

Company Registration Number: 07827591 (England & Wales)

Borden Grammar School Trust
(A Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 August 2025

Borden Grammar School Trust
(A Company Limited by Guarantee)

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**Reference and administrative details of the academy, its trustees and advisers
for the year ended 31 August 2025**

Members	S Coccia G Franks H Hendry Y Herbert M Johnson D Stannett
Trustees	M Bailey H Brown C Browne P Churcher S Sellahewa (previously Ellepola) R Eseku M Johnson S Mendoza, Chair of Trustees E Sutehall A Tomlin, Headteacher & Accounting Officer D Young
Company registered number	07827591
Company name	Borden Grammar School Trust
Principal and registered office	Avenue of Remembrance Sittingbourne Kent ME10 4DB
Company secretary	L O'Connor
Senior management team (at date of approval)	A Tomlin, Headteacher and Accounting Officer G Mulligan, Deputy Headteacher C Brinn, Assistant Headteacher M Brooker, Assistant Headteacher R Powell, Assistant Headteacher T Westby, Assistant Headteacher) L O'Connor, School Business Manager
Bankers	Natwest Bank PLC 2nd Floor, County Gate 2 Staceys Street, Maidstone Kent. ME14 1ST
Auditors	UHY Hacker Young Thames House Roman Square Sittingbourne Kent ME10 4BJ
Solicitors	Stone King LLP Boundary House, 91 Charterhouse Street Barbican, London EC1M 6HR

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Trustees' report
For the year ended 31 August 2025

The trustees present their annual report together with the financial statements and auditor's report of the academy trust for the year ended 31 August 2025. The annual report serves the purpose of both a trustees' report and a directors' report for the purposes of company law.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The academy trust was incorporated on 28 October 2011 as a company limited by guarantee and an exempt charity. The academy trust's memorandum and articles of association are the primary governing documents of the academy trust.

The trustees act as the directors of the academy trust for the purposes of company law. Details of the trustees who served throughout the year except as noted 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 academy trust in the event of it being wound up whilst they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

Trustees' indemnities

The academy trust maintains trustees and officers' liability insurance which gives appropriate cover for any legal action brought against its trustees. The academy trust has also granted indemnities to each of its trustees and other officers to the extent permitted by law. Qualifying third party indemnity provisions (as defined by section 234 of the Companies Act 2006) were in force during the period and remain in force, in relation to certain losses and liabilities which the trustees or other officers may incur to third parties in the course of acting as trustees or officers of the academy trust.

Details of the insurance cover are provided in note 13 to the financial statements.

Principal activities

The academy trust took over the operation of Borden Grammar School on the school's conversion to academy status on 1 January 2012. Since then, the academy trust's principal object and activity has been to manage the school's provision of education to pupils between the ages of 11 and 18. The school has a pupil capacity of 750 and had a roll of 929 in the school autumn census submitted in October 2024.

Method of recruitment and appointment or election of trustees

Under the terms of its Articles, the academy trust shall have the following trustees:

- Not less than three and up to a maximum of 11 trustees, appointed by the members.
- A minimum of two parent trustees, elected by the parents of registered pupils at the academy.
- The Headteacher.
- Co-opted trustees co-opted by trustees who have not themselves been so appointed.

Trustees must not be employed or receive any remuneration from the Academy Trust (other than the Headteacher).

A trustee's term of office is four years (excluding the Headteacher) but a trustee is eligible for re-election subject to remaining eligible to be a particular type of trustee.

The trustees shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from among their number. A trustee who is employed by the academy trust shall not be eligible for election as chairman or vice-chairman. The trustees who were in office at 31 August 2025 and served throughout the year, except where shown, are listed on page 1.

Policies and procedures adopted for the induction and training of trustees

During the year under review the Full Board of Trustees met seven times and there were nine committee meetings. The training and induction provided for new trustees was dependent on their existing experience. Where necessary training was provided on charity and educational legal and financial matters. All new trustees were given a tour of the academy and the chance to meet with staff and students. All trustees were provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they would need to undertake their role as trustees. As changes to the board of trustees are infrequent, induction tends to be done informally and is tailored specifically to the individual.

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Organisational structure

The organisational structure consists of three levels: the trustees/directors, the Senior Leadership Team and the Middle Management Team. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels.

The trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring the academy by the use of budgets and making major decisions about the direction of the academy, capital expenditure and senior staff appointments.

The Senior Leadership Team currently comprises the Headteacher, one Deputy Headteacher, four Assistant Headteachers and a School Business Manager. These managers control the academy at an executive level implementing the policies laid down by the trustees and reporting back to them. As a group the Senior Leadership Team are responsible for the authorisation of spending within agreed budgets and the appointment of staff, though appointment boards for posts in the Senior Leadership Team always contain at least one trustee. Some spending control is devolved to members of the Middle Management Team.

The Middle Management Team includes Heads of Department, Pastoral and Learning Leaders (Heads of Year) and the Special Educational Needs Co-ordinator. Along with the Senior Leadership Team these managers are responsible for the day-to-day operation of the academy, in particular organising the teaching staff, facilities and students.

Arrangements for setting pay and remuneration of key management personnel

The key management personnel of the academy trust comprise the trustees and senior leadership team as disclosed on page 1. Details of the arrangements for setting the academy’s pay and remuneration are set out in the school policies for firstly Pay, and secondly Appraisal. These policies detail the procedures for applying to go through threshold and/or pay progression, which is not automatic. The processes apply equally to the leadership group, teaching staff and support staff.

Total remuneration paid to senior management personnel is set out in note 11(e).

Trade union facility time

Relevant union officials

<u>Number of employees who were relevant union officials during the year</u>	<u>Full time equivalent employee number (as union officials)</u>
1	1

Percentage of time spent on facility time

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

Percentage of pay bill spent on facility time

Total cost of facility time	£9,520
Total pay bill	£5,234,303
Percentage of the total pay bill spent on facility time	0.2%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	0
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Connected organisations, including related parties

Borden Grammar School Voluntary Fund is a separately registered charity, registration no 1098112. Its principal objects are the provision of items, services and facilities for the school by the making of grants to the school and individuals.

Borden Sport Limited is a non-profit making company limited by guarantee, registration number 03859564. It provides sporting facilities for the school and the local community.

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The land on which sports pitches and a clubhouse are situated is leased by Borden Grammar School Trust to Borden Sport Limited. The Borden Grammar School Trust referred to here is a separate trust which happens to have the same name as the academy trust, and this trust holds the freehold interest in the main school site, subject to the academy's trust's rights to occupation. It also occasionally provides funds to the school for the payment of scholarships, prizes and other matters.

There is also a Parents & Friends Association, also established as a separately registered charity, registration number 800823, which organises various fundraising events to provide facilities for the pupils of Borden Grammar School.

Sittingbourne Hockey Club (formerly Old Bordenian Hockey Club) donate to the school on occasion.

The Williams Barrow's Charity, registration number 1172933, on occasion provides grants to the school to assist with education and hardship under the Educational and Eleemosynary Foundations.

The trustees have concluded that none of the above entities are under the control of the academy trust.

Risk management

The trustees have assessed the major risks to which the academy is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the academy, and its finances. The trustees have implemented a number of systems to assess risks that the school faces, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying, school trips) and in relation to the control of finance. They have introduced systems, including operational procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains, they have ensured they have adequate insurance cover. The academy has an effective system of internal financial controls.

OBJECTIVES AND ACTIVITIES

Objects and aims

The academy trust took over the operation of Borden Grammar School on the school's conversion to academy status on 1 January 2012. Since then the academy trust's principal objective and activity has been to manage the school's provision of education to pupils between the ages of 11 and 18.

