

The Salterns Academy Trust
(A Company Limited by Guarantee)
Annual Report and Financial Statements
Year ended 31 August 2025

Company Registration Number:
08921490 (England and Wales)

The Salterns Academy Trust

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The Salterns Academy Trust

Reference and Administrative Details

Members

C Chang (appointed 29 May 2025)
A Cree (resigned 6 November 2025)
D Giles
S Labeledz
M Park

Trustees

R Barlow (resigned 6 January 2025)
A Barrett (resigned 24 June 2025)
A Cree (resigned 6 November 2025)
N Hardingham
P Hayes
T Henley
E Johnson
A Majekodunmi
S Petipher (appointed 22 May 2025)
S Taviner

Senior Management Team

Trust Executive Leadership Team

N Hardingham Chief Executive Officer
C Copeland Education Director
R Parr Chief Operating Officer
V Bruce Chief Finance Officer

School Senior Leadership Team

Chris Doherty – Headteacher Admiral Lord Nelson School
Claire Copeland – Executive Headteacher Trafalgar School
Ashley Howard – Headteacher Mayfield School

Company Name

The Salterns Academy Trust

Principal and Registered Office

Admiral Lord Nelson School
Dundas Lane
Portsmouth
Hampshire
PO3 5XT

The Salterns Academy Trust

Reference and Administrative Details

Company Registration Number
08921490 (England and Wales)

Independent Auditor
Hopper Williams & Bell Limited
Statutory Auditor
Highland House
Mayflower Close
Chandlers Ford
Eastleigh
Hampshire
SO53 4AR

Bankers
Lloyds Bank Plc
113 Commercial Road
Portsmouth
Hampshire
PO1 1BY

Aldermore Bank Plc
Apex Plaza
Forbury Road
Reading
Berkshire
RG1 1AX

Solicitors
Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HRX

The Salterns Academy Trust

Trustees' Report

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

In October 2024 the Trust welcomed Mayfield All through School into the Trust and now the Trust operates three academies in the North Island area of Portsmouth - two for students aged 11-16 and one for Students aged 5-16. Its academies have a combined student capacity of 3,800 and had a roll of 3,645 in the school census of January 2025. Admiral Lord Nelson School and Trafalgar School are both rated Good by Ofsted. Pre-conversion, Mayfield School received an Ofsted grading of Inadequate in November 2022 and, with the support of the Trust from July 2023, was able to demonstrate progress in its Ofsted monitoring visit of November 2023.

Structure, Governance and Management

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The Trustees of The Salterns Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company operates as The Salterns Academy Trust.

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

Members' Liability

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

Trustees' Indemnities

This is addressed within the Risk Protection Arrangement (RPA), which is operated by the DfE, and details can be found on the DfE website.

The Salterns Academy Trust

Trustees' Report

Method of Recruitment and Appointment or Election of Trustees

The Trust's Articles detail that board membership comprises six Member-appointed Trustees, and an unspecified number of co-opted Trustees (appointed by the member-appointed Trustees). The Members have chosen to appoint the six-member-appointed Trustee positions using the following criteria: five independent Trustees and the Chief Executive Officer. There are currently three co-opted Trustees.

The Trust chooses not to appoint any parent Trustees as there is a minimum of two parent governors on each school's Local Governing Body/Academy Committee.

Through its co-opted Trustees, the Trust works to maintain a balance of professional and local community input to the Trust board.

The Trust Board determines the relevant skills, experience, quality and capacity, and qualifications that they require a new Trustee to have, in line with the DfE Competency Framework for Governance and DfE Governance Handbook.

Policies and Procedures Adopted for the Induction and Training of Trustees

Trustee appointments will bring a particular skill set to the Trust Board. Each new Trustee will be properly inducted to ensure that they understand the nature and extent of their role and responsibilities. It is the duty of the new Trustee to ensure that they are familiar with the Objects of the Trust; its history and ethos and the nature and extent of its activities; and the content of the Trust's Articles of Association.

The Trustees provide each new Trustee with:

- The Trust's Articles of Association
- Standing Orders
- Scheme of Delegated Authority

As part of their induction, Trustees understand that there will be a requirement for ongoing training and development in the role. A training program, utilising core components of the NGA e-learning library, has been adopted.

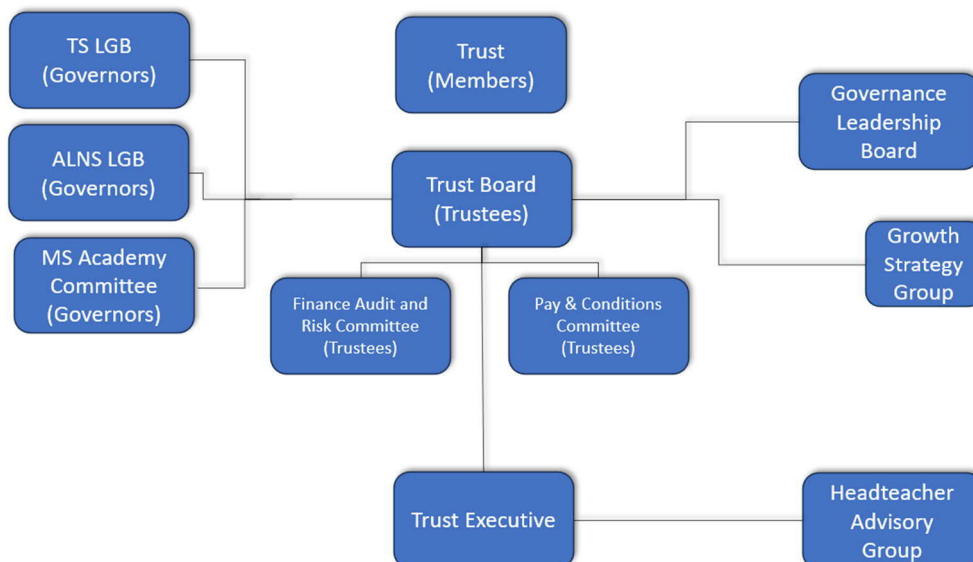
Trust fosters links with other governor associations, being members of the National Governors Association (NGA) and Confederation of School Trusts (CST) to ensure Trustees are well informed and up to date.

The Salterns Academy Trust

Trustees' Report

Organisational Structure

Trust Committees and Boards



The Trustees are responsible for the governance and supervision of the Trust and its Committees (including the Local Governing Bodies/Academy Committees). The Trustees have several duties and responsibilities relating to the governance of the Trust and its finances.

Trustees are responsible for:

- Establishing the vision, mission, and values for the Trust.
- Ensuring the Trust is a going concern in accordance with the objects of the Trust as set out in the Articles of Association and for safeguarding the assets of the Trust.
- Designing strategy and structure for the operation of the Trust.
- Delegating the running of the Trust's schools and the direction of the education, pastoral care, financial and other policies of each school to its Headteacher.
- Ensuring sound management and administration of the Trust by the Chief Executive Officer, and ensuring that they are equipped with the relevant skills and guidance.
- Ensuring the financial controls and the financial management of the Trust are in accordance with the provisions of the Academy Trust Handbook.
- Setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon.
- Risk management to identify, quantify, and devise systems to minimise the major risks affecting the Trust.
- Ensuring the Trust and the Trust's schools are conducted in compliance with the general law and the Public Sector Equality Duty.

The Salterns Academy Trust

Trustees' Report

Organisational Structure (continued)

The Trust has Terms of Reference outlining the delegated responsibilities of the Finance, Audit and Risk Committee and the Pay and Conditions Committee. Formal terms of reference are also in place for the Governance Leadership Board and the Growth Strategy Group. These terms of reference set out the specific remits of these groups and confirm their advisory, rather than decision-making, status.

The Finance, Audit and Risk Committee's role is to:

- Oversee and provide assurance with regards to the financial systems and processes of the Trust making recommendations to the Trust board as necessary.
- Direct the Trust's programme of internal scrutiny.
- Ensure that risks are being addressed appropriately through internal scrutiny.
- Advise the Board on the adequacy and effectiveness of the Trust's systems of internal control and its risk management and governance processes.
- Satisfy itself that suitable arrangements are in place to promote economy, efficiency, and effectiveness (value for money).
- Oversee school specific Finance and Risk functions in relation to Mayfield School until such time as a full Local Governing Body is approved for the school.

The Pay and Conditions Committee's role is to:

- To approve staffing structures for the schools and the central Trust.
- To approve the Pay Policy for all staff employed by the Trust, reviewing the appropriate Pay Policies annually.
- Approve the annual pay progression for staff.
- Ensure a consistent approach to benchmarking of proposed pay awards has taken place and that they are affordable.
- Oversee the delivery of the Trust's People Strategy.
- Endorse changes to staff structures beyond overall budget.
- Advise the Board on policy development related to employment matters.
- Make recommendations to the Trust Board, where appropriate.

Full details of the Terms of Reference for these Committees can be found in the Trust Standing Orders.

The Trust's Scheme of Delegated Authority outlines the delegation of responsibilities to the Trust Executive Leadership, the school's Executive Headteacher/Headteacher and the school's Local Governing Body (LGB) or Academy Committee. The level of delegation is influenced by the maturity of each school LGB/ Academy Committee and whether the school is rated as good or better by an external agency. Both schools with LGBs currently hold an OFSTED rating as good providers. Mayfield School has an Academy Committee to reflect its position on its improvement journey. The Scheme of Delegated Authority is reviewed annually.

The Salterns Academy Trust

Trustees' Report

Arrangements for setting pay and remuneration of key management personnel

The Trust Board has established a Pay and Conditions Committee which makes decisions on all aspects of pay for staff, including the pay ranges, pay scales and the proposals for any performance-related pay because of successful appraisals.

This process includes the setting of pay for:

- Trust CEO
- Trust Education Director/Executive Headteacher at Trafalgar school
- Headteacher at Admiral Lord Nelson School
- Headteacher at Mayfield School

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
5	4.3

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	-
1%-50%	5
51%-99%	-
100%	-

Percentage of pay bill spent on facility time

Total cost of facility time	£8,100
Total pay bill	£22.4m
Percentage of the total pay bill spent on facility time	0.04%

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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The Salterns Academy Trust

Trustees' Report

Related Parties and other Connected Charities and Organisations

The Trust was the educational provider on the establishment of the University Technical College (UTC) Portsmouth and as part of our ongoing relationship the Chief Executive Officer sits on the UTC Portsmouth Board of Trustees.

