

**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**THE GOOD SHEPHERD TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	Simon Harold Walker JP, 1 of 2 persons appointed by the Diocesan Corporate Member Bishop Richard Paul Davies, 2 of 2 persons appointed by the Diocesan Corporate Member The Reverend Canon Colin Matthews, Additional Member (appointed under Article 15A) Canon Alexander Tear, The Guildford Diocese Educational Trust acting corporately by hand of its Director James Friend, Ex Officio, Chair of the Trustee Directors (to 27 May 2025) Yvonne McLeod, Ex Officio, Chair of the Trustee Directors (from 02 June 2025)
<b>Trustees</b>	Yvonne McLeod, Chair (from 2 June 2025) James Friend, Chair (to 27 May 2025) Reverend James Andrew Hanson Mary Anne Lewis John Lingard Simcox Claire-Louise West Edmond McCudden (to 25 December 2024) Andrew James Nowak (from 23 May 2025) Matthew James Hotson (from 12 September 2025) Stewart Christopher Lancaster (from 12 September 2025) Christopher Donald Richardson (from 12 September 2025) David James Barrett (from 14 September 2025) The Directors are also the Trustees for the purposes of charity law and served from 1st September 2024 to the date of this report except where otherwise stated.
<b>Company registered number</b>	8366199
<b>Company name</b>	The Good Shepherd Trust
<b>Principal and registered office</b>	Larch Building Larch Avenue Guildford Surrey GU1 1JY
<b>Company secretary</b>	Felicity Mackrory
<b>Clerk to the Trustee Directors</b>	Felicity Mackrory
<b>Management Team</b>	Paul Kennedy, Chief Executive and Accounting Officer Rachael Jarrett, Chief Finance & Operating Officer Jonathan Roddick, Chief Education Officer from 1 September 2025 Alexander Clark, Chief Education Officer (to 31 August 2025)

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Registered Auditors** Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor  
6 Sutton Plaza  
Sutton Court Road  
Sutton  
SM1 4FS

**Bankers** Lloyds Bank plc  
High Street  
Guildford  
Surrey  
GU1 3AD

**Solicitors** Anthony Collins  
134 Edmund Street  
Birmingham  
B3 2EP

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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

The Good Shepherd Trust is the largest Multi-Academy Trust within Guildford Diocese, formed in 2013 and as at 31st August 2025 comprised 24 schools for pupils in Surrey and Hampshire:

***Primary Phase***

The Holme C of E Primary School, Headley  
St John's C of E Primary School, Dorking  
St Mary's C of E Primary School, Chiddingfold  
St Paul's C of E Primary School, Addlestone  
Ashley C of E Primary, Walton on Thames  
Queen Eleanor's C of E Junior School, Guildford  
The Weald C of E Primary School, Beare Green  
Waverley Abbey C of E Junior School, Tilford  
St Andrew's C of E Infant School, Farnham  
Farnborough Grange Nursery & Infant School  
Potters Gate C of E Primary School, Farnham  
Surrey Hills All Saints Primary School, Dorking  
Ottershaw Infant School  
Ottershaw Junior School  
St Mark and All Saints Primary School, Godalming  
Scott-Broadwood CofE Infant School, Capel  
Valley End CofE Infant School, Chobham  
Bramley Infant School, Bramley  
Walsh Infant School  
Walsh Junior School  
Cranleigh Primary School  
Puttenham Infant School  
St Paul's CofE Primary School, Dorking (from 01.11.2024)

***Secondary Phase***

Christ's College, Guildford

The trust had 6,178 pupils on roll during the 2024/25 academic year, aged between 2 and 16 years old.

**Structure, governance and management**

**a. Constitution**

The 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 trust. The trustees of the Good Shepherd Trust are also directors of the charitable company for the purposes of company law. The charitable company operates as The Good Shepherd 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.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

**b. Members' liability**

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

**c. Trustees' indemnities**

All trust schools are members of the Risk Protection Arrangement (RPA), which scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy trust business. The insurance provides cover up to £10,000,000 for any one loss in any one Membership year.

**d. Method of recruitment and appointment or election of Trustees**

Trustees are appointed by the Members, having regard to the need for the range of appropriate skills and experience on the board, as well as to their commitment to maintain the distinctively Christian ethos in our schools and across the Trust as a whole.