Objective, strategies and activities

Borden Grammar school provides a supportive and inclusive academic environment. We nurture our students to become courageous, creative and resilient in their response to challenge and to be respectful and kind to others. Our ethos develops a drive for achievement and personal development. This allows our young people to grow, reaching their full potential and developing the values needed to create a better future.

Borden Trust Values

1. Ethical Leadership - a strong belief in justice with the courage to make all decisions in a kind, honest and transparent way
2. Accountability and service - using evidence to prioritise the long term interests of the school and the community it serves
3. Kind and caring - Always considering the wellbeing, values and success of our students, parents and staff in the school community
4. Aspiring and inspiring - Aspiring for the best, inspiring others to get there and being optimistic about the future
5. Integrity and resilience - Willing to act independently with integrity and showing resilience in the face of adversity

The main objectives of the academy trust during the year ended 31 August 2025 are summarised below:

- to ensure that every child enjoys the same high quality education in terms of resourcing, tuition and care;
- to raise the standard of educational achievement of all pupils;
- to improve the effectiveness of the academy by keeping the curriculum and organisational structure under continual review;
- to provide value for money for the funds expended;
- to comply with all appropriate statutory and curriculum requirements;
- to conduct the academy's business in accordance with the highest standards of integrity, probity and openness.

The academy trust's main strategy is encompassed in its mission statement, "Developing minds, creating futures and striving forward together" which aims to provide a supportive and inclusive academic environment nurturing our students to become courageous, creative and resilient in their response to challenge and to be respectful and kind to others. The Borden ethos develops a drive for achievement and personal development, allowing our young people to grow, reaching their full potential and so leading the way to a better future.

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To this end the activities provided include:

- tuition and learning opportunities for all students to attain appropriate academic qualifications;
- training opportunities for all staff, and especially teaching staff;
- a programme of sporting and after school leisure activities for all students;
- a system of after school clubs and some weekend activities; and
- a careers advisory service to help students obtain employment or move on to higher education.

Public benefit

Borden Grammar School is a state funded Grammar School and strives to promote and support the advancement of education within the Swale area. The school provides an extensive programme of educational and recreational activity - all designed to contribute to the overall education of our students in areas such as academic distinction, music, the arts and sport.

Wherever possible the school also aims to contribute to the benefit of the wider public, through the provision of incidental educational and other activities. The students and staff are regularly involved in charitable activities, such as sponsored events and fundraising events and some profit made from school productions is donated to a charity agreed upon by the students via the School Council. Over the year the contributions that normally benefit the local community included the following:

- Numerous charity fundraising activities i.e. Christmas fair, bake sales, RAG week, non-uniform days etc.;
- Curriculum support to Primary Schools via Middle Leader support and the Aim Higher Club; work with primary schools (including providing free 11+ familiarisation software) focused on supporting disadvantaged students;
- Regular letting of school facilities to The Dog Training Company.

The trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and confirm compliance with this duty through the above, together with the provision of education which the trustees is demonstrably to the public benefit.

STRATEGIC REPORT

Achievements and performance

The trustees were pleased with the main academic achievement in the period, which can be summarised as follows:

- 92% of GCSE students achieved 5 or more 9-4 / A *-C grades inc. English & Mathematics at grade 4
- 81% of GCSE students achieved 5 or more 9-5 grades inc. English and Maths at grade 5
- 41% of GCSE grades achieved were 9-7
- 53% of students entered for the Ebacc achieved the standard pass and 44% a strong pass (65% of students were entered)
- There is no official progress score this year, but the unofficial is +0.77 or Alps 3 (4th year of progress over zero)
- 98.5% of Year 13 achieved A* to E grades in their level 3 qualifications
- 52% of Year 13 achieved A*-B grades in their level 3 qualifications
- 23% of Year 13 achieved A*/A grades in their level 3 qualifications
- Our unofficial progress score for L3 qualifications is -0.1

Key financial performance indicators

The trustees consider that the following are key performance indicators for the academy:

- Percentage of income received from DfE spent on teaching staff;
- Percentage of income received from DfE spent on total staff costs;
- Percentage of staff costs over total revenue expenditure;
- Pupils numbers (leading directly to DfE funding level); and
- General financial stability - aim for income to match or exceed expenditure each year.

The trustees ensure sound financial management is achieved by regularly reviewing the academy's budget position and comparing academy results with available benchmarking data. They are satisfied that results for all key performance indicators listed have been as expected during the period.

In recent years Borden has improved its financial position and general financial stability by attracting stronger student numbers into the school. Borden has implemented its own 'Borden Test', in line with statutory guidance, to allow boys in the area a further chance to be

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judged as grammar school ability and therefore be admitted into year 7. The school is in its final year of expansion with a pan of 150 in years 7 to 11. Other than the bulge year who are now at 141 in year 11, all other year groups are between 146 and 152. The school has historically had waiting lists for every year group, hence the move to five form entry. In part this reflects the fact that Ofsted has judged the school to be "Good" in the last three inspections in November 2013, 2016 & 2021 respectively. In addition, the school benefits from a strong reputation in the local community due to the professionalism of staff, the conduct of students and support from the parent body alike. Sixth form capacity increased from 199 to 269 in April 2025.

Going concern

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

FINANCIAL REVIEW

Most of the academy trust's recurrent income is obtained from the Department for Education ("DfE") in the form of grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2025 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities ("SoFA"). Core grant income has been supplemented by capital funding, and also other income such as catering, and 6th Form partnership income.

Total income for the year was £7.6m. This was a marked reduction on total income of £14.9m in the previous year, but the 2024 figure included significant one-off capital income in the form of a £7m notional donation for the value attributed to a new building that was handed over to the trust by Kent County Council once the construction was complete. Capital grant income was also lower in 2025, at £1.27m (2024: £2.02m); this income does vary from year to year depending on the extent of Condition Improvement Funding for specific capital projects.

Revenue income funding for day-to-day operations amounted to £6.30m (2024: £5.89m), as detailed in note 6.

Expenditure rose to £6.85m (2024: £6.03m) with staff costs of £5.34m (2024: £4.64m) once again by far the greatest cost.

The Statement of Financial Activities shows net income for the year of £739k (2024: £8.91m) and an overall net movement in funds of £721k (2024: £8.89m), after actuarial movements and other recognised gains/losses arising on the Local Government defined benefit pension scheme ("LGPS"). Neither the net income nor the overall movement in funds reflect a meaningful operational result since these figures include movements that do not relate to day-to-day running of the academy.

The table below has been included to reconcile from the overall movement in funds to the decrease in revenue funds during the year, £368k, by excluding movements on tangible fixed assets and the LGPS defined benefit pension liability, and then to the operational surplus arising prior to the investment of revenue funding in capital works:

	2025 (£000s)	2024 (£000s)
Overall net movement in funds for the year per SoFA	721	8,887
<u>Add:</u>		
(Increase)/decrease attributable to fixed asset fund	(1,089)	(8,874)
LGPS actuarial (gain)/loss	(634)	26
LGPS service and interest costs	(18)	(25)
Adjustment for restriction on pension assets (see note 2)	652	(1)
Movement in revenue funds during the year	(368)	13
Add: Transfers from revenue to capital to fund fixed asset additions	279	157
Operational (deficit) / surplus on revenue funds before transfers to capital	(89)	170

At 31 August 2025, the net book value of fixed assets was £18.8m and movements in tangible fixed assets are shown in note 14 to the financial statements. During the year the assets were used almost exclusively for providing education and the associated support services to the pupils of the academy, the only exceptions to this being limited letting of the premises to local community groups.