The Trust has benefitted from a service level agreement with another larger multi-academy trust, GLF Schools, to support a partnership agreement for the provision of school improvement support for the Trust. This agreement came to an end in April 2025. During the operation of the agreement the Trust has also provided school improvement support to GLF Schools, when required.

Three years ago, the Trust formed a partnership, underpinned by service level agreements, with HISP Multi Academy Trust. The Trust is commissioned to lead the Portsmouth delivery of the Early Careers Framework for new entrants to the profession locally and to co-deliver the National Professional Qualifications and other Professional Development opportunities for teachers in Portsmouth. The Trust provides commissioned school improvement support to HISP Multi Academy Trust schools on an ad-hoc basis, as required.

The Trust has also formed a partnership with Portsmouth City Council involving a service level agreement for the provision of services to offer leadership support to the work of the Portsmouth Education Partnership as it seeks to implement a strategy based upon developing Restorative and Relational Practice with the aim of improving attendance and engagement in education.

In addition the Trust has also entered into a service level agreement with The Rivers Trust for school improvement support for primary phase at Mayfield School and a service level agreement with the Maths Hub to support the improvement of maths education across the Trust.

The Trust is not involved in any formal wider networks that impact operating policies; neither does it have any other connections to charities who are in anyway involved in the working of the Trust or its schools.

The Salterns Academy Trust

Trustees' Report

Engagement with employees (including disabled persons)

The Trust recognises that equality of opportunity in recruitment and selection must be an integral part of good practice, and therefore, has an employment policy of equal opportunity in line with the Public Sector Equalities Duty and relevant equalities legislation, and operates appropriate HR practices.

The Trust supports applications for employment from people with disabilities and makes necessary arrangements for facilities and additional support where possible in relation to recruitment and retention.

Where existing employees become disabled, it is the Trust's policy to provide continuing employment under normal terms and conditions and to provide training and career development and promotion to employees with a disability as appropriate.

Staff receive a weekly newsletter relating to matters which affect them and are required to attend mandatory training sessions throughout the year for more detailed explanation of changes. Where staffing proposals are being considered, staff consultation takes place with the affected staff, including the opportunity for individual discussions on request. There are regular staff surveys to assess staff views and the Trust's headteachers ensure staff wellbeing is a key focus within their school. Finally, staff can discuss any concerns or queries with their line manager during regular supervision meetings.

The Trust actively seeks to maintain positive relations with unions and actively encourages all employees to engage with union support. A formal trust-wide JCNC has been established this year to ensure regular communication between leaders and workplace representatives regarding all aspects of employment across the trust. To complement these formal meetings, Headteachers engage in regular communication with workplace representatives to maintain harmonious relationships within schools and address concerns effectively as they arise.

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

The Trust is committed to effective engagement of all stakeholders, including students, parents, staff, the local community, and suppliers. The Trust is committed to ensuring that all students can fulfil their potential, in line with our vision and objectives. The impact on students, parents and the local community is at the heart of all decisions made by the Trust. In all engagements with stakeholders, we seek to adhere to the values of the Trust.

The Salterns Academy Trust

Trustees' Report

Objectives and Activities

Objects and Aims

Our vision at The Salterns Academy Trust is that:

"We will provide an excellent and inclusive educational experience that prepares our students for the world of tomorrow"

We aim to deliver this vision for every young person in our Trust schools, alongside working to promote this vision for all young people in Portsmouth through our collaborative work in our city.

Underpinning our vision, we have identified the following core values which shape our work as a Trust:

- Inclusion 'High expectations and opportunities for all'
- Aspiration 'Lifelong learning in the future of your choice'
- Community 'A sense of belonging within and beyond our trust'

Our values are supported by our principles:

- We are ambitious for all our children, young people, and adults.
- We know that an excellent education transforms lives. We are proud to be a child-centred trust that serves its children and their families with kindness and dignity.
- Everyone is valued within our relational culture, which is inspirational, innovative, and promotes high levels of professional trust.
- Our Trust is a place where everyone can feel safe and in which differences are respected and celebrated.
- A strong sense of belonging is fostered by knowing each other well, advocating equity of opportunity and overcoming any barriers to success.
- Our culture of high challenge and high support empowers everyone to become the best version of themselves.
- Striving for continuous improvement promotes a community where learning is valued and enjoyed, and achievements are celebrated.
- Through effective partnership working, we have created strong connections with our families within Portsmouth and across the wider education sector.
- We work collaboratively, collegially, and creatively together to develop and support our flourishing schools.

We know that great teaching transforms lives. Young people get one chance at their education: we must make sure that they get the very best one with us. Every lesson, everyday counts!

The Salterns Academy Trust

Trustees' Report

Objectives, Strategies and Activities

Our key objectives for 2024/25 are included in the Strategic Report below. Through the existing governance arrangements across the Trust, progress against these priorities is discussed and evaluated.

Public Benefit

In setting our objectives and planning our activities the Trustees have carefully considered the Charity Commission's general guidance on public benefit.

We believe that by providing two high achieving schools, and working to improve a third to the same high standards, in our area of Portsmouth we will provide opportunity for the children of residents to receive an excellent education. This in turn will open doors for them to reach their potential, thereby benefiting themselves and the wider Portsmouth community. By deliberately growing the capacity at our schools, we can reach a greater number of young people in the Portsmouth area.

Strategic Report

Achievements and Performance (including Key Performance Indicators)

In the timeframe of this report, the Trust's primary considerations were to continue the improvements and growth taking place within each of its schools.

Our Trust Strategic objectives for 2024/25 are set out with the Trust Improvement plan 2024-27: the headline priorities for 2024/25 were:

- High Quality & Inclusive Education
- School Improvement
- People Development
- Finance & Operations
- Governance & Leadership

The Trustees of Salterns Academy Trust present their Strategic Report for the year ended 2024/25. This report provides an account of the Trust's actions and achievements during the year, demonstrating the impact of our work against the principles of Inclusion, Aspiration, and Community.

The work of the Trust has been consistently underpinned by our belief that education has the power to transform lives. Guided by our principles, we have sought to deliver the highest standards of education, to remove barriers to success, and to foster a sense of belonging within and beyond our schools. Inclusion has remained central to the Trust's activities.

The Salterns Academy Trust

Trustees' Report

Achievements and Performance (including Key Performance Indicators) (continued)

Raising aspirations drives the Trust's work. We have been able to demonstrate improvement in outcomes for its primary phase at Mayfield School. Year 1 phonics outcomes have improved again this year and are above last year's national averages. Key Stage Two final outcomes evidence improvements in Reading, closing the gap to national averages but not yet in line with attainment for Age-Related Expectations and Greater Depth Standards. Although attainment in Writing at Greater Depth Standard has improved, it has dropped for Age-Related Expectation standard. Attainment in Mathematics has remained broadly in line with 2024 outcomes but has improved slightly at greater depth. Spelling and grammar outcomes have dropped slightly and will be a key part of school improvement priorities next year. The combined attainment figure for meeting Age-Related expectations has remained the same as 2024 however the number of children achieving Greater Depth Standard has improved significantly.

Attainment at Key Stage 4 has declined across the trust, due to the inclusion of Mayfield School outcomes for this year. Mayfield School is at the beginning of its school improvement journey with the Trust and whilst outcomes are above 2023 levels, standards are still well below national averages. The Trust is delighted to see the continued impact of its long-term sustained school improvement at Trafalgar School, which demonstrates another notable rise in attainment outcomes this year, notably in Mathematics. Attainment measures at Admiral Lord Nelson School continue to exceed local averages, with Ebacc entry that exceeds national average.

Inclusion is at the heart of the Trust's philosophy and, as such, our focus remains on securing better outcomes for our most disadvantaged and vulnerable learners. The Trust's work at Mayfield School has demonstrated significant impact this year on the performance of its students who are classified as disadvantaged or who have a Special Educational Need or Disability; as such, the attainment gaps for these students in comparison with their peers remains broadly in line with previous years within the Trust. Securing stronger outcomes for our disadvantaged students, including those with a Special Educational Need or Disability, remains a continued focus for the Trust.

Attendance has been a key improvement priority within the Trust over the past year, being essential for ensuring that we fulfil our safeguarding responsibilities for every child, but also in securing the best possible outcomes for every child. We know that when children regularly attend our schools, they make great progress. We are pleased to report that attendance rates have continued to improve across all three trust schools during 2024-25. Attendance rates at Admiral Lord Nelson School and Trafalgar School are ranked 1st when compared with their statistical neighbours and both schools are currently at or above national averages, and well above the local averages. Our student surveys confirmed that young people felt safe, supported, and respected in expressing their identity. All Trust schools continue to use suspensions sparingly, and suspension rates are well below national averages.

Continuous improvement has been a hallmark of the Trust's work during the year. A review of the curriculum across all key stages led to refinements ensuring both breadth and balance, while remaining aligned to national expectations. At the same time, significant investment in digital infrastructure and training has enabled our schools to integrate technology more effectively to enhance teaching, particularly at Mayfield School.

The Salterns Academy Trust

Trustees' Report

Achievements and Performance (including Key Performance Indicators) (continued)

At Salterns Academy Trust, we are committed to an ambitious curriculum offer for every learner, with high rates of entry for Ebacc at Key Stage 4. At all key stages, we offer quality first teaching with bespoke interventions, in response to the presenting need to ensure every child is supported to succeed. For most of our students, support takes place within normal classroom lessons although some learners can access our well-developed additional curriculum provision that supports through the centres within our schools that offer specialist support alongside mainstream lessons. It is a testament to the quality of our provision for our students that our Trust schools have once again not needed to issue any permanent exclusions this year, in line with the long-term trend for Salterns Trust.

Community remains a defining feature of the Trust and during 2024-25, we have deliberately invested in building our learning community. Increasing our leadership capacity has ensured that all our schools access the support they need to continue to improve. Our focus on collaboration and leadership development by the Trust Quality of Education and Inclusion teams has forged closer links between our three schools on curriculum development and greater consistency of application of our Trust Teaching and Learning Principles. This collaboration happens within the Trust, across our three schools, but also draws upon collegiate support from external partners. Our relationships with HISP Learning Partnership continues to thrive, creating leadership development opportunities with access to the latest research either through attending or facilitating professional development opportunities for teachers at all stages of their careers. As well as the national programmes, the Trust continues to develop its own bespoke professional development courses and to refine its existing programmes. Alongside continual development, staff wellbeing is a key focus for leaders and, as such, staff retention is high at Trafalgar and Admiral Lord Nelson School and is on a trend of rapid improvement at Mayfield School.

