Krishnamurti Centre). The

Management Team has day-to-day responsibility for the running of their respective areas and for implementing the policies set by the Governors. The School Management team has a day to day oversight and responsibility for running the school.

Risk Management

The Governors are responsible for the management of the risks faced by the charity. Risks are identified and assessed and controls established throughout the year. A review of the charity's risks management processes is undertaken frequently and outside consultants undertake audits of procedures when necessary. There are also policies and procedures in place ensuring the charity complies with its responsibilities. Training of staff happens throughout the year, so everyone is familiar with all the relevant policies and procedures and related tasks and responsibilities.

KRISHNAMURTI FOUNDATION TRUST LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 JULY 2021

The key controls used by the charity include:

- formal agendas for all Governor Meetings;
- formal minutes taken at all meetings;
- comprehensive strategic planning, budgeting and management accounting;
- formal written policies;
- clear authorisation and approval levels;
- clear job descriptions of all staff;
- vetting procedures as required by law for the protection of the vulnerable.

Included within these controls are considerations of price, credit, liquidity and cash-flow risks.

Through the risk management processes established for the charity the Governors are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed.

Disclosure of information to the auditors

In so far as the Trustees are aware at the time of agreeing our Trustees' Annual Report:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees, having made enquiries of fellow Trustees and the Auditor, confirm that they have each taken all steps that they ought to have individually taken, to make themselves aware of any relevant audit information and to establish that the Auditor is aware of that information.

Auditor

Azets Audit Services were appointed as auditor to the charitable company and a resolution proposing that they be re-appointed will be put at a General Meeting.

The trustees' report, including the directors' report and strategic report, was approved by the Board of Trustees.



Mrs W Smith

Date: 3/11/21

KRISHNAMURTI FOUNDATION TRUST LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 JULY 2021

The trustees, who are also the directors of Krishnamurti Foundation Trust Limited for the purpose of company law, are responsible for preparing the Trustees' Annual Report (including the Directors' Report and the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 the maintenance and integrity of the corporate and financial information included on the charitable company's websites. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

KRISHNAMURTI FOUNDATION TRUST LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF KRISHNAMURTI FOUNDATION TRUST LIMITED

Opinion

We have audited the financial statements of Krishnamurti Foundation Trust Limited (the 'charitable company') for the year ended 31 July 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report (incorporating the strategic report and 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 the applicable legal requirements

KRISHNAMURTI FOUNDATION TRUST LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF KRISHNAMURTI FOUNDATION TRUST LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require 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 directors' 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 purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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

KRISHNAMURTI FOUNDATION TRUST LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF KRISHNAMURTI FOUNDATION TRUST LIMITED

A further description of our responsibilities is available on the Financial Reporting Council's website at <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.


Michael Tizard (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

Chartered Accountants
Statutory Auditor

..... 4/11/21

Athenia House
10-14 Andover Road
Winchester
Hampshire
United Kingdom
SO23 7BS

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

KRISHNAMURTI FOUNDATION TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 JULY 2021

Current financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes				
Income from:					
Donations and legacies	3	882,233	193,724	1,075,957	1,459,794
Deposit account interest		4,617	-	4,617	9,244
Income from charitable activities	4	1,651,071	-	1,651,071	1,860,331
Total income		2,537,921	193,724	2,731,645	3,329,369
Expenditure on:					
<u>Charitable activities</u>					
Conferences		-	-	-	5,416
Charitable trading costs		-	-	-	14,250
Publicity		42,610	-	42,610	59,872
Royalties payable (including KFA)		31,641	-	31,641	28,459
Irrecoverable school fees and bad debts		36,566	-	36,566	745
Direct costs		758,285	30,937	789,222	983,489
Food and household costs		149,385	-	149,385	177,731
Archive costs		3,377	-	3,377	856
Premises costs		327,464	22,197	349,661	387,010
Support costs	6	326,266	3,989	330,255	355,609
Depreciation		138,545	65,799	204,344	202,634
Governance costs	6	47,993	70	48,063	32,969
Total charitable expenditure	5	1,862,132	122,992	1,985,124	2,249,040
Total resources expended		1,862,132	122,992	1,985,124	2,249,040
Net incoming/(outgoing) resources before transfers		675,789	70,732	746,521	1,080,329
Gross transfers between funds	20	126,698	(126,698)	-	-
Net movement in funds		802,487	(55,966)	746,521	1,080,329
Fund balances at 1 August 2020		4,588,420	2,380,784	6,969,204	5,888,875
Fund balances at 31 July 2021		5,390,907	2,324,818	7,715,725	6,969,204

All income and expenditure derive from continuing activities.