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Financial position

The academy trust held fund balances at 31 August 2025 of £19.90m (2024: £19.18m). These funds comprise restricted fixed asset funds of £19.25m, restricted revenue funds of £1k and unrestricted revenue funds of £648k.

The pension reserve, relating to the present value of the Local Government Pension Scheme defined benefit liability, again shows a £nil balance at 31 August 2025 (2024: £nil balance). In accordance with accounting requirements, the trust's share of LGPS is carried on the Balance Sheet, with movements each year quantified by the Local Authority's actuary and reflected through the SOFA.

The valuation report received from the Local Authority appointed actuary indicated that a pension accounting surplus existed at 31 August 2025. The accounting standards state that if an employer has an accounting surplus, it should only be recognised to the extent that it is able to recover the surplus either through reduced contributions in the future, or through refunds. There are differing opinions across the whole of the public sector and the accounting profession as to the extent to which a pension surplus represents an "unconditional right" of employers and therefore the extent to which the surplus can be recognised as being of economic value, and to date the DfE have been unable to give any guidance to academy trusts. The Trustees have therefore taken the view that, as a long-term employer open to new members, there is not a reasonable expectation of ever reaching a point of cessation and therefore being able to access a return of surplus. Accordingly, the surplus has not been included and a break-even £nil position has been reflected on the Balance Sheet. The pension surplus is disclosed in note 2 and the actuarial assumptions and other movements in the year are disclosed in note 24.

It is noteworthy that any pension surplus or deficit is merely an accounting figure calculated under FRS 102 for the purposes of the financial statements, and has no direct effect on the employer contribution rate paid by the Academy Trust, which is determined using longer-term funding assumptions. These contribution rates are reviewed every three years in consultation with the scheme's administrators, and current employer contributions due by the academy trust are fixed until 1 April 2026.

Reserves policy

The trustees review the reserve levels of the academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of the reserves. The trustees have determined that the appropriate level of free reserves should be equivalent to six weeks' operational expenditure, approximately £735k based on 2024-25 levels, in order to provide sufficient working revenue to cover delays between spending and receipt of grants and to provide a cushion to deal with any unexpected emergencies such as urgent maintenance.

Following the reduction in revenue funds during the year the target level of reserves was not met at 31 August 2025 with total revenue income funds of £649k. As noted in the financial review, the reduction in reserves during 2024/25 included a large revenue to capital contribution and the underlying operational deficit was much lower than the total movement. Although the academy trust's internal target has not been met, reserves remain comfortably above the 5% of revenue income level (£365k) that the DfE suggest is an appropriate minimum level for most academy trusts to hold. Trustees are therefore comfortable with the reserves position as it stands, whilst noting these are likely to be required over the next couple of challenging years.

Investment Policy

Although the academy Trust has no investments it does have robust Investment policy in place approved by the Trustees.

Principal risks and uncertainties

The trustees have delegated to the Headteacher as Accounting Officer the day-to-day responsibility for ensuring that financial controls conform to the requirements of both propriety and good financial management. The Headteacher is also responsible for compliance with the requirements and responsibilities assigned in the funding agreement between Borden Grammar School Trust and the Secretary of State for Education.

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 trustees regularly assess the key risks to which the academy trust is exposed. These are recorded on the Risk Register together with the operating, financial and compliance controls that have been implemented to mitigate those risks. In addition to teaching and educational standards and financial matters, consideration is given to ensuring the trust's estate is safe and well maintained and complies with relevant regulations.

The main risks that the academy is exposed to is summarised below. For each of these risks the probability, impact and seriousness have been considered together with appropriate action and avoidance plans:

- *Strategic and Reputational* - This covers unfavourable Ofsted reports, risk of uncontrollable events and insufficient demand for academy service, competition from other schools with similar objectives and little scope for differentiation. It also includes the capacity of existing buildings to deliver teaching and learning to students. The school is very close to maximum capacity and this could be a real issue linked to possible increases in KS2 student numbers that are coming through in Swale, however with the expansion completed in 2024 this risk was mitigated.

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- *Finance risk* - The risk of the academy not operating within its budget and running a deficit. Risks linked to income not increasing at the same rate as inflation over the coming years and the ongoing costs of unfunded pay increases and rising energy costs. There are also risks in connection with the deficit on the Local Government Pension Scheme, although the trustees are comfortable with the current level of employer contributions the academy is required to pay. There are also risks in connection with the Teachers' Pension employer contribution increase and sustaining ongoing payments should the support for this increase from DfE cease.
- *Staff Costs* – The risk that rising staffing costs will place unsustainable pressure on the academy's budget. This includes the impact of nationally unfunded agreed pay increases, incremental salary progression, and employer pension contributions, alongside the need to attract and retain high-quality staff in a competitive labour market.

Financial and risk management objectives and policies

The academy trust uses various financial instruments including cash and various items such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to maintain cash flow for the academy trust's operations.

The existence of these financial instruments exposes the academy trust to a number of financial risks which are described in more detail below. The main risks arising from the trust's financial instruments are liquidity risk and cash flow interest rate risk.

- *Liquidity risk* - the trust manages its cash resources, including sufficient working capital, so that all its operating needs are met without the need for short-term borrowing. Trustees review the amount of surplus cash and invest as appropriate so as to maximise interest income.
- Interest rate risk - the trust earns interest on cash deposits and with interest rates currently low, the directors will take appropriate action to ensure they maximise the income from these deposits.
- Credit risk is managed through regular contact with funders. Liquidity and cash flow risks are managed through the appropriate and carefully managed use of financial instruments with our principal bankers.

FUNDRAISING

During the academic year 2024-25, Borden Grammar School has not worked with any professional fundraising organisations.

Other than asking parents to consider contributing to the school voluntary fund, the school has not approached members of the public with any requests to provide donations. The school bids to several charities/organisations who offer grants.

The trustees will ensure any fundraising by the school adheres to the relevant requirements as detailed in the Charity fundraising: a guide to trustee duties (CC20).

EQUAL OPPORTUNITIES

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

DISABLED PERSONS

Ramps and disabled toilets are installed and door widths are adequate to enable wheelchair access to all the ground floor areas of the academy trust buildings. Improvements to classrooms have been made by purchasing contrasting tables and chairs to support visually impaired students. The policy of the academy trust is to support recruitment and retention of students and employees with disabilities. The academy does this by adapting the physical environment, by making support resources available and through training and career development.

PLANS FOR FUTURE PERIODS

The trustees' main plans for future periods are:

- To enhance strategies to support improving learning of all students, but particularly those that have developed due to gaps in knowledge and understanding caused by school closure during the pandemic. The aim will be that no student is disadvantaged, in particular those in years 11, 12 and 13 and those who are disadvantaged.
- To use the greater financial flexibility gained from academy status to modernise, update and expand significant areas of pupils' learning environment.

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- To offer support for the headteacher in bringing about the school improvement plan
- To continue to work with the local authority to expand Borden's numbers supported by a new building.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

The academy trust distributes 16-19 bursary funds to the students as an agent for the DfE. Details, including any amounts not dispersed by the financial year end, are disclosed in note 27 to the financial statements.

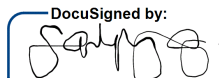
AUDITORS

In so far as the trustees are aware:

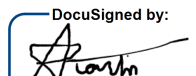
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditors, UHY Hacker Young indicated their willingness to remain in office, and the audit process was reviewed in detail.

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

DocuSigned by:

CFD02ED4E7614A3...

S Mendoza
Chair of Trustees

DocuSigned by:

7EF177F7938F435...

A Tomlin
Headteacher and Accounting Officer

Date: 25 November 2025

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Governance Statement
For the year ended 31 August 2025

Scope of Responsibility

As trustees, we acknowledge we have overall responsibility for ensuring that Borden Grammar School 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.