Our partnership with Portsmouth City Council continues, with our leaders continuing to access and support the delivery of its Relational and Restorative Practice programme. We have a partnership agreement with Rivers Education Trust, who offer excellent school improvement support for our primary phase at Mayfield School. The Trust actively seeks out best practice across the sector and draws upon this to help support its aspiration for continual development; improvements in provision for children with SEND, in attendance and in the Relational Practice culture that underpins our three schools have all been brought about as a result of such expert support.

Salterns Trust continues to be at the forefront of Languages education. At the outset of 2024-25 Salterns Trust was leading the Solent Language Hub, one of 15 Hubs established as part of the DfE national school improvement initiative to raise uptake and outcomes in Languages at Key Stage 4. The Hub programme was halted in March 2025, replaced with National Priority Projects led by Language Networks across the UK. Salterns Trust leads the Solent Language Network as part of this DfE-funded programme driven by the National Consortium for Languages Education, and we work collaboratively with Portsmouth, City of Languages to undertake research into Civic Engagement to promote languages learning.

The Salterns Academy Trust

Trustees' Report

Achievements and Performance (including Key Performance Indicators) (continued)

The Trust has invested in its infrastructure through the establishment of a central Trust IT team and is currently completing the establishment of its central Trust HR team. Alongside the investment in technology to support learning, the Trust has improved its digital infrastructure to support more effective collaborative working across the Trust, improved its financial reporting systems and has procured an HR Information System that will introduce a digital platform for its current and prospective employees.

Our Estates Strategy has ensured the continued general maintenance of all sites as well as the development of our school estates including: the replacement of the Fire Alarm System at Admiral Lord Nelson School; the creation of improved outdoor and indoor communal areas at Trafalgar School; provision of primary school sized furniture, carpeting in communal areas and the creation of a new central trust team office at Mayfield School. In addition, the trust has strengthened its focus on sustainability within its Estates Strategy, including the procurement of solar panels, alongside a growing range of other initiatives to engage all members of our community in developing habits that reduce our carbon footprint and promote more considered use of resources.

Leadership and governance continue to strengthen. Governors and Trustees engaged in regular training to maintain strong governance practice and ensure effective oversight of performance and risk. Rigorous reporting cycles enabled Trustees and Governors to monitor progress and provide both challenge and support where necessary. External reviews and peer evaluations confirmed improvements in leadership, teaching quality, and outcomes across the Trust, validating the impact of our strategies.

The Trustees are determined to build on the successes of the year. Future priorities include raising standards further in literacy and numeracy, with a particular focus on early years and at transition points; continuing to close the attainment gap for disadvantaged pupils and those with SEND; and expanding opportunities in STEM, sport, and the arts to secure an even broader but balanced offer for all pupils.

The Trust also intends to continue to deepen its investment in leadership capacity, ensuring sustainability through succession planning and targeted professional development.

Strengthening family and community engagement remains a key focus, with wellbeing and resilience central to our approach. The Trust will also continue to embed sustainable practices, ensuring financial resilience and the efficient use of resources in the years ahead.

The Trustees are proud of the progress achieved during the year. Salterns Academy Trust has delivered tangible improvements in educational outcomes, strengthened its community partnerships, and continued to build a culture in which all students and staff are valued and supported. While challenges remain, the Trust has demonstrated resilience and ambition, and the Trustees are confident that its strategic direction will enable it to flourish further, fulfilling its mission of transforming lives through the provision of excellent, inclusive education.

The Salterns Academy Trust

Trustees' Report

Going Concern

After making appropriate enquiries, the Board of Trustees has 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.

Promoting the success of the company

The Trust undertakes business in a way that best promotes its success in achieving its charitable purposes and in doing so, has regard to matters including:

- The consequences of any decision in the long term.
- The interests of the Trust's employees.
- The need to foster business relationships with suppliers, students, parents, and others.
- The impact of the Trust's operations on the community and the environment.
- The desirability of the Trust in maintaining a reputation for high standards of business conduct.
- The need to act fairly between members of the Trust.

These are embedded in decision-making from the Board of Trustees throughout the Trust.

The Trust has focused on ensuring it delivers the following so it can be a successful Trust:

- Strong Trust Executive Leadership with local credibility for collegiately and collaboratively working to support the delivery of excellent education in all Portsmouth schools that improves the life chances of all children and families in Portsmouth.
- Evidence of the capacity to effect rapid school improvement through the delivery of inclusive education through a broad and balanced curriculum offer.
- Promoting the personal development of all students and empowering them to become successful learners, confident individuals, and responsible citizens.
- Capacity to provide HR, capital and infrastructure development, ICT support and organisation support under the guidance of the Executive Team.
- Strength in Initial Teacher Education and the ability to provide a pipeline to support teacher recruitment.
- Commitment to valuing the uniqueness of each school.
- Driving school improvement priorities across all schools in our Trust through a collaborative approach.
- Trust School Improvement teams that work within an agreed set of principles to promote best practice and support continuous pedagogical development.
- Tailored school improvement offers from the Trust, drawing upon internal and external expertise to collaborate with school leaders to address identified priorities.
- Capacity to provide peer to peer curriculum development support across a range of subjects.

The Salterns Academy Trust

Trustees' Report

Promoting the success of the company (continued)

- Commitment to put people development at the heart of our school improvement strategy, especially leadership development, within a culture that actively promotes wellbeing for all.
- National and local recognition for excellence in the delivery of Languages education.
- Expertise and strength in SEND provision and Inclusion, recognised locally and nationally.
- Sound fiscal management with sufficient reserves.
- Experienced and highly credible leadership of the Trust Board.
- Commitment to the Personal Development Curriculum, to all our Schools becoming UNICEF Rights Respecting Schools, and to education of the whole child so they are well prepared for modern life.
- Commitment to working collaboratively and promoting Relational Practice in all aspects of our work both within our Trust and beyond.

Financial Review

The Trust follows the requirements of the DfE's Academy Trust Handbook and Accounts Direction for its fiscal management practices. The Finance Policy is updated annually and presented to the Trust Board for approval in the Autumn term each year.

General Annual Grant (GAG) from the DfE constitutes most of the Trust income, together with other central Government payments such as the Pupil Premium Grant and, for capital, where bids are successful the Condition Improvement Fund (CIF) grants. There is subsidiary income from the Local Authority, catering services, lettings of buildings, parental contributions to school trips and events and work that various staff carry out for other organisations.

The Trust operated by securing a contribution of 5% of GAG funding from Admiral Lord Nelson School and Trafalgar School, and 2% from Mayfield School. This contribution covered the costs of central trust services with any surplus spent on schools within the Trust for investment to improve the life chances of its students. Other income is retained by the schools. As the Trust develops its core capabilities the proportion of GAG funding used to cover the costs of central trust services has been varied each year solely to cover the annual central costs.

The Trust Board oversees financial control and value for money. A separate Finance, Audit and Risk Committee oversees internal control and management of risk. An Internal Scrutiny exercise into the Trusts approach to Risk Management returned a finding of substantial assurance. Where our schools are operating full Local Governing Bodies, they have delegated authority to recommend and monitor the school budget, reporting to the Trust. All major financial decisions are referred to the Trust Board.

Expenditure is targeted against the key Trust objectives, and the specific school improvement plans all of which are approved and actively monitored by the Trust. A substantial proportion of the money is committed to staffing costs, which includes both teaching and support staff.

The Salterns Academy Trust

Trustees' Report

Financial Review (continued)

Staffing structures are approved annually and any changes in positions or salaries, including the remuneration of all senior staff, require Trust approval, through its delegated Pay and Conditions Committee.

The Trust carries an ongoing liability for the Local Government pension scheme, which is reviewed every three years.

Other expenditure is also targeted, where possible, on improvement objectives and delegated authorities for expenditure are managed in accordance with the Financial Management Protocol. Formal procurement exercises are undertaken for larger items of expenditure, and multiple quotes are required for other items, as per the Finance Policy, to ensure value for money is achieved.

Reserves Policy

The Salterns Academy Trust has considered the guidance within the Academy Trust Handbook (and associated DfE guidance), the Accounts Direction, and the Charity Commission guidance. Deciding the level of reserves that the Trust needs to hold is an important part of fiscal management and forward financial planning.

The Trust believes that it is prudent to retain some reserves to protect the Trust from financial risk, generated by, for example:

- Any uncertainty, turbulence or expected reduction in funding arrangements
- Unexpected falls in student numbers
- Cash flow issues due to delays in receipt of funding
- Emergencies
- Unexpected and unplanned events

These reserves would ensure that the Trust can continue to deliver educational provision and fulfil its key purpose. At the same time, the Trust wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

For 2024/25, the retention represents 7.7% of income across the three schools. The Trust believes this is a prudent value to enable the Trust to manage known issues (such as the risks associated with growth and cyber-security), ongoing uncertainties (such as rising energy costs) and emergency events. This level of reserves will enable the Trust to utilise unallocated reserves for investment in major projects which improve the education provision for our students and staff, including capital works at both in its schools. Local Governing Bodies & Academy Committees can request expenditure from the Trust remaining reserves for clearly identified and costed purposes, including capital investment in the school site.

The Salterns Academy Trust

Trustees' Report

Reserves Policy (continued)

The Trust Board will review the Reserves Policy annually and consider the effectiveness of the policy in the light of the changing funding and financial climate and other risks. The Trust Board can also review the reserves level at any time during the academic year if risks change or in response to a recommendation from the Finance, Audit and Risk Committee.

The reserves as at 31 August 2025 were as follows:

- Unrestricted (free) reserves of £1,147,727 (2024: £937,944)
- A restricted fixed asset fund of £60,044,313 (2024: £25,026,242), which can only be realised through disposal of tangible fixed assets
- Other restricted funds of £853,147 (2024: £581,637)
- Total funds of £62,045,187 (2024: £26,545,823)

Investment Policy

The Trust's investment objectives are:

- Preserve Capital: Protect the Trust's funds from risk of loss by investing only in secure, high-quality instruments.
- Ensure Liquidity: Maintain sufficient liquidity to meet the Trust's ongoing operational and contingency funding needs.
- Optimise Returns: Earn a competitive rate of return on deposits, consistent with the Trust's risk tolerance and liquidity requirements.
- Diversify Risk: Spread investments across multiple counterparties to avoid concentration and reduce exposure to any single institution.