KRISHNAMURTI FOUNDATION TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Prior financial year

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
Income from:				
Donations and legacies	3	565,455	894,339	1,459,794
Deposit account interest		9,244	-	9,244
Income from charitable activities	4	1,860,331	-	1,860,331
Total income		2,435,030	894,339	3,329,369
Expenditure on:				
<u>Charitable activities</u>				
Conferences		5,416	-	5,416
Charitable trading costs		14,250	-	14,250
Publicity		59,872	-	59,872
Royalties payable (including KFA)		28,459	-	28,459
Irrecoverable school fees and bad debts		745	-	745
Direct cost		979,965	3,524	983,489
Food and household costs		177,731	-	177,731
Archive costs		52	804	856
Premises costs		386,999	11	387,010
Support costs	6	341,160	14,449	355,609
Depreciation		131,314	71,320	202,634
Governance costs	6	31,062	1,907	32,969
Total charitable expenditure	5	2,157,025	92,015	2,249,040
Total resources expended		2,157,025	92,015	2,249,040
Net incoming/(outgoing) resources before transfers		278,005	802,324	1,080,329
Gross transfers between funds	20	122,559	(122,559)	-
Net movement in funds		400,564	679,765	1,080,329
Fund balances at 1 August 2019		4,187,856	1,701,019	5,888,875
Fund balances at 31 July 2020		4,588,420	2,380,784	6,969,204

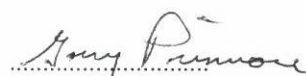
KRISHNAMURTI FOUNDATION TRUST LIMITED

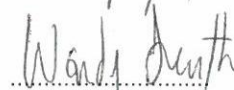
BALANCE SHEET

FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	10	4,341,962		4,424,195	
Investments	11	100		100	
		4,342,062		4,424,295	
Current assets					
Stocks	12	32,635		24,225	
Debtors	13	489,604		211,426	
Investments	14	516,598		512,378	
Cash at bank and in hand		3,850,694		2,576,445	
		4,889,531		3,324,474	
Creditors: amounts falling due within one year	15	(941,255)		(724,410)	
Net current assets		3,948,276		2,600,064	
Total assets less current liabilities		8,290,338		7,024,359	
Creditors: amounts falling due after more than one year	16	(530,833)		-	
Provisions for liabilities	17	(43,780)		(55,155)	
Net assets		7,715,725		6,969,204	
Income funds					
Restricted funds	20	2,324,818		2,380,784	
Unrestricted funds					
General unrestricted funds	21	3,303,625		3,055,030	
Designated unrestricted funds	21	2,087,282		1,533,390	
		5,390,907		4,588,420	
		7,715,725		6,969,204	

The financial statements were approved by the Trustees on 3/11/21....


Mr. G. Pimrose
Trustee


Mrs. W. Smith
Trustee

Company Registration No. 1055588

KRISHNAMURTI FOUNDATION TRUST LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	27		780,580		979,293
Investing activities					
Increase in current asset investments		(4,220)		(512,378)	
Purchase of tangible fixed assets		(122,111)		(63,271)	
Net cash used in investing activities			(126,331)		(575,649)
Financing activities					
Proceeds on new loan		650,000			
Repayment of loan		(30,000)		(60,000)	
Net cash used in financing activities			620,000		(60,000)
Net increase in cash and cash equivalents			1,274,249		343,644
Cash and cash equivalents at beginning of year			2,576,445		2,232,801
Cash and cash equivalents at end of year			3,850,694		2,576,445

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

Charity information

Krishnamurti Foundation Trust Limited is a private charitable company limited by guarantee incorporated in England and Wales. The registered office is Brockwood Park, Bramdean, Alresford, Hampshire, SO24 0LQ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Companies Act 2006, and "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)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

Preparation of consolidated financial statements

In the opinion of the trustees, the results of the subsidiary company are not material to the group. The charitable company has therefore taken advantage of the exemption provided by Companies Act 2006, Financial Reporting Standard 102 and the Charities SORP (FRS 102), not to prepare group accounts.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it, the amounts can be measured reliably, and it is probable that income will be received.