The board of trustees has delegated the day-to-day responsibility to the Headteacher, 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 Borden Grammar School Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

Governance

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

The full board of trustees formally met 7 times during the year, and thus met the minimum number of times stipulated in the Academy Trust Handbook. Attendance during the year at meetings of the board of trustees was as follows.

Trustee	Meetings attended	Out of a possible
M Bailey	1	7
H Brown	7	7
C Browne	6	7
P Churcher	6	7
S Ellepola	7	7
R Eseku	6	7
M Johnson	6	7
S Mendoza, Chair of Trustees	7	7
E Sutehall	7	7
A Tomlin, Headteacher and Accounting Officer	7	7
D Young	3	7

The full board met on 24 June 2025 at which the budget forecast for 2025-26 was approved. The board are therefore confident that effective oversight was maintained through the above and the regular sub-committee meetings, including the Finance & Resources Committee as disclosed below.

Ofsted met with key trustees as part of their November 2021 Inspection. Ofsted's evaluation of the work of the trustees helped to inform a judgment that the school 'continues to be good' and the strength of leadership is recognised throughout the report.

Secondly, the trustees have taken steps to ensure that the capacity of the trustees to uphold standards in the school through careful succession planning is in place. This has been reflected in the distribution of trustees across sub-committees and within the leadership of trustee sub-committees. In addition, trustees have been particularly active in securing and listening to student voice within trustee visits to inform their views of the school and the effectiveness of both teaching and pastoral care. In turn this has informed how the Curriculum & Learning Committee reviews the quality of teaching and learning and the priorities for the School Improvement Plan in 2023-24.

The Finance & Resources Committee is a sub-committee of the main board of trustees. Its purpose is to effectively plan and monitor the financial resources of the academy. The Finance and Resources Committee's remit also includes the functions of an audit committee. Attendance at Finance & Resources Committee meetings in the year is shown below:

Trustee	Meetings attended	Out of a possible
M Bailey	0	3
H Brown	3	3
C Browne, Chair of Finance committee	3	3
P Churcher	3	3
A Tomlin, Headteacher and Accounting Officer	3	3
D Young	3	3

Borden Grammar School Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2025

In addition, all Trustees have access to monthly monitoring accounts, including budget monitoring, cash flow reports and balance sheets.

Conflicts of Interest

Conflicts of Interest are checked regularly by way of an annual statement from each trustee as well as being an agenda item and confirmation sought at each Full Board and Committee meeting. The register of interests is maintained by the Clerk to Trustees and updated annually and following any changes noted at any meeting. Were there to be any conflict of interest declared the individual would not be able to take part in the agenda item discussion or voting. This would be documented by the Clerk to Trustees.

Review of Value for money

As Accounting Officer, the Headteacher has responsibility for ensuring that the academy 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 and encompasses estate safety and management.

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

The Accounting Officer has delivered improved value for money during the year by:

- Continues to achieve outcomes significantly above the national average in almost all areas
- Having increased pupil numbers from 120 to 150 pan, made sure Borden is oversubscribed year on year;
- Implemented the Borden test to support the above;
- Using Alps and 4matrix data with subject leaders to bring about school improvement;
- Used fair competition through quotations and tenders, ensuring resources and contracts for services are secured in the most economic, efficient and effective way;
- Regularly reviewed, risk managed and upgraded the trust's estate;
- Monitored, quality assured and monitored pay progression

At Borden Grammar School budgets are delegated to Heads of Department. In addition to curriculum budgets the Headteacher holds a 'contingency' budget which can approve additional bids from budget holders in response to needs or wants.

All staff adhere to the school procedures for purchasing items, as laid down in the Financial Regulations Manual, paying regard to value for money at all times. The Headteacher or designated deputy authorises all orders and invoices prior to payment.

Where the school purchases large items, we adhere to the following:

- For all goods/services ordered with a value over the threshold for goods and services or above £1m, a tendering procedure compliant with public procurement regulations is carried out. All procurements for goods, services and works above the financial thresholds are covered by the legislation (Procurement Act 2023);
- for purchases of between £25,000 and up to the applicable public procurement threshold for goods and services, or up to £1m for works, three written quotations are obtained and submitted to the Finance & Resources Committee for approval and report to the Full Board of Trustees. If an urgent decision is required for purchases up to £50,000, the School Business Manager seeks agreement from the Chair of Trustees, Vice Chair of Trustees and Chair of Finance and Resources Committee and report to the Full Board of Trustees at the next meeting;
- for purchases up to £24,999, a minimum of one written quotation is required; and
- the school also generally adopts the procedure where quotations are sought for all purchases exceeding £1,000 (either for individual or multiple items), where feasible.

The school has established procedures for assessing need and obtaining goods and services which provide best value in terms of suitability, efficiency, time and cost. Maintenance contracts are reviewed regularly.

The school has invested £1,309,029 into its estate with urgent fire safety and electrical improvements being completed during 2024/2025, and urgent fire door replacement and compartmentation improvements due to complete in 2025/2026.

The performance management process is applied rigorously to ensure that pay progression is in line with the school's policies on Appraisal and Pay. In particular, staff moving through threshold have to meet clear criteria - progression is not automatic; standards are more exacting as staff progress through the Upper Pay Scale.

Borden Grammar School Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2025

In response to the challenge posed by budget cuts the school has looked to rationalise staffing wherever possible in response to opportunities presented by 'natural wastage.' Consequently, certain roles, particularly among support staff have been amalgamated or re-distributed in order realise efficiency gains for the academy trust.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of academy policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Borden Grammar School Trust for the year 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The board of trustees has reviewed the key risks to which the academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the academy's significant risks that has been in place for the year 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

The Risk and Control Framework

The academy's system of internal 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 & Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- the services of two independent auditors;
- benchmarking and setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- risk register regularly updated and reviewed to identify any risks to the estate and the financial implications;
- Health and Safety Committee meet, discuss and review the estate to ensure that the estate is well maintained and complies with relevant legislation;
- delegation of authority and segregation of duties; and
- identification and management of risks.

The board of trustees has considered the need for a specific internal audit function and appointed McCabe Ford Williams, a firm of chartered accountants with experience working within the academy sector, to conduct a programme of enhanced internal scrutiny reviews during the 2024/25 year.

These internal scrutiny reviews help to provide assurance that appropriate systems are in place and these are operating efficiently throughout the year. In 2024/25 checks were carried out covering the following areas:

- Monthly financial closedown
- Accounting systems
- Risk register

Narrative reports are issued to the board of trustees after each visit through the Finance & Resources Committee. An annual summary report is prepared outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

Borden Grammar School Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2025

Review of Effectiveness

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

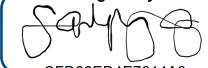
- the work of the internal auditor;
- the school resource management self-assessment tool;
- the work of the executive managers within the academy trust who have responsibility for the development and maintenance of the internal control framework;
- the work of the external auditor.