Principal Risks and Uncertainties

The Trust considers the major risks to be:

- Exposure to cyber risks through failure to maintain the highest standards with regards to IT.
- Failure to monitor the effect of risks over which the school has no or little control such as economic and natural disaster, pandemic, and industrial action.
- Failure to ensure that the management information produced is timely and of a high quality.
- Failure to ensure that the Trust maintains overall financial control in relation to its management of the budget and the prevention of fraud.
- Failure of the Trust to recruit senior leaders, Trust Directors or local school Governors who have the correct profile, skills, and experience, potentially bringing a reputational risk and loss of confidence in the Trust.
- Failure to maintain safe, compliant and fit for purpose estate management practice.

The Trust maintains comprehensive insurance cover through the Risk Protection Arrangement and has business continuity plans in place to help mitigate the impact of any unforeseen events. The Trust has undertaken significant steps to improve its cybersecurity, including undertaking all checks recommended by the National Cyber Security Council (NCSC) and achievement of cyber essentials accreditation in 2023 and 2024.

The Salterns Academy Trust

Trustees' Report

Principal Risks and Uncertainties (continued)

With regard to economic risks, the Trust is protected from increasing energy bills due to medium term contracts already in place and a commitment to source more sustainable energy through the installation of solar photovoltaic panels at each of its schools. The impact of inflationary risks and the knock-on impact on goods and services is kept under review, and where necessary, adjustments in financial plans are made. The Trust has 3-year budget forecasts and plans with accuracy so that it has advance knowledge of potential shortfalls or surpluses and can adjust plans accordingly. The Trust is in regular contact with the DfE about all relevant financial matters.

The Trust Estate Strategy is reviewed annually to ensure resources are appropriately prioritised for areas of most need and that key operational risks arising from the estate are addressed. DfE guidance (including Good Estate Management) is used to inform this work as are DfE condition surveys. The Trust submits bids as part of the Condition Improvement Fund process and engages a third-party consultant to advise on these bids and the prioritisation of works. An Estates, Health and Safety Leadership board meets termly to review strategic issues relating to the estate and share best practice across the Trust schools. Site teams are employed at each school to deal with day-to-day maintenance urgent actions to mitigate risks arising from the estate and compliance with relevant regulations.

All risks are closely monitored by the Finance Audit and Risk Committee and recorded in the Risk Register.

Fundraising

As part of its work within the community the Trust undertakes fundraising activities, for example through non-uniform days and bake sales.

The Trust raises funds to support its own operations and to make donations to local, national, and international charities.

The Trust undertakes all such activities itself, with the help of its students and their families and confirms that, when fundraising:

- No unsolicited approaches are made to members of the public.
- No commercial participators are used.
- No regularity schemes or standards are applicable.
- No complaints were made to the Trust during the year.

The Salterns Academy Trust

Trustees' Report

Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the period:	1 September 2024 to 31 August 2025	1 September 2023 to 31 August 2024
Energy consumption used to calculate emissions (kWh)	3,016,516	2,135,689
Energy consumption breakdown (kWh)		
• gas	1,799,696	1,474,479
• electricity	1,216,820	661,210
• transport fuel	0	0
Scope 1 emissions in metric tonnes CO ₂ e		
Gas consumption	330.91	271.11
Owned transport – mini-buses	4.76	0.76
Total scope 1	335.67	271.87
Scope 2 emissions in metric tonnes CO ₂ e		
Purchased electricity	283.69	154.15
Scope 3 emissions in metric tonnes CO ₂ e		
Business travel in employee owned vehicles	1.49	1.14
Total gross emissions in metric tonnes CO ₂ e	620.85	427.16
Intensity ratio		
Tonnes CO ₂ e per pupil	0.17	0.19

Quantification and Reporting Methodology:

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

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

Measures taken to improve energy efficiency

The Trust has installed a Solar array at Mayfield School. Similar arrays are planned for Admiral Lord Nelson School and Trafalgar School in 2026. The Trust has subscribed to Energy Sparx – which provides detailed analysis of its energy usage and this information is being used to support a drive to improve efficiency across the trust and engage our learners in this work. A sustainability strategy and action plan has been developed and key messaging circulated across the Trust's schools.

The Salterns Academy Trust

Trustees' Report

Plans for Future Periods

The refreshed Trust improvement plan 2025-28 sets out the planned improvement journey within each of the areas of school improvement and high-quality education, people development, finance, operations, governance and leadership.

These targets and developing action plans which are built around the themes of the DfE Trust Quality Descriptors and approved by the Trust Board, describe a sustained journey of continual improvement across all areas of the trusts work in support of the overarching Trust vision.

There is expansion work planned at the Trafalgar School site which will enable an increase in the total number of students on roll at the school.

The acquisition of Mayfield school has resulted in significant work, including bringing school practices in line with Trust ways of working and a rapid programme of improvements to IT provision to ensure the school can deliver excellent, inclusive education to its students.

The Trust will continue to be a fully engaged participant in the wider educational improvement work both within Portsmouth and beyond.

Funds Held as Custodian Trustee on Behalf of Others

The Trust holds no funds as a custodian trustee on behalf of others.

Auditor

Insofar as the Trustees are aware:

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

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 10 December 2025 and signed on the board's behalf by:

Paul Hayes

Paul Hayes
Chair of Trustees

The Salterns Academy Trust

Governance Statement

Scope of Responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that The Salterns Academy Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Guide.

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Salterns Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met six times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
Andy Cree (resigned 6 November 2025)	4	6
Paul Hayes	5	6
Amanda Barrett (resigned 24 June 2025)	3	5
Annette Majekodunmi	6	6
Scott Taviner	1	6
Tina Henley	4	6
Nys Hardingham	6	6
Emma Johnson	6	6
Richard Barlow (resigned 6 January 2025)	1	2
Sara Petipher (appointed 22 May 2025)	1	1

During 24/24 two trustees have resigned from the board. The Board successfully recruited one new trustee, bringing expertise in relation to education (especially primary phase education) to the board.

The Board has appointed link trustees in the following areas: finance, quality of education, safeguarding, and Estates and H&S. The substantive role of the of trustees is to ensure the effective operation of delegated authority and feed back to the Board any issues/concerns for wider Board consideration. The operation of link trustees does not diminish the Board's overall responsibility for the operation of the Trust.

The Salterns Academy Trust

Governance Statement

Governance (continued)

The work of the Trust Board is summarised as:

- Establishing the vision and values for the Trust.
- Ensuring the Trust is a going concern in accordance with the objects of the Trust as set out in the Articles of Association and safeguarding the assets of the Trust.
- Designing strategy and structure for the operation of the Trust.
- Delegating the running of the Academies and the direction of the education, pastoral care, financial and other policies of the Academies to the CEO.
- Ensuring sound management and administration of the Trust by the CEO and ensuring that the Chief Executive Officer is equipped with the relevant skills and guidance.
- Ensuring the financial controls and the fiscal management of the Trust are in accordance with the provisions of the Academy Trust Handbook, which sets out in detail provisions for the fiscal management of the Trust.
- Setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon.
- Risk management, which is identifying, quantifying, and devising systems to minimise the major risks affecting the Trust.
- Ensuring the Trust and its academies are conducted in compliance with the general law.

Specific matters considered in the year included:

- School Improvement – including Trust School Improvement Framework, headline outcomes and predictions.
- Trust and School Growth Opportunities.
- Trust-wide Policies.
- Benchmarking data from a variety of sources, including SRMSAT.
- Finance – Annual Accounts, capital plans, 3-year forecasts, and end of year outturn.
- Monitoring improvements from the external review of Governance.
- Large procurement exercises.
- Risk management – receiving the updates and the annual report from Finance Audit and Risk Committee, internal Scrutiny Report.

Conflicts of interest

The Salterns Academy Trust maintains an up-to-date and complete register of interests, which is used to identify potential conflicts. At every meeting of the Trust Board or any of its committees, including the Local Governing Body meetings, clarification is sought of any potential conflicts of interest linked to the items under discussion. Where any potential conflict is identified, the relevant person would be excused from any decision-making on that matter.

The Salterns Academy Trust

Governance Statement

Governance (continued)

Governance reviews

The Trust commissioned the National Governance Association to undertake an external review of governance in summer 2023 and has actively work to deliver the recommendations of this report through the operation of the Governance Leadership Board during 23/24 and 2024/25. This work has now been included in the overarching Trust Improvement Plan. A follow up exercise is planned for the summer term of 2026, which will provide independent assurance as to the progress being made to improve the governance arrangements of the Trust and ensure changes made thus far have adequately embedded. This work will be delivered by the same NGA consultant who undertook the initial governance review. Ongoing governance improvement work has included representatives for all tiers of Trust Governance.

The Finance, Audit and Risk Committee is a sub-committee of the main Board of Trustees. Its purpose is to:

- Oversee and provide assurance with regards to the financial systems and processes of the Trust making recommendations to the Trust board as necessary.
- Direct the Trust's programme of internal scrutiny.
- Ensure that risks are being addressed appropriately through internal scrutiny.
- Advise the Board on the adequacy and effectiveness of the Trust's systems of internal control and its risk management and governance processes.
- Satisfy itself that suitable arrangements are in place to promote economy, efficiency, and effectiveness (value for money).
- Oversee school specific Finance and Risk functions in relation to Mayfield School until such time as a full Local Governing Body is approved for the school.

Duties

- To present the annual balanced budget to the trust board for approval, having taken into account feedback from the local tier of governance.
- To monitor spending of pupil premium, PE and sport premium (and other relevant premiums); ensure that funding is spent effectively and is having the intended impact on pupil outcome.
- To review and recommend any adjustments to the trust's approved budget (subject to the scheme of delegation).
- review and recommend for approval a realistic three-year financial plan, taking into account the trust's vision, known risks and opportunities.
- receive the trust's management accounts in order to monitor the trust's cash position and income and expenditure against the approved budget.
- review pupil number estimates (that underpin revenue projections) termly.
- To ensure the Trust has formal and transparent arrangements for conducting corporate reporting and applying internal control principles and to satisfy itself that the system of internal control has operated effectively throughout the year.
- To review and recommend to the Trust Board the annual governance statement and any accompanying statements in the annual report concerning internal control and risk management.