In addition, under the Articles of Association, the Trustees appointed by the Members "may appoint Co-opted Directors" and "any Director may be re-appointed". All appointments and re-appointments of Co-opted Directors under the Articles of Association are for a four-year term of office.

**e. Policies adopted for the induction and training of Trustees**

Trustees are given induction and training, both as individuals and as a whole board, as needs are identified.

The Trust ensures that all new Trustees receive an induction from the Chair of the Board and the Chief Executive Officer. An annual self-assessment is conducted, which includes training elements. The Head of Governance provides news and information to support Trustees in carrying out their duties on the Trust's GovernorHub portal. Link Trustees have been designated for the year (e.g. safeguarding, health and safety, education), and they work closely with a member of the Executive Team.

In addition to regular business meetings during the year, the Trustees also attended an offsite meeting focusing on review of the previous year and the setting and delivering of strategic objectives for the coming years.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

**f. Organisational structure**

The Trust is governed by its Board of Directors, who have appointed sub-committees, to which certain duties are delegated (without compromising the legal duties of the trustees). Details of these sub-committees are below.

The Chief Executive Officer attends all sub-committee meetings, with the exception of local committee meetings.

*Resources Committee*

This committee is responsible for oversight of matters relating to finances, land and buildings and statutory compliance. This committee is responsible for scrutinising the trust budget and will recommend the approval of such to the Board. The membership of this committee is as follows: The Reverend James Hanson (Chair), Yvonne McLeod (Chair of the Trust Board, ex officio), James Friend (Chair of the Trust Board, ex officio until 27 May 2025), Edmond McCudden (to 25 December 2024), John Simcox, Claire-Louise West (until 31 August 2025), Andrew Nowak (from 23 May 2025 to 31 August 2025), Stewart Lancaster (from 12 September 2025), Christopher Richardson (from 12 September 2025), David Barrett (from 14 September 2025) and Matthew Hotson (from 14 November 2025).

*Education Committee*

This committee is responsible for the oversight of matters relating to educational standards, curriculum and safeguarding. The membership of the committee is as follows: Claire-Louise West (Chair), Mary Lewis, Yvonne McLeod (Chair of the Trust Board, ex officio), James Friend (Chair of the Trust Board, ex officio until 27 May 2025), Andrew Nowak (from 23 May 2025) and Matthew Hotson (from 12 September 2025).

*Risk and Audit Committee*

This committee is responsible for the oversight of matters relating to governance, statutory compliance, effective audit function (internal & external) and risk management. It is also responsible for recommending the approval of the annual accounts to the Board. The membership of the committee is as follows: John Simcox (Chair), Edmond McCudden (to 25 December 2024), The Reverend James Hanson (from 22 January 2025), Yvonne McLeod (until 2 June 2025), Andrew Nowak (from 20 October 2025), Stewart Lancaster (from 12 September 2025), Christopher Richardson (from 12 September 2025) and David Barrett (from 14 September 2025).

*People Appointments and Remuneration Committee*

This committee is responsible for staff development and training as well as reviewing and approving appointments and remuneration of headteachers and the Trust central executive team. Remuneration of the Trust central executive team will be approved by the Board from 1 September 2025. The committee ratifies the pay recommendations for teaching and support staff. The membership of the committee is as follows: Yvonne McLeod (Chair to 2 June 2025), Mary Lewis (Chair from 2 June 2025), James Friend (to 27 May 2025), The Reverend James Hanson (until 31 August 2025), Stewart Lancaster (from 20 October 2025), Christopher Richardson (from 20 October 2025) and Matthew Hotson (from 20 October 2025).

*Local Committees (LC)*

Local committees have oversight of the educational performance of the relevant academy school(s), including safeguarding, overseeing compliance and ensuring risks are managed locally. The chair of each LC, and all members of the LCs, are appointed by the trustees.

The Articles of Association and Scheme of Delegation clearly define the responsibilities and accountability of all levels of governance within the trust.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

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

The remuneration of the Trust's key management personnel is set and kept under review by the People Appointments and Remuneration Committee (PARC), advised by the Chief Executive Officer, whose remuneration is set and kept under review by the Board. Remuneration of key management personnel is set at the point of recruitment in line with the Trust's pay policy and after review of appropriate benchmarks and is then subject to review as part of the annual performance review cycle.