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

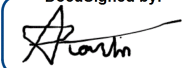
Conclusion

Based on the advice of the Finance & Resources Committee and the Accounting Officer, the board of trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

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

DocuSigned by:

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S Mendoza
Chair of Trustees

DocuSigned by:

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A Tomlin
Headteacher and Accounting Officer

Date: 25 November 2025

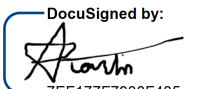
Borden Grammar School Trust
(A Company Limited by Guarantee)

Statement of Regularity, Propriety and Compliance

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

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

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

DocuSigned by:

7EF177F7938F435...
A Tomlin
Accounting Officer

Date: 25 November 2025

Borden Grammar School Trust
(A Company Limited by Guarantee)

Statement of trustees' responsibilities
For the Year Ended 31 August 2025

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

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

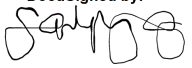
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

DocuSigned by:

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S Mendoza
Chair of Trustees

Date: 25 November 2025

Borden Grammar School Trust
(A Company Limited by Guarantee)

Independent Auditors' Report on the financial statements to the Members of Borden Grammar School Trust

Opinion

We have audited the financial statements of Borden Grammar School Trust (the 'academy trust') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the academy trust's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Borden Grammar School Trust
(A Company Limited by Guarantee)

Independent Auditors' Report on the financial statements to the Members of Borden Grammar School Trust
(continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting irregularities including fraud

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

- we identified the laws and regulations applicable to the academy trust through discussions with management, and from our commercial knowledge and experience of the academy and wider education sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the academy trust, including the Academy Trust Handbook, Academies Accounts Direction, Charity SORP and the Companies Act 2006;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

Borden Grammar School Trust
(A Company Limited by Guarantee)

Independent Auditors' Report on the financial statements to the Members of Borden Grammar School Trust
(continued)

We assessed the susceptibility of the academy trust's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:


- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

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

Use of our report

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

DocuSigned by:

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Allan Hickie BSc FCA (Senior Statutory Auditor)

for and on behalf of

UHY Hacker Young

Chartered Accountants

Statutory Auditors

Thames House

Roman Square

Sittingbourne

Kent

ME10 4BJ

Date: 04 December 2025

Borden Grammar School Trust
(A Company Limited by Guarantee)

Independent Reporting Accountant's Assurance Report on Regularity to Borden Grammar School Trust and the Secretary of State for Education

In accordance with the terms of our engagement letter dated 5 July 2021 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Borden Grammar School Trust during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and that the financial transactions do not conform to the authorities which govern them.

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

Respective responsibilities of Borden Grammar School Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Borden Grammar School Trust's funding agreement with the Secretary of State for Education dated 9 February 2012 and the Academy Trust Handbook, extant from 1 September 2024, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

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

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

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

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

The work undertaken to draw our conclusion included:

- An evaluation of the general control environment, and whether delegated financial authorities are complied with and appropriate segregation of duties is in place.
- An assessment of the risk of material irregularity and impropriety across all of the academy trust's activities, which includes a review of the internal scrutiny reports for the year.
- Further testing and review of the areas identified through the risk assessment including enquiry and examination of supporting evidence across all areas identified, as well as additional verification work where considered necessary.
- A review of whether grants have been used in accordance with funding conditions.
- A review of trustee board and relevant sub-committee minutes for declaration interests.
- A review of expenditure for any supplies from related or connected parties.
- Consideration of whether the academy trust's governance arrangements and composition are in line with the Academy Trust Handbook.
- An assessment of whether the academy trust has complied with the 'must' requirements of the Academy Trust Handbook, which includes a review of the self-assessment declaration that we asked the Accounting Officer to complete.
- Consideration of evidence obtained through the work detailed above and the work completed as part of our external audit of the financial statements in order to support the regularity conclusion.

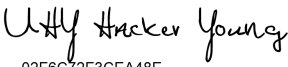
Borden Grammar School Trust
(A Company Limited by Guarantee)

Independent Reporting Accountant's Assurance Report on Regularity to Borden Grammar School Trust and the Secretary of State for Education (continued)

In line with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued March 2025, we have not performed any additional procedures regarding the academy trust's compliance with safeguarding, health and safety and estates management.

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

DocuSigned by:

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UHY Hacker Young
Chartered Accountants
Statutory Auditors
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Date: 04 December 2025

Borden Grammar School Trust
(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 August 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:						
Donations and capital grants	3	71,542	-	1,293,128	1,364,670	9,103,299
Other trading activities	4	14,937	-	-	14,937	10,895
Investments	5	27,456	-	-	27,456	29,035
Funding for educational operations	6	54,551	6,128,474	-	6,183,025	5,797,391
Total income		168,486	6,128,474	1,293,128	7,590,088	14,940,620
Expenditure on:						
Charitable activities	8	-	6,368,124	482,755	6,850,879	6,028,059
Total expenditure		-	6,368,124	482,755	6,850,879	6,028,059
Net income/(expenditure)		168,486	(239,650)	810,373	739,209	8,912,561
Transfers between funds	17	(31,307)	(247,411)	278,718	-	-
Net movement in funds before other recognised gains/(losses)		137,179	(487,061)	1,089,091	739,209	8,912,561
Other recognised gains/(losses):						
Actuarial gains/(losses) on defined benefit pension schemes	24	-	634,000	-	634,000	(26,000)
Adjustment for restriction on pension assets	24	-	(652,000)	-	(652,000)	1,000
Net movement in funds		137,179	(505,061)	1,089,091	721,209	8,887,561
Reconciliation of funds:						
Total funds brought forward	17	511,276	505,561	18,162,185	19,179,022	10,291,461
Net movement in funds		137,179	(505,061)	1,089,091	721,209	8,887,561
Total funds carried forward		648,455	500	19,251,276	19,900,231	19,179,022

The Statement of Financial Activities includes all gains and losses recognised in the year.

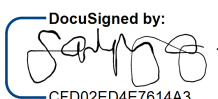
The notes on pages 24 to 44 form part of these financial statements.

Borden Grammar School Trust
(A Company Limited by Guarantee)
Registered number: 07827591

Balance Sheet
As at 31 August 2025

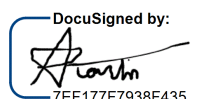
	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	18,819,131	17,951,646
Current assets			
Debtors	15	409,521	385,169
Cash at bank and in hand		854,784	1,536,954
		1,264,305	1,922,123
Current liabilities			
Creditors: amounts falling due within one year	16	(183,205)	(694,747)
Net current assets		1,081,100	1,227,376
Total assets less current liabilities		19,900,231	19,179,022
Defined benefit pension scheme asset	24	-	-
Total net assets		19,900,231	19,179,022
Funds of the academy trust			
Restricted funds:			
Fixed asset funds	17	19,251,276	18,162,185
Restricted income funds	17	500	505,561
Total restricted funds	17	19,251,776	18,667,746
Unrestricted income funds	17	648,455	511,276
Total funds		19,900,231	19,179,022

The financial statements on pages 21 to 44 were approved and authorised for issue by the trustees and are signed on their behalf, by:

DocuSigned by:

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S Mendoza
 (Chair of Trustees)

Date: 25 November 2025

DocuSigned by:

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A Tomlin
 (Trustee and Accounting Officer)

The notes on pages 24 to 44 form part of these financial statements.

Borden Grammar School Trust
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 August 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	19	(652,514)	98,163
Cash flows from investing activities	20	(29,656)	36,696
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		(682,170)	134,859
Cash and cash equivalents at the beginning of the year		1,536,954	1,402,095
Cash and cash equivalents at the end of the year	21, 22	<hr/> <hr/> 854,784	<hr/> <hr/> 1,536,954

The notes on pages 24 to 44 form part of these financial statements

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

1. Accounting policies

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

1.1 Basis of preparation of financial statements

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by the DfE, the Charities Act 2011 and the Companies Act 2006.

Borden Grammar School Trust meets the definition of a public benefit entity under FRS 102.

1.2 Going concern

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

1.3 Income

All income is recognised when the academy trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

• **Donated fixed assets (excluding transfers on conversion or into the academy trust)**

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

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

1. Accounting policies (continued)

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity.

• **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.

Where applicable, expenditure is shown inclusive of irrecoverable VAT.