The Salterns Academy Trust

Governance Statement

Governance (continued)

- To ensure that there has been a robust process in preparing the financial statements and annual report, reviewing the findings of the audit with the external auditors.
- To maintain an appropriate relationship with the external auditors and review their effectiveness.
- To consider the Trust’s strategic risk register at each meeting and ensure the appropriate identification of risk within the Trust, then monitor the response of the Trust Board in prioritising the level of risk and in adopting appropriate strategies for the management of identified risk.
- To review the adequacy of governance arrangements within the Trust.
- To review the adequacy and security of the Trust’s arrangements for its employees. or contractors to raise concerns, in confidence, about possible wrongdoing or failings in financial reporting or other matters.
- To receive regular reports from the Data Protection Officer.
- To review and assess the Trust’s Business Continuity Plan.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Paul Hayes	6	6
Annette Majekodunmi	6	6
Tina Henley	4	6
Emma Johnson	5	6

The Chief Executive Officer, Chief Finance Officer and the Chief Operating Officer attend the Finance Audit and Risk Committee meetings to provide information and discuss relevant matters.

Specific matters considered during the year included:

- 2023-24 Audit Findings report
- 2024-25 Internal Scrutiny Report
- Data Protection reports, covering data breaches, training, and communication campaigns
- Risk Register, including the impact of economic changes and international events
- Indemnities

The Salterns Academy Trust

Governance Statement

Governance (continued)

The Pay and Conditions Committee is a sub-committee of the main Board of Trustees. Its purpose is to:

- Approve staffing structures for the schools and the central Trust.
- Approve the Pay Policy for all staff employed by the Trust, reviewing the appropriate Pay Policies annually.
- Approve the annual pay progression for staff.
- Ensure a consistent approach to benchmarking of proposed pay awards has taken place and that they are affordable.
- Oversee the delivery of the Trust's People Strategy.
- Endorse changes to staff structures beyond overall budget.
- Advise the Board on policy development related to employment matters.
- Make recommendations to the Trust Board, where appropriate.

Duties

The main purposes of the Committee are as follows:

- To monitor the delivery of the Trust's People Strategy.
- To monitor the implementation of the Trust's employment policies and procedures.
- To receive a comprehensive range of HR monitoring data to provide assurance that employees across the trust have a safe working environment and a satisfactory experience at work.
- Receive reports from the LGBs regarding aspects of HR that are delegated to them.
- Oversee the staffing requirements and receive HR data to monitor all schools in the Trust who have academy committees.
- To ensure that staffing structures within the schools are affordable and sufficient to meet to needs of the students and staff.
- To ensure that the central trust staffing structures are affordable and sufficient to meet to needs of the students and staff.
- To receive reports, from the CEO in relation to appointments made outside of range in the salary structure.
- To review the application of the Pay Policy and monitor its impact from an equalities perspective and make recommendations to the CEO to facilitate any changes.
- To review the STPCD group size calculation for each school in the Trust and make any amendments to the Headteacher pay range that are required.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Andy Cree	3	3
Nys Hardingham	3	3
Amanda Barrett	1	2
Scott Taviner	3	3
Richard Barlow	0	1

The Salterns Academy Trust

Governance Statement

Review of Value for Money

As Accounting Officer the Chief Executive has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes as well as estates safety and management, achieved in return for the taxpayer resources received.

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

- Ensuring appropriate frameworks used for significant purchases.
- Obtaining multiple quotes for key purchases in line with the Finance Policy.
- Undertaking due diligence on key purchases.
- Making reserve requests to ensure major capital projects (such as the replacement fire alarm at Admiral Lord Nelson School) can be undertaken.

The Purpose of the System of Internal Control

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

Capacity to Handle Risk

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

The Salterns Academy Trust

Governance Statement

The Risk and Control Framework

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

- Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees.
- Regular reviews by the Finance, Audit and Risk Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes.
- Setting targets to measure financial and other performance.
- Clearly defined purchasing (asset purchase or capital investment) guidelines.
- Identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided to buy-in an external scrutiny service from School Business Services Ltd.

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

- Testing of HR systems
- Testing of finance month end processes
- Testing of processes in relation to student attendance

The outcome of each report was presented to the Finance, Audit and Risk Committee and a management action plan put in place to address any issues raised. Progress against the management action plan is reviewed by the internal scrutineer.

Reviews are also commissioned by the schools in the Trust in relation to the operations of the school. Each review highlights strengths and good practice and includes suggestion and recommendations for consideration. All suggestions and recommendations are carefully considered, and feed into the continuing school and Trust improvement work.

The Finance, Audit and Risk Committee receive the annual Internal Scrutiny Report as part of their work.

The Salterns Academy Trust

Governance Statement

Review of Effectiveness

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

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

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

Conclusion

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

Approved by order of the members of the Board of Trustees on 10 December 2025 and signed on its behalf by:

Paul Hayes

Paul Hayes
Chair of Trustees

Nys Hardingham

Nys Hardingham
Accounting Officer

The Salterns Academy Trust

Statement of Regularity, Propriety and Compliance

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

I confirm that I, and the Board of Trustees are able to identify any material irregular or improper use of all funds by the 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.

Nys Hardingham

Nys Hardingham
Accounting Officer
10 December 2025

The Salterns Academy Trust

Statement of Trustees' Responsibilities

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

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

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

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

Approved by order of the members of the Board of Trustees on 10 December 2025 and signed on its behalf by:

Paul Hayes

Paul Hayes
Chair of Trustees

The Salterns Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Salterns Academy Trust

Opinion

We have audited the financial statements of The Salterns Academy Trust ('the charitable company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities (including the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), 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 charitable company'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;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been properly prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2024 to 2025.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

The Salterns Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Salterns Academy Trust

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. It includes the Reference and Administrative Details, the Trustees' Report (including the Strategic Report), and the Governance Statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

The Salterns Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Salterns Academy Trust

Responsibilities of the Trustees

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

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

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Academy Trust, and the sector in which it operates. These include but are not limited to compliance with the Companies Act 2006, 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, the Academy Trust Handbook 2024, and the Academies Accounts Direction 2024 to 2025.
- We obtained an understanding of how the Academy Trust is complying with these frameworks through discussions with management.

The Salterns Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Salterns Academy Trust

- We enquired with management whether there were any instances of non-compliance with laws and regulations or whether they had knowledge of actual or suspected fraud. These enquiries are corroborated through follow-up audit procedures including but not limited to a review of legal and professional costs, correspondence and a review of board minutes.
- We assessed the susceptibility of the Academy Trust's financial statements to material misstatement, including the risk of fraud and management override of controls. We designed our audit procedures to respond to this assessment, including the identification and testing of any related party transactions and the testing of journal transactions that arise from management estimates, that are determined to be of significant value or unusual in their nature.
- We assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the sector in which the Academy Trust operates in, and their practical experience through training and participation with audit engagements of a similar nature.

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 Independent Auditor's Report.

Use of our report

This report is made solely to the charitable company'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 charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michaela Johns

M Johns FCCA (Senior statutory auditor)
For and on behalf of Hopper Williams & Bell Limited
Statutory Auditor
Highland House, Mayflower Close, Chandlers Ford, Eastleigh SO53 4AR

17 Dec 2025

Date

The Salterns Academy Trust

Independent Reporting Accountant's Assurance Report on Regularity to The Salterns Academy Trust and the Secretary of State for Education

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

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

Respective responsibilities of the Accounting Officer of The Salterns Academy Trust and the reporting accountant

The Accounting Officer is responsible, under the requirements of The Salterns Academy Trust's funding agreement with the Secretary of State for Education and the Academy Trust Handbook for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

The Salterns Academy Trust

Independent Reporting Accountant's Assurance Report on Regularity to The Salterns Academy Trust and the Secretary of State for Education

Approach

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

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

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

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

The work undertaken to draw to our conclusion includes:

- Consideration as to whether prior approval was sought from the Secretary of State where it is required by the Academy Trust Handbook (effective from 1 September 2024) (ATH).
- Review of any special payments to staff, including compromise agreements, to consider whether prior approval was sought where required by the ATH and that any payments are in line with the severance guidance published by DfE.
- Consideration as to whether any borrowings have been made in accordance with the ATH.
- Review of any 'minded to' letters or Notices to Improve which have been issued to the Academy Trust.
- Review of any transactions with related parties to ensure that they have been carried out in accordance with the ATH.
- Review of governance arrangements to determine whether the requirements of the ATH have been met.
- Review of the Academy Trust's internal controls, including whether the general control environment has regard to the regularity of underlying transactions, including fraud management.
- Review of the Academy Trust's procurement policies to determine effectiveness and testing a sample of purchases to confirm that the policies have been correctly implemented.
- Identifying any conditions associated with specialist grant income and determining whether it has been spent as the purposes intended.

The Salterns Academy Trust

Independent Reporting Accountant's Assurance Report on Regularity to The Salterns Academy Trust and the Secretary of State for Education

Conclusion

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

Michaela Johns

M Johns FCCA
Reporting Accountant
Hopper Williams & Bell Limited
Chartered Accountants
Highland House, Mayflower Close, Chandlers Ford, Eastleigh SO53 4AR

17 Dec 2025
Date

The Salterns Academy Trust

Statement of Financial Activities for the year ended 31 August 2025 (including Income and Expenditure Account)

	Note	Un- restricted funds £	Restricted General Funds £	Restricted Pension Funds £	Restricted Fixed Asset Funds £	2024/25 Total £	2023/24 Total £
Income and endowments from:							
Donations and capital grants	2	-	5,361	-	113,301	118,662	225,042
Transfer from local authority on conversion	27	(5,582)	-	(578,000)	35,875,374	35,291,792	-
Other trading activities	4	212,554	-	-	-	212,554	152,650
Investments	5	2,811	-	-	-	2,811	2,703
Charitable activities:							
Funding for the academy trust's educational operations	3	-	29,547,658	-	-	29,547,658	17,862,634
Total		209,783	29,553,019	(578,000)	35,988,675	65,173,477	18,243,029
Expenditure on:							
Charitable activities:							
Academy trust educational operations	7	-	28,586,666	(100,000)	1,665,447	30,152,113	18,373,547
Net income / (expenditure)		209,783	966,353	(478,000)	34,323,228	35,021,364	(130,518)
Transfers between funds	16	-	(694,843)	-	694,843	-	-
Other recognised gains / (losses):							
Actuarial gains on defined benefit pension schemes	25	-	-	478,000	-	478,000	134,000
Net movement in funds		209,783	271,510	-	35,018,071	35,499,364	3,482
Reconciliation of funds							
Total funds brought forward		937,944	581,637	-	25,026,242	26,545,823	26,542,341
Total funds carried forward		1,147,727	853,147	-	60,044,313	62,045,187	26,545,823

The notes on pages 42 to 68 form part of these financial statements.