Income from general donations is recognised on receipt or once the charity has been notified of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from school fees are recognised in the period to which they relate. School fees received before the year end relating to future periods are included as deferred income at the year end.

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Any irrecoverable element of VAT is included with the item of expense to which it relates. All direct and indirect costs are attributed to the areas to which they belong. All other costs are apportioned on a reasonable apportionment basis. Support costs and governance costs (note 6), which are charitable, relate to the stewardship of the charity's assets, organisational administration and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	2% straight line basis
Motor Vehicles	25% straight line
Fixtures and fittings	15% straight line basis
Equipment	25% - 33.33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, and highly liquid bank accounts. Cash held in deposit accounts with a maturity of more than 90 days held for investment purposes rather than to meet short-term cash commitments as they fall due are included in current asset investments.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

The charity is exempt from corporation tax on its charitable activities.

1.12 Irrecoverable VAT

The charity is partially exempt for VAT on its expenses. All of this VAT is accumulated and charged to support costs.

1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due. The assets of the scheme are held separately from the charity.

1.15 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in net income/(expenditure) for the period.

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

- Depreciation
- Debt recoverability

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

3 Donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Donations and gifts	315,388	193,544	508,932	476,567
Legacies receivable	566,845	180	567,025	983,227
	<u>882,233</u>	<u>193,724</u>	<u>1,075,957</u>	<u>1,459,794</u>
For the year ended 31 July 2021	<u>565,455</u>	<u>894,339</u>		<u>1,459,794</u>

Analysed by funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Donations and gifts				
Main School	36,972	177,348	224,320	243,452
Inwoods Small School	1,350	425	1,775	3,151
Foundation	244,392	15,771	250,163	186,906
Adult Study Centre	32,674	-	32,674	43,058
	<u>315,388</u>	<u>193,544</u>	<u>508,932</u>	<u>476,567</u>
Legacies receivable				
Main School	189,376	180	189,556	671,676
Inwoods Small School	5,719	-	5,719	-
Foundation	371,750	-	371,750	300,652
Adult Study Centre	-	-	-	10,899
	<u>566,845</u>	<u>180</u>	<u>567,025</u>	<u>983,227</u>

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

4 Charitable activities income

	Note	Unrestricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Total 2020 £
School fees		1,255,472	1,255,472	1,461,025	1,461,025
Board and lodging		51,195	51,195	151,435	151,435
Royalties		68,115	68,115	85,490	85,490
Trading activities		13,365	13,365	17,314	17,314
Recoveries from staff and students		63,612	63,612	52,717	52,717
Government grants	18	144,504	144,504	78,014	78,014
Other income		54,808	54,808	14,336	14,336
		<u>1,651,071</u>	<u>1,651,071</u>	<u>1,860,331</u>	<u>1,860,331</u>

Analysed by funds

	Unrestricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Total 2020 £
Main School	1,437,237	1,437,237	1,512,842	1,512,842
Inwoods Small School	27,382	27,382	149,204	149,204
Foundation	91,500	91,500	102,751	102,751
Adult Study Centre	94,952	94,952	95,534	95,534
	<u>1,651,071</u>	<u>1,651,071</u>	<u>1,860,331</u>	<u>1,860,331</u>

5 Charitable activities expenditure analysed by funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Main School	1,286,295	118,934	1,405,229	1,381,193	80,777	1,461,970
Inwoods Small School	74,469	-	74,469	255,230	-	255,230
Foundation	228,552	4,058	232,610	242,554	11,238	253,792
Adult Study Centre	272,816	-	272,816	278,048	-	278,048
	<u>1,862,132</u>	<u>122,992</u>	<u>1,985,124</u>	<u>2,157,025</u>	<u>92,015</u>	<u>2,249,040</u>

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

6 Support and governance costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	132,872	-	132,872	128,763	-	128,763
Communications	11,890	-	11,890	13,877	-	13,877
Travelling and motor	12,164	-	12,164	30,794	-	30,794
Insurance	31,795	-	31,795	29,238	-	29,238
Irrecoverable VAT	49,883	-	49,883	55,330	-	55,330
Stationery and office costs	60,921	-	60,921	60,182	-	60,182
Loan interest paid	11,038	-	11,038	1,895	-	1,895
Other costs	19,692	-	19,692	35,530	-	35,530
Audit and accountancy	-	9,583	9,583	-	11,650	11,650
Legal and professional fees	-	38,480	38,480	-	21,319	21,319
	<u>330,255</u>	<u>48,063</u>	<u>378,318</u>	<u>355,609</u>	<u>32,969</u>	<u>388,578</u>