1.5 Interest receivable

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

1.6 Taxation

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

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

1.7 Tangible fixed assets

Assets costing £2,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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:

Interest in school buildings	- 2% straight line
Improvements	- 2% to 5% straight line
Furniture and equipment	- 25% straight line
Computer equipment	- 33% straight line

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.

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

1. Accounting policies (continued)

1.8 Debtors

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

1.9 Cash at bank and in hand

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

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the academy 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.

1.11 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 15. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.12 Operating leases

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

1.13 Agency arrangements

The academy trust acts as an agent in distributing 16-19 bursary funds from the DfE. Payments received from the DfE and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust can use a percentage of the allocation towards its own administration costs, however chooses not to do so. The funds received and paid and any balances held are disclosed in note 27.

1.14 Pensions

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

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

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

1. Accounting policies (continued)

1.14 Pensions (continued)

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

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

1.15 Fund accounting

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

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

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

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

2. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

The ultimate responsibility for setting the LGPS assumptions is that of the academy trust, as the employer, however each year the LGPS actuary proposes a standard set of assumptions as part of the valuation exercise, using their expert opinion, and which comply with the accounting requirements. The academy trust has, in practice with most employers, adopted the recommended actuarial assumptions following further consultation with its auditors to ensure these assumptions are reasonable and in line with those adopted by other academy trusts.

Critical areas of judgment:

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

2. Critical accounting estimates and areas of judgment (continued)

LGPS pension asset recognition

FRS 102 section 28.22 allows an entity to recognise a pension asset "only to the extent it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan."

Therefore although the LGPS actuarial valuation report for the year ended 31 August 2025 indicates a defined benefit asset of £688,000 (2024: £36,000) existed at the year end date, this asset has been restricted to leave a break-even position on the Balance Sheet.

The movement in the unrecognised defined benefit asset during the year of £652,000 (2024: (£1,000)) is shown on the Statement of Financial Activities as an adjustment for restriction on pension assets.

3. Income from donations and capital grants

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Donated building from Local Authority	-	-	-	-	7,000,000
Donations	71,542	-	25,000	96,542	81,230
Capital grants	-	-	1,268,128	1,268,128	2,022,069
	<u>71,542</u>	<u>-</u>	<u>1,293,128</u>	<u>1,364,670</u>	<u>9,103,299</u>
<i>Analysis of 2024 total by fund</i>	<u>55,230</u>	<u>1,000</u>	<u>9,047,069</u>	<u>9,103,299</u>	

4. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Sale of goods and services	12,125	12,125	6,896
Other	2,812	2,812	3,999
	<u>14,937</u>	<u>14,937</u>	<u>10,895</u>
<i>Analysis of 2024 total by fund</i>	<u>10,895</u>	<u>10,895</u>	

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Bank interest	27,456	27,456	29,035
	<u>27,456</u>	<u>27,456</u>	
<i>Analysis of 2024 total by fund</i>	<u>29,035</u>	<u>29,035</u>	

6. Funding for educational operations

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Educational operations				
DfE grants				
General Annual Grant (GAG)	-	4,100,143	4,100,143	3,776,301
Other DfE grants				
16 to 19 core funding	-	1,315,153	1,315,153	1,204,633
Pupil Premium	-	78,215	78,215	67,458
Teachers' pension grant	-	164,760	164,760	58,585
Teachers' pay grant	-	69,587	69,587	104,066
Core schools budget grant	-	195,315	195,315	-
Mainstream schools additional grant	-	-	-	132,014
Others	-	41,750	41,750	20,615
	<u>-</u>	<u>5,964,923</u>	<u>5,964,923</u>	<u>5,363,672</u>
Other Government grants				
Local authority grants	-	153,276	153,276	366,223
Local authority SEN funding	-	10,275	10,275	29,639
	<u>-</u>	<u>163,551</u>	<u>163,551</u>	<u>395,862</u>
Other income from educational operations	54,551	-	54,551	37,857
	<u>54,551</u>	<u>6,128,474</u>	<u>6,183,025</u>	<u>5,797,391</u>
<i>Analysis of 2024 total by fund</i>	<u>37,857</u>	<u>5,759,534</u>	<u>5,797,391</u>	

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

7. Expenditure

	Staff Costs 2025 £	Premises 2025 £	Other 2025 £	Total 2025 £	<i>Total</i> <i>2024</i> £
Educational operations:					
Direct costs	4,584,872	399,388	560,691	5,544,951	4,816,155
Allocated support costs	737,916	298,034	269,978	1,305,928	1,211,904
	<u>5,322,788</u>	<u>697,422</u>	<u>830,669</u>	<u>6,850,879</u>	<u>6,028,059</u>
<i>Analysis of 2024 total</i>	<u>4,644,976</u>	<u>596,178</u>	<u>786,905</u>	<u>6,028,059</u>	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2025 £	Total 2025 £	<i>Total</i> <i>2024</i> £
Educational operations	6,850,879	6,850,879	6,028,059
	<u>6,850,879</u>	<u>6,850,879</u>	<u>6,028,059</u>
<i>Analysis of 2024 total by fund</i>	<u>6,028,059</u>	<u>6,028,059</u>	

9. Analysis of expenditure by activities

	Direct costs 2025 £	Support costs 2025 £	Total funds 2025 £	<i>Total</i> <i>funds</i> <i>2024</i> £
Educational operations	5,544,951	1,305,928	6,850,879	6,028,059
	<u>5,544,951</u>	<u>1,305,928</u>	<u>6,850,879</u>	<u>6,028,059</u>
<i>Analysis of 2024 total</i>	<u>4,816,155</u>	<u>1,211,904</u>	<u>6,028,059</u>	

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Staff costs	737,916	584,356
Premises costs	298,034	371,088
Other support costs	250,365	235,887
Governance costs	19,613	20,573
	<u>1,305,928</u>	<u>1,211,904</u>

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2025 £	<i>2024 £</i>
Operating lease rentals	24,062	3,739
Depreciation of tangible fixed assets	482,755	283,385
Fees paid to auditors for:		
- audit	10,510	10,150
- other services	3,305	3,105
	<u>510,632</u>	<u>300,379</u>

11. Trustees' remuneration and expenses

One or more trustees has been paid remuneration or has received other benefits from an employment with the academy trust. The Accounting Officer and other staff trustees only receive remuneration in respect of services they provide undertaking their roles under their contracts of employment. The value of trustees' remuneration and other benefits was as follows:

		2025 £	<i>2024 £</i>
Ashley Tomlin, Accounting Officer	Remuneration	105,000 - 110,000	<i>100,000 - 105,000</i>
	Pension contributions paid	30,000 - 35,000	<i>25,000 - 30,000</i>

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

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

12. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025	<i>2024</i>
	£	£
Wages and salaries	3,821,175	3,345,113
Social security costs	419,357	328,215
Pension costs	955,019	744,755
	<u>5,195,551</u>	<u>4,418,083</u>
Agency staff costs	106,485	226,893
Staff restructuring costs	20,752	-
	<u>5,322,788</u>	<u>4,644,976</u>

In addition to the above the academy trust paid the premiums for private healthcare benefits for its employees, totalling £8,357.

Staff restructuring costs comprise:

	2025	<i>2024</i>
	£	£
Severance payments	20,752	-
	<u>20,752</u>	<u>-</u>

b. Severance payments

The academy trust paid 2 severance payments in the year (*2024 - -*), disclosed in the following bands:

	2025	<i>2024</i>
	No.	No.
£0 - £25,000	2	-
	<u>2</u>	<u>-</u>

c. Special staff severance payments

Included in staff restructuring costs are special (non-contractual) severance payments totalling £18,000 (*2024: £nil*). Individually, the payments were: £11,000 and £7,000

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

12. Staff (continued)

d. Staff numbers

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

	2025	<i>2024</i>
	No.	<i>No.</i>
Teachers	50	47
Administration and Support	50	47
Management	7	7
	<u>107</u>	<u>101</u>

e. Higher paid staff

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

	2025	<i>2024</i>
	No.	<i>No.</i>
In the band £60,001 - £70,000	5	3
In the band £70,001 - £80,000	3	-
In the band £80,001 - £90,000	1	1
In the band £100,001 - £110,000	1	1
	<u>10</u>	<u>6</u>

f. 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 £746,884 (*2024 - £670,785*).