The Salterns Academy Trust

Balance Sheet as at 31 August 2025

Company Number 08921490

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	12		60,038,335		25,016,649
Current assets					
Debtors	13	1,140,774		726,681	
Cash at bank and in hand		<u>2,237,251</u>		<u>1,923,513</u>	
		3,378,025		2,650,194	
Liabilities					
Creditors: Amounts falling due within one year	14	<u>(1,371,173)</u>		<u>(1,110,855)</u>	
Net current assets			<u>2,006,852</u>		<u>1,539,339</u>
Total assets less current liabilities			62,045,187		26,555,988
Creditors:					
Amounts falling due after more than one year	15		<u>-</u>		<u>(10,165)</u>
Net assets excluding pension liability			62,045,187		26,545,823
Defined benefit pension scheme liability	25		-		-
Total net assets			<u>62,045,187</u>		<u>26,545,823</u>
Funds of the academy trust:					
Restricted funds					
Fixed asset fund	16	60,044,313		25,026,242	
Restricted income fund	16	<u>853,147</u>		<u>581,637</u>	
Total restricted funds			60,897,460		25,607,879
Unrestricted income funds	16		1,147,727		937,944
Total funds			<u>62,045,187</u>		<u>26,545,823</u>

The financial statements on pages 39 to 68 were approved by the Trustees and authorised for issue on 10 December 2025 and are signed on their behalf by:

Paul Hayes

Paul Hayes
Chair of Trustees

The notes on pages 42 to 68 form part of these financial statements.

The Salterns Academy Trust

Statement of Cash Flows for the year ended 31 August 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by (used in) operating activities	19	1,025,384	572,575
Cash flows from financing activities	20	(25,920)	(32,027)
Cash flows from investing activities	21	(685,726)	(518,782)
Change in cash and cash equivalents in the reporting period		<u>313,738</u>	<u>21,766</u>
Cash and cash equivalents at 1 September 2024		1,923,513	1,901,747
Cash and cash equivalents at 31 August 2025	22	<u>2,237,251</u>	<u>1,923,513</u>

The Salterns Academy Trust

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), judgements and key sources of estimation uncertainty, is set out below.

Basis of Preparation

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006. The financial statements are prepared in sterling which is the functional currency of the Academy Trust and are rounded to the nearest £1.

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 company 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.

Income

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

- 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.

- Grants

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

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

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

The Salterns Academy Trust

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

Income (continued)

- Other Income

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

- Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

- Transfer on conversion

Where assets and liabilities are received by the Academy Trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Academy Trust. An equal amount of income is recognised as transfer on conversion within Donations and capital grant income to the net assets received.

The conversion from a state maintained school to an Academy Trust involved the transfer of identifiable assets and liabilities and the operation of the school for £nil consideration. The substance of the transfer is that of a gift and it has been accounted for on that basis as set out below.

The assets and liabilities transferred on conversion to the Academy Trust have been valued at their fair value. The fair value has been derived based on that of equivalent items. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised in Donations – transfer from local authority on conversion in the Statement of Financial Activities and analysed under unrestricted funds, restricted general funds, restricted pension funds, and restricted fixed asset funds.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

- Charitable Activities

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

All resources expended are inclusive of irrecoverable VAT.

The Salterns Academy Trust

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

Tangible Fixed Assets

Assets costing £2,500 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 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:

Freehold Land and Buildings	2%-10% straight line on buildings; not provided on land
Leasehold Land and Buildings	2%-10% straight line on buildings; not provided on land
Furniture and Equipment	20% straight line
Computer Equipment	20% straight line

No depreciation has been provided on long leasehold land as it is similar to freehold land, which does not require depreciation.

Where the Academy Trust can identify the value of major components of freehold or leasehold buildings based upon additions following conversion to academy status, the Academy Trust reviews whether one or more such components have significantly different patterns of consumption of economic benefits. In such cases, the Academy Trust allocates the cost of the asset to its major components and depreciates each component separately over its useful life.

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

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.

The Salterns Academy Trust

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

Provisions

Provisions are recognised when the Academy Trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Leased Assets

Rentals under operating leases are charged on a straight line basis over the lease term.

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 basis are as follows:

Financial assets

Trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank

Cash at bank is classified as a basic financial instrument and is measured at face value. An investment is treated as a cash equivalent when it has a short maturity of three months or less from the date of acquisition.

Financial liabilities

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

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.

The Salterns Academy Trust

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

Pensions Benefits

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

The TPS is an unfunded scheme and contributions are calculated 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 based on quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to net income/(expenditure) 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.

A defined benefit plan asset is recognised only to the extent that the Academy Trust expects to be able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

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 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.

The Salterns Academy Trust

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

Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions 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 assumptions used are disclosed in note 25.

Critical areas of judgement

Tangible fixed assets (other than land and buildings) transferred on conversion to the Academy Trust have been valued at their fair value. The fair value has been derived based on that of equivalent items. Tangible fixed assets of £125,374 (2024: £nil) have been recognised during the year in relation to Mayfield School, with an equal amount of income recognised as a transfer on conversion within the Statement of Financial Activities.

A defined benefit plan asset of £1,939,000 (2024: £196,000) has not been recognised as the Academy Trust does not expect to be able to recover the surplus either through reduced contributions in the future or through refunds from the plan. There are no other critical areas of judgement.

2 Donations and capital grants

	Unrestricted funds	Restricted funds	2024/25 Total	2023/24 Total
	£	£	£	£
Capital grants	-	113,301	113,301	224,989
Other donations	-	5,361	5,361	53
	-	118,662	118,662	225,042
Total 2024	-	225,042	225,042	

The Salterns Academy Trust

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

3 Funding for the Academy Trust's educational operations

	Unrestricted funds £	Restricted funds £	2024/25 Total £	2023/24 Total £
DfE grants				
General Annual Grant (GAG)	-	23,112,132	23,112,132	13,841,428
Pupil Premium	-	1,342,897	1,342,897	750,610
Trust capacity funding	-	415,400	415,400	230,000
UIFSM	-	61,226	61,226	-
Rates reclaim	-	143,468	143,468	76,047
PE and sports grant	-	18,746	18,746	-
Mainstream schools additional grant	-	-	-	493,577
Teachers' pay grant	-	414,683	414,683	256,483
Teachers' pension grant	-	513,323	513,323	135,643
Core schools budget grant	-	884,830	884,830	-
National insurance contributions grant	-	146,380	146,380	-
Other DfE grants	-	(14,276)	(14,276)	236,679
	-	27,038,809	27,038,809	16,020,467
Other government grants				
Local authority grants	-	982,362	982,362	630,386
Other government grants	-	22,349	22,349	139,418
	-	1,004,711	1,004,711	769,804
Other income from the Academy Trust's educational operations				
Trip income	-	572,553	572,553	274,339
Catering income	-	295,938	295,938	252,843
Other income	-	635,647	635,647	545,181
	-	1,504,138	1,504,138	1,072,363
	-	29,547,658	29,547,658	17,862,634
Total 2024	-	17,862,634	17,862,634	

4 Other trading activities

	Unrestricted funds £	Restricted funds £	2024/25 Total £	2023/24 Total £
Hire of facilities	212,554	-	212,554	152,650
Total 2024	152,650	-	152,650	

The Salterns Academy Trust

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

5 Investment income

	Unrestricted funds £	Restricted funds £	2024/25 Total £	2023/24 Total £
Short term deposits	2,811	-	2,811	2,703
Total 2024	2,703	-	2,703	

6 Expenditure

	Staff costs £	Non Pay Expenditure		Total 2024/25 £	Total 2023/24 £
		Premises £	Other £		
Academy's educational operations:					
Direct costs	19,418,363	-	2,164,965	21,583,328	12,950,653
Allocated support costs	2,932,782	2,110,445	3,525,558	8,568,785	5,422,894
	22,351,145	2,110,445	5,690,523	30,152,113	18,373,547
Total 2024	13,603,005	1,320,839	3,449,703	18,373,547	

Net income/(expenditure) for the period includes:

	2024/25 £	2023/24 £
Operating lease rentals	96,485	97,595
Depreciation	1,647,474	948,892
(Gain)/loss on disposal of fixed assets	8,052	90,592
Fees payable to auditor for:		
Audit	13,050	12,590
Other services	11,300	7,090

The Salterns Academy Trust

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

7 Charitable activities

	2024/25	2023/24
	Total	Total
	£	£
Direct costs – educational operations	21,583,328	12,950,653
Support costs – educational operations	8,568,785	5,422,894
	<u>30,152,113</u>	<u>18,373,547</u>

Analysis of support costs:

	Educational operations	2024/25 Total	2023/24 Total
	£	£	£
Support staff costs	2,932,782	2,932,782	1,751,008
Depreciation	1,647,474	1,647,474	948,892
Technology costs	341,713	341,713	216,818
Premises costs	2,110,445	2,110,445	1,320,839
Legal costs - conversion	7,683	7,683	11,157
Legal costs - other	95,337	95,337	28,392
Other support costs	1,393,605	1,393,605	1,130,487
Governance costs	39,746	39,746	15,301
Total support costs	<u>8,568,785</u>	<u>8,568,785</u>	<u>5,422,894</u>
Total 2024	<u>5,422,894</u>	<u>5,422,894</u>	

The Salterns Academy Trust

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

8 Staff

a) Staff costs and employee benefits

Staff costs during the period were:

	2024/25	2023/24
	£	£
Wages and salaries	16,494,313	10,286,737
Social security costs	1,897,284	1,079,216
Pension costs	3,707,824	2,190,572
	<u>22,099,421</u>	<u>13,556,525</u>
Agency staff costs	159,832	46,480
Staff restructuring costs	91,892	-
	<u>22,351,145</u>	<u>13,603,005</u>

Staff restructuring costs comprise:

Severance payments	54,000	-
Other restructuring costs	37,892	-
	<u>91,892</u>	<u>-</u>

b) Severance payments

The Academy Trust paid three severance payments in the year, disclosed in the following bands:

	No.
£0 - £25,000	2
£25,001 - £50,000	<u>1</u>

c) Special staff severance payments

Included in staff restructuring costs are special staff severance payments totalling £54,000 (2024: £nil). Individually, the payments were: £30,000, £12,000 and £12,000. These numbers are included in note 8b above.

d) Staff numbers

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

	2024/25	2023/24
	No.	No.
Teachers	217	133
Administration and support	297	160
Management	17	14
	<u>531</u>	<u>307</u>

The Salterns Academy Trust

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

e) Higher paid staff

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

	2024/25	2023/24
	No.	No.
£60,001 - £70,000	29	10
£70,001 - £80,000	8	5
£80,001 - £90,000	4	2
£90,001 - £100,000	1	-
£100,001 - £110,000	1	2
£110,001 - £120,000	2	1
£120,001 - £130,000	1	-

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 £1,873,217 (2024: £1,618,550).