7 Net movement in funds

Net movement in funds is stated after charging/(crediting)

	2021	2020
	£	£
Fees payable to the charitable company's auditor for the audit of the charitable company's financial statements	9,750	9,500
Depreciation of owned tangible fixed assets	<u>204,344</u>	<u>202,634</u>

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration, benefits, or reimbursed travel expenses from the charity during the year.

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

9 Employees

Number of employees

The average monthly number of full-time equivalent employees during the year was:

	2021 Number	2020 Number
Teaching and support	45	59
Promotion and publicity	1	1
Management and administration	10	11
	<u>56</u>	<u>71</u>

Employment costs

	2021 £	2020 £
Wages and salaries	804,763	966,269
Social security costs	41,515	51,142
Provision for staff leaving	25,423	21,320
Other pension costs	12,276	14,770
	<u>883,977</u>	<u>1,053,501</u>

The average number of staff on a head count basis in the year was 57 (2020: 67).

The key management personnel of the charity comprise the trustees and the senior management team. The total employee benefits, comprising salary, pension contributions and related employers' national insurance contributions of the key management personnel of the charity were £75,680 (2020: £134,125).

There were no employees whose annual remuneration was £60,000 or more.

Included within total wages noted above is termination benefits awarded to employees in the year amounting to £nil (2020: £58,620). No amounts were outstanding in relation to termination benefits awarded as at the reporting date.

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

10 Tangible Assets

	Land and buildings £	Plant and machinery £	Total £
Cost			
At 1 August 2020	7,198,813	828,166	8,026,979
Additions	-	122,111	122,111
At 31 July 2021	7,198,813	950,277	8,149,090
Depreciation and impairment			
At 1 August 2020	2,898,241	704,543	3,602,784
Depreciation charged in the year	143,394	60,950	204,344
At 31 July 2021	3,041,635	765,493	3,807,128
Carrying value			
At 31 July 2021	4,157,178	184,784	4,341,962
At 31 July 2020	4,300,572	123,623	4,424,195

The directors are of the opinion that the value of the Freehold Property is in excess of its book value based on the comments in a valuation carried out several years ago. In the opinion of the directors the cost of having a professional revaluation outweighs its benefits.

11 Fixed asset investments

	2021 £	2020 £
Investments in subsidiaries	100	100

Details of the charity's subsidiaries at 31 July 2021 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct	Indirect
Brockwood Park Estates Ltd	England & Wales	Development of building projects	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of the subsidiary excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss) £	Capital and Reserves £
Brockwood Park Estates Ltd	(72)	(955)

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

12 Stocks	2021	2020
	£	£
Stock for fuel	8,980	9,326
Goods for resale	23,655	14,899
	<u>32,635</u>	<u>24,225</u>
13 Debtors	2021	2020
	£	£
Amounts falling due within one year:		
School fees recoverable	39,291	131,249
Trade debtors	60,813	42,792
Amount owing from subsidiary	1,158	1,158
Other debtors	388,342	36,227
	<u>489,604</u>	<u>211,426</u>
14 Current asset investments	2021	2020
	£	£
Cash held in deposit accounts with maturity over 90 days	<u>516,598</u>	<u>512,378</u>
15 Creditors: amounts falling due within one year	2021	2020
	£	£
Trade creditors	104,703	33,605
Amounts owing to KFA	-	6,022
Taxes and social security	8,216	25,510
School fees in advance	573,021	406,840
Fee and textbook deposits	92,982	118,300
Loan from A G Educational Trust	-	30,000
Other creditors and accruals	43,166	104,133
Coronavirus interruption loan	<u>119,167</u>	<u>-</u>
	<u>941,255</u>	<u>724,410</u>
16 Creditors: amounts falling due after more than one year	2021	2020
Coronavirus interruption loan	<u>530,833</u>	<u>-</u>
The CBIL loan is secured by the assets of the company.		