13. Trustees' and Officers' insurance

In accordance with normal commercial practice, the academy trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 on any one claim. The cost of this insurance is included in the total insurance cost and the element specifically relating to cover for trustees and officers is not readily available.

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

14. Tangible fixed assets

	Freehold property	Assets under construction	Furniture and equipment	Computer equipment	Total
	£	£	£	£	£
Cost or valuation					
At 1 September 2024	19,271,029	862,671	440,815	369,059	20,943,574
Additions	30,169	1,278,860	11,262	29,949	1,350,240
Transfers between classes	450,533	(450,533)	-	-	-
At 31 August 2025	<u>19,751,731</u>	<u>1,690,998</u>	<u>452,077</u>	<u>399,008</u>	<u>22,293,814</u>
Depreciation					
At 1 September 2024	2,402,689	-	310,113	279,126	2,991,928
Charge for the year	399,388	-	41,513	41,854	482,755
At 31 August 2025	<u>2,802,077</u>	<u>-</u>	<u>351,626</u>	<u>320,980</u>	<u>3,474,683</u>
Net book value					
At 31 August 2025	<u><u>16,949,654</u></u>	<u><u>1,690,998</u></u>	<u><u>100,451</u></u>	<u><u>78,028</u></u>	<u><u>18,819,131</u></u>
<i>At 31 August 2024</i>	<u><u>16,868,340</u></u>	<u><u>862,671</u></u>	<u><u>130,702</u></u>	<u><u>89,933</u></u>	<u><u>17,951,646</u></u>

Included in land and buildings is land at value of £1,411,406 (2024 - £1,411,406) which is not depreciated.

15. Debtors

	2025	2024
	£	£
Trade debtors	30,497	5,818
Recoverable VAT	71,294	84,141
Prepayments and accrued income	307,730	295,210
	<u>409,521</u>	<u>385,169</u>

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

16. Creditors: Amounts falling due within one year

	2025	<i>2024</i>
	£	£
Trade creditors	96,802	<i>515,267</i>
Other creditors	70,565	<i>111,919</i>
Accruals and deferred income	15,838	<i>67,561</i>
	<u>183,205</u>	<u><i>694,747</i></u>
	<u><u>183,205</u></u>	<u><u><i>694,747</i></u></u>

At the balance sheet date the academy trust was holding funds of £3,525 (2024: £Nil) received in advance for the academic year 2025/26..

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Notes to the Financial Statements
For the Year Ended 31 August 2025

17. Statement of funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Unrestricted funds						
General funds	511,276	168,486	-	(31,307)	-	648,455
Restricted general funds						
General Annual Grant (GAG)	505,061	4,100,143	(4,357,793)	(247,411)	-	-
Other DfE grants	-	1,864,780	(1,864,780)	-	-	-
Other Government Grants	500	163,551	(163,551)	-	-	500
Pension reserve	-	-	18,000	-	(18,000)	-
	505,561	6,128,474	(6,368,124)	(247,411)	(18,000)	500
Restricted fixed asset funds						
Fixed assets	17,951,646	-	(482,755)	1,350,240	-	18,819,131
DfE capital grants	168,343	1,260,208	-	(1,287,964)	-	140,587
Local authority capital income	41,279	7,920	-	59,345	-	108,544
Designated project funds	-	-	-	183,014	-	183,014
Other	917	25,000	-	(25,917)	-	-
	18,162,185	1,293,128	(482,755)	278,718	-	19,251,276
Total Restricted funds	18,667,746	7,421,602	(6,850,879)	31,307	(18,000)	19,251,776
Total funds	19,179,022	7,590,088	(6,850,879)	-	(18,000)	19,900,231

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

General Annual Grant ("GAG") must be used for the normal running costs of the academy trust. The transfer out of GAG is to the fixed asset fund representing a revenue to capital contribution to cover the cost of additional investment in fixed assets.

The other DfE grant fund is used to track non-GAG revenue grant funding received from the DfE and connected bodies, and principally included the material grants detailed separately in note 6.

The other government grants fund is used to track grants provided by government departments.

The pensions reserve is a restricted fund to account for the liability arising under The Local Government Pension Scheme.

Borden Grammar School Trust
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Notes to the Financial Statements
For the Year Ended 31 August 2025

17. Statement of funds (continued)

The other restricted funds reserve accounts for any non-government grant income that is treated as restricted funding.

The restricted fixed asset funds are carried forward to meet the specific costs of fixed asset projects and to cover the depreciation charges that will be required on these projects going forward and the current fixed assets held. The transfer in of £278,718 to the fund represents capital expenditure met from revenue reserves. Within the restricted fixed asset fund is a designated fund for money set aside towards future capital projects. The money has not yet been spent as would usually be the case with a revenue to capital transfer. The trustees have instead opted to make a revenue to capital transfer in advance of incurring the costs in order to set an estimate of anticipated future capital works aside.

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

	<i>Balance at 1 September 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 August 2024</i>
	£	£	£	£	£	£
Unrestricted funds						
General funds	378,259	133,017	-	-	-	511,276
Restricted general funds						
General Annual Grant (GAG)	624,948	3,776,301	(3,738,774)	(157,414)	-	505,061
Other DfE grants	-	1,587,371	(1,587,371)	-	-	-
Other Government Grants	-	395,862	(395,862)	-	-	-
Other restricted	500	1,000	(1,000)	-	-	500
Pension reserve	-	-	25,000	-	(25,000)	-
	<u>625,448</u>	<u>5,760,534</u>	<u>(5,698,007)</u>	<u>(157,414)</u>	<u>(25,000)</u>	<u>505,561</u>
Restricted fixed asset funds						
Fixed assets	9,242,290	-	(330,052)	9,039,408	-	17,951,646
DfE capital grants	44,303	1,912,870	-	(1,788,830)	-	168,343
Local authority capital income	-	109,199	-	(67,920)	-	41,279
Donated assets	-	7,000,000	-	(7,000,000)	-	-
Other	1,161	25,000	-	(25,244)	-	917
	<u>9,287,754</u>	<u>9,047,069</u>	<u>(330,052)</u>	<u>157,414</u>	<u>-</u>	<u>18,162,185</u>
Total Restricted funds	<u>9,913,202</u>	<u>14,807,603</u>	<u>(6,028,059)</u>	<u>-</u>	<u>(25,000)</u>	<u>18,667,746</u>
Total funds	<u><u>10,291,461</u></u>	<u><u>14,940,620</u></u>	<u><u>(6,028,059)</u></u>	<u><u>-</u></u>	<u><u>(25,000)</u></u>	<u><u>19,179,022</u></u>

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18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	18,819,131	18,819,131
Current assets	648,455	112,225	503,625	1,264,305
Creditors due within one year	-	(111,725)	(71,480)	(183,205)
Total	648,455	500	19,251,276	19,900,231

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Restricted fixed asset funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	-	-	17,951,646	17,951,646
Current assets	511,276	735,363	675,484	1,922,123
Creditors due within one year	-	(229,802)	(464,945)	(694,747)
Total	511,276	505,561	18,162,185	19,179,022