9 Related Party Transactions – Trustees’ remuneration and expenses

One or more Trustees has been paid remuneration or has received other benefits from employment with the Academy Trust. Remuneration is only paid in respect of services provided undertaking staff roles under contracts of employment.

The value of Trustees’ remuneration and other benefits was as follows:

		2024/25	2023/24
		£000	£000
N Hardingham	Remuneration	80-85	100-105
(Staff trustee)	Employer’s pension contributions paid	20-25	25-30

During the period ended 31 August 2025, travel expenses totalling £706 were reimbursed or paid directly to one Trustee (2024: £523 to one Trustee).

The Salterns Academy Trust

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

10 Trustees' and officers' insurance

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

11 Central services

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

- Human resources
- Finance
- IT
- Governance

The Academy Trust charges for these services on a flat percentage of 5% income (2024: 6.3%). With Mayfield School joining the trust in the year a 2% flat rate was agreed. The actual amounts charged during the year were as follows:

	2024/25	2023/24
	£	£
Admiral Lord Nelson School	439,723	468,707
Mayfield School	187,050	-
Trafalgar School	413,508	437,002
	<u>1,040,281</u>	<u>905,709</u>

The Salterns Academy Trust

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

12 Tangible fixed assets

	Freehold Land and Buildings £	Leasehold Land and Buildings £	Assets Under Con- struction £	Furniture and Equipment £	Computer Equipment £	Total £
Cost						
At 1 September 2024	13,016,731	15,452,652	-	915,971	1,280,550	30,665,904
On conversion	-	35,750,000	-	14,499	110,875	35,875,374
Additions	20,044	104,724	124,706	201,518	351,946	802,938
Disposals	(12,789)	(43,564)	-	-	(34,896)	(91,249)
At 31 August 2025	<u>13,023,986</u>	<u>51,263,812</u>	<u>124,706</u>	<u>1,131,988</u>	<u>1,708,475</u>	<u>67,252,967</u>
Depreciation						
At 1 September 2024	1,753,982	2,704,788	-	483,390	707,095	5,649,255
Charged in year	291,473	953,354	-	163,223	239,424	1,647,474
Disposals	(11,510)	(35,691)	-	-	(34,896)	(82,097)
At 31 August 2025	<u>2,033,945</u>	<u>3,622,451</u>	<u>-</u>	<u>646,613</u>	<u>911,623</u>	<u>7,214,632</u>
Net book values						
At 31 August 2024	11,262,749	12,747,864	-	432,581	573,455	25,016,649
At 31 August 2025	<u>10,990,041</u>	<u>47,641,361</u>	<u>124,706</u>	<u>485,375</u>	<u>796,852</u>	<u>60,038,335</u>

The Academy Trust's transactions relating to land and buildings included:

- Freehold and leasehold land and building additions represent improvements to existing facilities.
- Land and buildings disposals relate to the cost and accumulated depreciation of assets which were replaced during the year.
- Assets under construction represents an extension to the Trafalgar School building.
- Balances on conversion are in respect of Mayfield School (see Note 27).

The Salterns Academy Trust

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

13 Debtors

	2024/25	2023/24
	£	£
Trade debtors	27,805	101,149
VAT recoverable	212,172	101,232
Other debtors	17,484	4,042
Prepayments and accrued income	883,313	520,258
	<u>1,140,774</u>	<u>726,681</u>

14 Creditors: amounts falling due within one year

	2024/25	2023/24
	£	£
Trade creditors	1,020,956	572,795
Loans falling due within one year	6,358	25,920
Other creditors falling due within one year	49,926	57,733
Accruals and deferred income	293,933	454,407
	<u>1,371,173</u>	<u>1,110,855</u>

	2024/25	2023/24
	£	£
Deferred income at 1 September 2024	306,152	198,275
Released from previous years	(306,152)	(198,275)
Resources deferred in the year	145,480	306,152
Deferred income at 31 August 2025	<u>145,480</u>	<u>306,152</u>

At the balance sheet date the academy trust was holding funds received in advance for trip and grant income relating to the forthcoming financial year.

Loans falling due within one year comprises interest free Salix energy efficiency loans which are repayable in instalments.

15 Creditors: amounts falling due in greater than one year

	2024/25	2023/24
	£	£
Loans falling due in greater than one year	-	6,358
Other creditors falling due in greater than one year	-	3,807
	<u>-</u>	<u>10,165</u>

Loans falling due in greater than one year comprises interest free Salix energy efficiency loans which are repayable in instalments.

The Salterns Academy Trust

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

16 Funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers £	Gains and losses £	Balance at 31 August 2025 £
Restricted general funds						
General Annual Grant (GAG)	581,637	23,112,132	(22,145,779)	(694,843)	-	853,147
Pupil premium	-	1,342,897	(1,342,897)	-	-	-
Sponsored academies funding	-	415,400	(415,400)	-	-	-
UIFSM	-	61,226	(61,226)	-	-	-
Rates reclaim	-	143,468	(143,468)	-	-	-
PE and sports grant	-	18,746	(18,746)	-	-	-
Teachers' pay grant	-	414,683	(414,683)	-	-	-
Teachers' pension grant	-	513,323	(513,323)	-	-	-
Core schools budget grant	-	884,830	(884,830)	-	-	-
NICs grant	-	146,380	(146,380)	-	-	-
Other DfE grants	-	(14,276)	14,276	-	-	-
Local authority grants	-	982,362	(982,362)	-	-	-
Other government grants	-	22,349	(22,349)	-	-	-
Other educational activities	-	1,509,499	(1,509,499)	-	-	-
	<u>581,637</u>	<u>29,553,019</u>	<u>(28,586,666)</u>	<u>(694,843)</u>	<u>-</u>	<u>853,147</u>
Pension reserve	-	(578,000)	100,000	-	478,000	-
	<u>581,637</u>	<u>28,975,019</u>	<u>(28,486,666)</u>	<u>(694,843)</u>	<u>478,000</u>	<u>853,147</u>
Restricted fixed asset funds						
Fixed asset fund	25,016,649	35,875,374	(1,655,526)	801,838	-	60,038,335
DfE capital grants (DFC)	-	70,754	(6,306)	(64,448)	-	-
Other capital grants	9,593	42,547	(3,615)	(42,547)	-	5,978
	<u>25,026,242</u>	<u>35,988,675</u>	<u>(1,665,447)</u>	<u>694,843</u>	<u>-</u>	<u>60,044,313</u>
Total restricted funds	<u>25,607,879</u>	<u>64,963,694</u>	<u>(30,152,113)</u>	<u>-</u>	<u>478,000</u>	<u>60,897,460</u>
Total unrestricted funds	<u>937,944</u>	<u>209,783</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,147,727</u>
Total funds	<u>26,545,823</u>	<u>65,173,477</u>	<u>(30,152,113)</u>	<u>-</u>	<u>478,000</u>	<u>62,045,187</u>

The Salterns Academy Trust

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

16 Funds (continued)

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

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

General annual grant

This includes all funding received from the DfE to carry out the objectives of the Academy Trust. It includes the school budget share; minimum funding guarantee; education services grant; insurance; rates; and pre-16 high needs funding streams.

Trust capacity funding

This is funding received from the DfE to assist the Academy Trust to develop capacity and take on additional schools.

Universal Infant Free School Meals (UIFSM)

This represents funding received from the DfE to offer free school meals to pupils in reception, year one and year two.

Core Schools Budget Grant (CSBG)

This represents additional funding received from the DfE to support the Academy Trust with its overall costs.

National Insurance contributions (NICs) grant

This represents additional funding received from the DfE to support the Academy Trust with its additional costs arising from the increase in national insurance contribution rates.

Other DfE grants

This is funding received from the DfE for specific purposes.

Local authority grants

This is funding received from the local authority for specific purposes, for example Special Educational Needs funding.

Other educational activities

This includes all other educational income/expenditure.

Pension reserve

This represents the negative reserve in respect of the liability on the LGPS pension scheme which was transferred to the Academy Trust on conversion. As at 31 August 2025 the Academy Trust's share of the net assets in the scheme is now in surplus, but, as no pension asset has been recognised, the balance on the reserve is £nil.

The Salterns Academy Trust

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

16 Funds (continued)

Fixed asset fund

The fund includes the value of the tangible fixed assets of the academy on conversion, and amounts transferred from GAG or other restricted funds specifically for expenditure on tangible fixed assets, and the annual charges for depreciation of these assets.

DfE capital grants

This is funding received from the DfE specifically for expenditure on capital improvements.

Other capital grants

This is other funding received specifically for expenditure on capital improvements.

Transfers between funds

Transfers to the restricted fixed asset fund represent the cost of fixed asset additions which have been funded from restricted or unrestricted general funds.

The Salterns Academy Trust

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

16 Funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2024/25	2023/24
	£	£
Admiral Lord Nelson School	1,029,586	904,417
Mayfield School	691,773	-
Trafalgar School	425,911	507,194
Central services	(146,396)	107,970
Total before fixed assets and pension reserve	<u>2,000,874</u>	<u>1,519,581</u>
Restricted fixed asset fund	60,044,313	25,026,242
Pension reserve	-	-
Total	<u>62,045,187</u>	<u>26,545,823</u>

The following academy is carrying a net deficit on its portion of the funds as follows:

	£
Central services	<u>146,396</u>

The Academy Trust will return central funds to a surplus position through additional charges for central services to its individual academies.