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

17 Provisions for liabilities and charges

	2021	2020
	£	£
<u>Provision for staff leaving</u>		
Balance at 1 st August 2020	55,155	52,060
Used in the year	(41,889)	(18,360)
Charge for the year	30,514	21,455
	<u>43,780</u>	<u>55,155</u>
Balance at 31 st July 2021	<u>43,780</u>	<u>55,155</u>

The trustees have agreed that when a residential member of staff leaves with more than 3 years' service, they will be entitled to receive a lump sum equivalent to 5% of annual salary for each completed year, subject to a maximum service of 15 years.

18 Government grants

During the year the charity received government grants totalling £144,504 (2020: £78,014). This total related to furloughed staff of £132,724 (2020: £78,014), loan interest of £10,780 (2020: £nil) and apprenticeship grant of £1,000 (2020: £nil).

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £12,276 (2020: £14,770).

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Movement in funds			Balance at 1 August 2021
	Balance at 1 August 2019	Incoming resources	Resources expended	Transfers	Balance at 1 August 2020	Incoming resources	Resources expended	Transfers	Balance at 31 July 2021	
	£	£	£	£	£	£	£	£	£	£
Main School Bursary	-	8,673	-	(8,673)	-	18,887	-	(18,887)	-	-
Alumni Bursary Fund	65,635	18,791	-	(4,000)	80,426	194	-	-	80,620	-
Small School Bursary	-	-	-	-	-	425	-	-	425	-
Music Fund	9,562	761	(3,121)	(460)	6,742	543	-	-	7,285	-
Inwoods Nature	-	-	-	-	-	-	-	-	-	-
J K Online	49,238	6,071	(9,543)	(12,698)	33,068	5,771	(3,377)	-	35,462	-
Archive Exchange	10,949	-	(1,696)	-	9,253	10,000	(681)	-	18,572	-
Pavilions	1,415,199	-	(71,320)	-	1,343,879	-	(65,800)	-	1,278,079	-
Infrastructure	67,620	-	-	(27,018)	40,602	-	-	-	40,602	-
Subtitles	8,726	-	-	-	8,726	-	-	-	8,726	-
Sundry main school	34,105	15,348	(6,335)	-	43,118	-	(126)	-	42,992	-
Jean-Michel	39,985	162,119	-	(69,710)	132,394	157,904	(30,811)	(107,811)	151,676	-
Elisabeth Fraser	-	671,677	-	-	671,677	-	(22,197)	-	649,480	-
Muriel Gill	-	10,899	-	-	10,899	-	-	-	10,899	-
	1,701,019	894,339	(92,015)	(122,559)	2,380,784	193,724	(122,992)	(126,698)	2,324,818	

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

20 Restricted funds (continued)

A description of the nature and purpose of the restricted funds are shown below:

Main School Bursary Fund – Donations to be used for Bursaries in the main school.
Alumni Bursary Fund – Donations to be used for Bursaries including for Alumni children.
Small School Bursary Fund – Donations to be used for Bursaries in the Inwoods Small School.
Music Fund – Donations to be used for Music in the main school.
Inwoods Nature – Donations to be used for nature and education in nature in Inwoods Small School.
J K Online – Donations to be used towards the development of the JKO website.
Archive exchange – Donations to be used for archive exchange between the three foundations.
Pavilions – Donations to be used for pavilions in the main school
Infrastructure – Donations to be used for upgrading the infrastructure of the main school.
Subtitles – Donations to be used for subtitling the videos of Krishnamurti.
Sundry main school – Other sundry donations received for specific purposes.
Jean-Michel – Donations to be used for bursaries and teacher recruitment.
Elisabeth Fraser – Legacy to be used for bursaries and repairs to the school.
Muriel Gill – Legacy to be used for financial support for those staying at the Krishnamurti Study Centre.

Transfers between funds

Jean-Michel Fund

The transfer of £107,811 main school restricted fund relates to school fees covered by bursaries.