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

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	739,209	8,912,561
Adjustments for:		
Depreciation	482,755	330,052
Capital grants from DfE and other capital income	(1,293,128)	(2,047,069)
Interest receivable	(27,456)	(29,035)
Defined benefit pension scheme cost less contributions payable	(11,000)	(19,000)
Defined benefit pension scheme finance cost	(7,000)	(6,000)
Increase in debtors	(24,352)	(310,702)
(Decrease)/increase in creditors	(511,542)	267,356
Donated tangible fixed asset	-	(7,000,000)
Net cash (used in)/provided by operating activities	(652,514)	98,163

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Notes to the Financial Statements
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20. Cash flows from investing activities

	2025	<i>2024</i>
	£	£
Dividends, interest and rents from investments	27,456	29,035
Purchase of tangible fixed assets	(1,350,240)	(2,039,408)
Capital grants from DfE Group	1,260,208	1,912,870
Other capital funding	32,920	134,199
Net cash (used in)/provided by investing activities	(29,656)	36,696

21. Analysis of cash and cash equivalents

	2025	<i>2024</i>
	£	£
Cash in hand and at bank	854,784	1,536,954

22. Analysis of changes in net debt

	At 1 September 2024	Cash flows	At 31 August 2025
	£	£	£
Cash at bank and in hand	1,536,954	(682,170)	854,784

23. Capital commitments

	2025	<i>2024</i>
	£	£
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	432,159	2,009,645

24. Pension commitments

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

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

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

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24. Pension commitments (continued)

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The next valuation result is due to be implemented from 1 April 2027.

The employer's pension costs paid to TPS in the year amounted to £765,000 (2024 - £592,000).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx>).

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 2025 was £262,000 (2024 - £220,000), of which employer's contributions totalled £206,000 (2024 - £174,000) and employees' contributions totalled £ 56,000 (2024 - £46,000). The agreed contribution rates for future years are 22.5 per cent for employers and 5.5 to 12.5 per cent for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

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Notes to the Financial Statements
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24. Pension commitments (continued)

Principal actuarial assumptions

	2025	<i>2024</i>
	%	%
Rate of increase in salaries	3.50	3.85
Rate of increase for pensions in payment/inflation	2.50	2.85
Discount rate for scheme liabilities	5.95	5.05
Inflation assumption (CPI)	2.50	2.85

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

	2025	<i>2024</i>
	Years	Years
<i>Retiring today</i>		
Males	21.4	20.7
Females	23.7	23.3
<i>Retiring in 20 years</i>		
Males	23.0	22.0
Females	25.4	24.7

Sensitivity analysis

	2025	<i>2024</i>
	£000	£000
Discount rate +0.1%	(43)	(52)
Discount rate -0.1%	44	54
Mortality assumption - 1 year increase	62	84
Mortality assumption - 1 year decrease	(60)	(82)
CPI rate +0.1%	43	51
CPI rate -0.1%	(42)	(50)

Share of scheme assets

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24. Pension commitments (continued)

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

	At 31 August 2025	<i>At 31 August 2024</i>
	£	£
Equities	2,039,000	1,723,000
Gilts	180,000	211,000
Corporate bonds	492,000	438,000
Property	270,000	279,000
Cash and other liquid assets	97,000	73,000
Investment funds	170,000	153,000
Infrastructure	159,000	141,000
Total market value of assets	3,407,000	3,018,000

The actual return on scheme assets was £219,000 (2024 - £209,000).

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

	2025	<i>2024</i>
	£	£
Current service cost	(192,000)	(153,000)
Interest income	157,000	145,000
Interest cost	(150,000)	(139,000)
Administrative expenses	(3,000)	(2,000)
Total amount recognised in the Statement of Financial Activities	(188,000)	(149,000)

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

	2025	<i>2024</i>
	£	£
At 1 September	2,982,000	2,638,000
Current service cost	192,000	153,000
Interest cost	150,000	139,000
Employee contributions	56,000	46,000
Actuarial (gains)/losses	(572,000)	90,000
Benefits paid	(89,000)	(84,000)
At 31 August	2,719,000	2,982,000

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Notes to the Financial Statements
For the Year Ended 31 August 2025

24. Pension commitments (continued)

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

	2025	<i>2024</i>
	£	£
At 1 September	3,018,000	2,675,000
Interest income	157,000	145,000
Actuarial gains	62,000	64,000
Employer contributions	206,000	174,000
Employee contributions	56,000	46,000
Benefits paid	(89,000)	(84,000)
Administrative expenses	(3,000)	(2,000)
At 31 August	<u>3,407,000</u>	<u>3,018,000</u>

As set out in note 2, the scheme surplus as at 31 August 2025 was £688,000 (2024 - £36,000), represented by the fair value of the assets less the fair value of the defined benefit obligations set out above. The trustees have considered it unlikely that a surplus being recognised would ever result in a repayment or reduction in contributions, given that such a surplus is probably only temporary. Therefore, the net surplus recognised within the financial statements has been restricted to £Nil.

25. Operating lease commitments

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

	2025	<i>2024</i>
	£	£
Not later than 1 year	24,782	4,346
Later than 1 year and not later than 5 years	77,342	-
	<u>102,124</u>	<u>4,346</u>

26. 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 he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

27. Agency arrangements

The academy trust distributes 16-19 bursary funds to students as an agent for the DfE. In the accounting period ending 31 August 2025 the trust received £35,073 and disbursed £14,595 from the fund. As at 31 August 2025, the cumulative unspent 16-19 bursary fund is £70,565, of which £35,492 relates to undistributed funds that is repayable to the DfE. Comparatives for the accounting period ending 31 August 2024 are £31,851 received, £8,702 disbursed, total cumulative unspent fund of £50,087 of which £18,236 was repayable to the DfE.

The amount noted above is included within Other Creditors in Note 16.

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28. Related party transactions

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the DfE of all transactions 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. The following transactions took place during the year:

Expenditure related party transactions:

Borden Sport Limited

Borden Sport is a limited by guarantee company with connections to the academy trust. Borden Sport's memorandum of association includes a clause stating that upon dissolution of the company any debts/liabilities will be shared equally between the school and another entity. For this reason the academy trust has treated Borden Sport as a related party.

The relationship between the school and Borden Sport Limited is longstanding. Borden Sport have a sub-lease arrangement which gives them use of the sports pitches on the school grounds. Borden Sport hire the sports pitches to third parties outside of school hours, and the academy trust pays to hire the pitches during the school day.

During the year £19,586 (2024 - £37,408) was paid to Borden Sport Limited. £14,586 was for hire of the astro sports pitch and £5,000 was the annual donation (subject to available budget) towards the upkeep and eventual replacement of the pitches. At 31 August 2025, Borden Sport Limited owed £Nil (2024 - £Nil) to the academy trust.

This arrangement has been in place for many years, pre-dating the school's conversion to academy status in 2012, and is in accordance with the school's financial regulation. The arrangement is an informal contract and was last renewed during the 2018-19 year. During this process a statement of assurance was been obtained from Borden Sport Limited confirming that the charges to the academy trust are at cost. The academy trust is therefore content that whilst entering into the transaction it has complied with the requirements of the Academy Trust Handbook.

Borden Grammar School Trust Voluntary Fund Account

During the year £68,242 (2024 - £51,230) was spent on behalf of Borden Grammar School Trust Voluntary Fund Account. The academy received reimbursements during the year in compensation for all payments made (see income transactions below) and as at 31 August 2025 the trust was owed £Nil (2024 - £Nil) from Borden Grammar School Trust Voluntary Fund Account.

Income related party transactions:

During the year the academy trust received income of £68,242 (2024 - £51,230) from Borden Grammar School Trust Voluntary Fund Account.