Total cost analysis by academy

Expenditure incurred by each academy during the year was as follows:

	Teaching and Educational Support Staff Costs £	Other Support Staff Costs £	Educational Supplies £	Other Costs (excl. dep- reciation) £	2024/25 Total £	2023/24 Total £
Admiral Lord Nelson School	6,758,890	1,333,966	696,031	1,426,089	10,214,976	9,319,009
Mayfield School	6,592,455	771,251	709,348	1,261,276	9,334,330	-
Trafalgar School	6,067,018	827,565	759,586	1,301,164	8,955,333	8,105,646
	<u>19,418,363</u>	<u>2,932,782</u>	<u>2,164,965</u>	<u>3,988,529</u>	<u>28,504,639</u>	<u>17,424,655</u>

The Salterns Academy Trust

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

16 Funds (continued)

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

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	Balance at 31 August 2024 £
Restricted general funds						
General Annual Grant (GAG)	519,290	13,841,428	(13,398,303)	(380,778)	-	581,637
Pupil premium	-	750,610	(750,610)	-	-	-
Sponsored academies funding	-	230,000	(118,063)	(111,937)	-	-
Rates reclaim	-	76,047	(76,047)	-	-	-
MSAG	-	493,577	(493,577)	-	-	-
Teachers' pay grant	-	256,483	(256,483)	-	-	-
Teachers' pension grant	-	135,643	(135,643)	-	-	-
Other DfE grants	-	236,679	(236,679)	-	-	-
Local authority grants	-	630,386	(630,386)	-	-	-
Other government grants	-	139,418	(139,418)	-	-	-
Other educational activities	-	1,072,416	(1,072,416)	-	-	-
	519,290	17,862,687	(17,307,625)	(492,715)	-	581,637
Pension reserve	(139,000)	-	5,000	-	134,000	-
	380,290	17,862,687	(17,302,625)	(492,715)	134,000	581,637
Restricted fixed asset funds						
Fixed asset fund	25,309,659	-	(1,039,484)	746,474	-	25,016,649
DfE capital grants (DFC)	-	43,973	(12,043)	(31,930)	-	-
Other capital grants	69,801	181,016	(19,395)	(221,829)	-	9,593
	25,379,460	224,989	(1,070,922)	492,715	-	25,026,242
Total restricted funds	25,759,750	18,087,676	(18,373,547)	-	134,000	25,607,879
Total unrestricted funds	782,591	155,353	-	-	-	937,944
Total funds	26,542,341	18,243,029	(18,373,547)	-	134,000	26,545,823

The Salterns Academy Trust

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

17 Analysis of net assets between funds

	Un-restricted funds	Restricted general funds	Restricted pension funds	Restricted fixed asset funds	Total funds
	£	£	£	£	£
Tangible fixed assets	-	-	-	60,038,335	60,038,335
Current assets	1,147,727	2,224,320	-	5,978	3,378,025
Current liabilities	-	(1,371,173)	-	-	(1,371,173)
Total net assets	1,147,727	853,147	-	60,044,313	62,045,187

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

	Un-restricted funds	Restricted general funds	Restricted pension funds	Restricted fixed asset funds	Total funds
	£	£	£	£	£
Tangible fixed assets	-	-	-	25,016,649	25,016,649
Current assets	937,944	1,702,657	-	9,593	2,650,194
Current liabilities	-	(1,110,855)	-	-	(1,110,855)
Non-current liabilities	-	(10,165)	-	-	(10,165)
Total net assets	937,944	581,637	-	25,026,242	26,545,823

18 Long-term commitments, including operating leases

a) Operating leases

At 31 August 2025 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2024/25	2023/24
	£	£
Amounts due within one year	65,511	53,628
Amounts due between one and five years	74,547	62,983
	140,058	116,611

b) Long-term commitments (other contractual commitments)

At 31 August 2025 the total of the Academy Trust's future minimum payments under other contractual commitments was:

	2024/25	2023/24
	£	£
Amounts due within one year	74,419	15,205

The Salterns Academy Trust

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

19 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2024/25	2023/24
	£	£
Net income / (expenditure) for the reporting period	35,021,364	(130,518)
Adjusted for:		
Depreciation	1,647,474	948,892
(Gain)/loss on disposal of fixed assets	8,052	90,592
Capital grants from DfE and other capital income	(113,301)	(224,989)
Interest receivable	(2,811)	(2,703)
Defined benefit pension scheme cost less contributions payable	(114,000)	(11,000)
Defined benefit pension scheme finance cost	14,000	6,000
Transfer from local authority on conversion	(35,291,792)	-
Deficit on conversion	(5,582)	-
Increase in debtors	(414,093)	(342,614)
Increase in creditors	276,073	238,915
Net cash provided by Operating Activities	<u>1,025,384</u>	<u>572,575</u>

20 Cash flows from financing activities

	2024/25	2023/24
	£	£
Repayments of borrowing	(25,920)	(32,027)
Net cash used in financing activities	<u>(25,920)</u>	<u>(32,027)</u>

21 Cash flows from investing activities

	2024/25	2023/24
	£	£
Dividends, interest and rents from investments	2,811	2,703
Proceeds from sale of tangible fixed assets	1,100	-
Purchase of tangible fixed assets	(802,938)	(746,474)
Capital grants from DfE Group	70,754	43,973
Capital funding received from sponsors and others	42,547	181,016
Net cash used in investing activities	<u>(685,726)</u>	<u>(518,782)</u>

The Salterns Academy Trust

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

22 Analysis of cash and cash equivalents

	2024/25	2023/24
	£	£
Cash at bank and in hand	<u>2,237,251</u>	<u>1,923,513</u>

23 Analysis of changes in net debt

	At 1 September 2024	Cash flows	Acquisition/ disposal of subsidiaries	New finance leases	Other non-cash changes	At 31 August 2025
	£	£	£	£	£	£
Cash	1,923,513	313,738	-	-	-	2,237,251
Loans falling due within one year	(25,920)	19,562	-	-	-	(6,358)
Loans falling due after more than one year	(6,358)	6,358	-	-	-	-
Total	<u>1,891,235</u>	<u>339,658</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,230,893</u>

24 Member liability

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

The Salterns Academy Trust

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

25 Pension and similar obligations

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

Teachers' Pension Scheme

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

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

Valuation of the Teachers' Pension Scheme

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

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

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

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

The Salterns Academy Trust

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

25 Pension and similar obligations (continued)

The employer's pension costs paid to TPS in the period amounted to £2,565,774 (2024: £1,599,489).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Academy Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £1,129,000 (2024: £751,000), of which employer's contributions totalled £845,000 (2024: £563,000) and employees' contributions totalled £284,000 (2024: £188,000). The agreed contribution rates for future years are 17.9% for employers and 5.5% to 12.5% for employees.

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

Principal actuarial assumptions

	2025	2024
Rate of increase in salaries	3.7%	3.7%
Rate of increase for pensions in payment/inflation	2.7%	2.7%
Discount rate for scheme liabilities	6.1%	5.0%
Inflation assumption (CPI)	2.7%	2.7%
Commutation of pensions to lump sums	70.0%	70.0%

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

	2025	2024
Retiring today		
Males	22.3	22.0
Females	24.8	24.7
Retiring in 20 years		
Males	22.7	22.5
Females	25.7	25.6

The Salterns Academy Trust

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

25 Pension and similar obligations (continued)

Sensitivity analysis

	Increase/(reduction) in defined benefit obligation	
	2025	2024
	£	£
Discount rate +0.1%	(186,000)	(172,000)
Discount rate -0.1%	186,000	172,000
Mortality assumption – 1 year increase	380,000	330,000
Mortality assumption – 1 year decrease	(380,000)	(330,000)
CPI rate +0.1%	187,000	172,000
CPI rate -0.1%	(187,000)	(172,000)

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

	2025	2024
	£	£
Equities	5,122,000	4,531,000
Gilts	3,226,000	3,048,000
Property	854,000	577,000
Cash and other liquid assets	285,000	82,000
Total market value of assets	<u>9,487,000</u>	<u>8,238,000</u>

The actual return on scheme assets was a gain of £597,000 (2024: £711,000).

Amount recognised in the Statement of Financial Activities

	2024/25	2023/24
	£	£
Current service cost	731,000	552,000
Interest income	(513,000)	(398,000)
Interest cost	527,000	404,000
Total amount recognised in the SOFA	<u>745,000</u>	<u>558,000</u>

The Salterns Academy Trust

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

25 Pension and similar obligations (continued)

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

	2024/25	2023/24
	£	£
At 1 September	8,238,000	7,714,000
Conversion of Academy Trusts	2,034,000	-
Current service cost	731,000	552,000
Interest cost	527,000	404,000
Employee contributions	284,000	188,000
Actuarial gain	(2,137,000)	(17,000)
Benefits paid	(190,000)	(603,000)
At 31 August	<u>9,487,000</u>	<u>8,238,000</u>

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

	2024/25	2023/24
	£	£
At 1 September	8,238,000	7,575,000
Conversion of Academy Trusts	1,456,000	-
Interest income	513,000	398,000
Actuarial (loss) / gain	(1,659,000)	117,000
Employer contributions	845,000	563,000
Employee contributions	284,000	188,000
Benefits paid	(190,000)	(603,000)
At 31 August	<u>9,487,000</u>	<u>8,238,000</u>

A defined benefit plan asset of £1,939,000 (2024: £196,000) has not been recognised as the Academy Trust does not expect to be able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

26 Related party transactions

No related party transactions took place in the period of account, other than certain Trustees' remuneration and expenses already disclosed in note 9.

The Salterns Academy Trust

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

27 Academy trust with a newly converted academy

On 1 October 2024 Mayfield School converted to Academy Trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to the Academy Trust from Hampshire County Council for Enil consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance Sheet under the appropriate headings with a corresponding net amount recognised as a net gain in the Statement of Financial Activities as Donations - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Un-restricted funds £	Restricted general funds £	Restricted pension funds £	Restricted fixed asset funds £	Total funds £
Tangible fixed assets					
Leasehold Land and Buildings	-	-	-	35,750,000	35,750,000
Furniture and Equipment	-	-	-	14,499	14,499
Computer Equipment	-	-	-	110,875	110,875
Current liabilities					
Budget deficit on LA funds	(5,582)	-	-	-	(5,582)
Pension scheme liability	-	-	(578,000)	-	(578,000)
Net assets/(liabilities)	(5,582)	-	(578,000)	35,875,374	35,291,792