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

21 Unrestricted funds

The income funds of the charity include unrestricted funds comprising the following unexpended balances:

	Balance at		Movement in funds			Movement in funds			Transfers			Balance at		
	1 August	£	Incoming	Resources	£	Transfers	Balance at	Incoming	Resources	£	Transfers	31 July	£	£
	2019		resources	expended			2020	resources	expended			2021		
Unrestricted General														
Foundation	828,271		113,785	(193,746)		(2,394)	745,916	162,081	(227,342)		-	680,655		
Main school	1,570,817		1,553,042	(1,381,195)		43,830	1,786,494	1,664,029	(1,286,295)		121,898	2,286,126		
Study centre	386,489		138,908	(278,048)		10,578	257,927	127,824	(272,816)		-	112,935		
Small school	339,602		152,600	(255,230)		27,721	264,693	28,885	(74,469)		4,800	223,909		
Total General	3,125,179		1,958,335	(2,108,219)		79,735	3,055,030	1,982,819	(1,860,922)		126,698	3,303,625		
Designated														
Foundation	830,100		476,695	(48,806)		42,824	1,300,813	549,383	(1,210)		-	1,848,986		
Brockwood Park Fund	232,577		-	-		-	232,577	-	-		-	232,577		
Small School Fund	-		-	-		-	-	5,719	-		-	5,719		
Total Designated	1,062,677		476,695	(48,806)		42,824	1,533,390	555,102	(1,210)		-	2,087,282		
	4,187,856		2,435,030	(2,157,025)		122,559	4,588,420	2,537,921	(1,862,132)		126,698	5,390,907		

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

22 Analysis of net assets between funds

Fund balances at 31 July 2021 are represented by:

Tangible assets	1,737,621	2,604,441	4,342,062	1,754,056	2,670,240	4,424,296
Net current assets	4,227,899	(279,623)	3,948,276	2,889,519	(289,456)	2,600,063
Long term liabilities and provisions	(574,613)	-	(574,613)	(55,155)	-	(55,155)
	<u>5,390,907</u>	<u>2,324,818</u>	<u>7,715,725</u>	<u>4,588,420</u>	<u>2,380,784</u>	<u>6,969,204</u>

KRISHNAMURTI FOUNDATION TRUST LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

23 Related party transactions

Similar foundations exist in other countries throughout the world including Spain, India and USA. These foundations have joined together to create a global website the costs of which are to be shared between them. The charity and the American foundation (KFA) have made a Joint Representation Agreement whereby all royalties receivable on books by the two organisations are shared equally between them and they will be jointly represented to all trade partners (publishers, literary agents, committees, online channels etc.) to avoid duplication of representation. The amount of royalties to be charged to KFA amounts to £23,819 (2020 - £24,925) and charged by KFA amounts to £32,904 (2020 - £30,557). The amount calculated as due from KFA amounts to £24,229 (2020 - £24,460) and due to KFA amounts to £32,300 (2020 - £30,482).

Donations from Trustees to the charity for various purposes amount to £289 (2020 - £5,329) throughout the year.

24 Trustees' liability insurance

An insurance policy exists, as part of the Charity's normal insurance policy, indemnifying any insured individual for any wrongful act (as defined in the policy) in their capacity as a governor, principal, officer or employee.

25 Ultimate controlling entity

In the opinion of the Trustees (Directors) the Charity is controlled by the Trustees (Directors).

26 Long term loan

In 2014, the Trustees negotiated a long term loan of £300,000 from a charitable trust. The loan is secured on the freehold land and buildings and was due for repayment on 31st January 2016 and was interest free. However, this loan has been renegotiated and the new terms commenced on 1st February 2016. From that date the loan has been repayable by quarterly instalments of £15,000 and carried interest of 2% above LIBOR six month rate. During the year, the loan was fully repaid and security released.

KRISHNAMURTI FOUNDATION TRUST LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2021

27 Cash generated from operations	2021 £	2020 £
Surplus for the year	746,521	1,080,329
Adjustments for:		
Depreciation and impairment of tangible fixed assets	204,344	202,634
Increase/(decrease) in provision	(11,375)	3,095
Movements in working capital:		
(Increase)/decrease in stock	(8,410)	641
(Increase)/decrease in debtors	(278,178)	(48,129)
Increase/(decrease) in creditors due within one year	127,678	(259,277)
Cash (absorbed by)/generated from operations	780,580	979,293
28 Analysis of changes in net debt	1 August 2020 £	Cash flows 31 July 2021 £
Cash at bank and in hand	2,576,445	1,274,249
Borrowings including Coronavirus interruption loan	(30,000)	(620,000)
	2,546,445	654,249
		3,200,694