There is no pay and remuneration in place for Trustees.

**h. Trade union facility time**

**Relevant union officials**

Number of employees who were relevant union officials during the year to 31 Mar 2025	2
Full-time equivalent employee number	1.20

**Percentage of time spent on facility time**

<b>Percentage of time</b>	<b>Number of employees</b>
0%	-
1%-50%	2
51%-99%	-
100%	-

<b>Percentage of pay bill spent on facility time</b>	<b>£000</b>
Total cost of facility time	2
Total pay bill	35,305
Percentage of total pay bill spent on facility time	0.01 %

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	0.00 %
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Structure, governance and management (continued)**

**i. Related parties and other connected charities and organisations**

The Good Shepherd Trust is the largest Multi-Academy Trust within Guildford Diocese. As a member of the Guildford Diocesan Schools Partnership, we aim to support the diocese in ensuring that there is enough capacity within the academy sector for every Church of England school in the Diocese of Guildford to join a diocesan multi-academy trust.

The Diocesan Board of Education, as part of the strategy to implement the diocese's mission through and in church schools, has incorporated its committee dealing with church academies as The Guildford Diocese Educational Trust (GDET). This trust operates principally by agreeing the diocesan policy for church academies and by appointing Members of single academy trusts and multi-academy trusts.

The costs of services provided by the Diocese of Guildford are invoiced on a non-profit basis to the Trust by Guildford Diocesan Services Limited, the wholly owned trading subsidiary of the Guildford Diocesan Board of Finance.

**j. Engagement with employees (including disabled persons) (Section 172 Statement)**

The Trust engages with its employees through various means and methods, including:

- Consulting with employees on key matters
- Regular staff surveys in relation to wellness and the workings of Trust schools
- Regular updates to all staff via newsletters
- Communication of staff benefits available including our Employee Assistance Programme, wellbeing resources, a cycle to work scheme and a range of discounts and other employee benefits
- Ongoing, collaborative professional learning activities providing high quality professional learning opportunities for staff in our schools and those in governance
- An extensive range of network meetings for subject and aspect leaders are facilitated by experts in our schools. These provide peer support for both new and experienced leaders. high quality professional learning opportunities for staff in our schools and those in governance
- Joint inset days, where practical
- Regular visits to schools by all members of the executive team

The Trust welcomes applications for employment from disabled persons; the treatment of employees who become disabled, and the training, career development and promotion of disabled persons are important to us as a diocesan trust. Our recruitment documents include a clear statement of intent with regard to matters of equality.

**k. Engagement with suppliers, customers and others in a business relationship with the Academy Trust (Section 172 Statement)**

The trust values long-term and sustainable relationships with its suppliers and contractors. A strong central team drives consolidation and streamlining of contracts with a view to harmonise standards across the trust.

A key aspect of value for money is to ensure that suppliers are able to respond with knowledge and flexibility, recognising the individual needs of each of our schools. The trust continues to review procurement processes to ensure that moving to a single supplier is the best value for money solution, whilst recognising that value is not solely cost.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities**

**a. Objects and aims**

The Trust's object is to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing academies which offer a broad and balanced curriculum and which shall include:

- i. Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the relevant funding agreement), and having regard to any advice issued by the Diocesan Board of Education; and
- ii. other academies whether with or without a designated religious character; but in relation to each of the academies to recognise and support their individual character and respect the different background of each and its links to the local community which it serves.

The Trust pursues this object by developing the capacity and capability to accept converting schools into the Trust, to project-manage the conversion process in schools that are obliged to convert or apply to become academies under the auspices of the Trust, and to operate and improve the performance of those academy schools which have converted, all the while maintaining and developing the Christian ethos of the schools as part of the Church's engagement with local communities.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

**b. Objectives, strategies and activities**

We commit to:

- Having an ambitious culture which enables self-confidence and aspiration in everyone in our family, child or adult
- Having a highly connected, growing and flourishing GST community where everyone is known, diversity is valued and highly effective, responsive services are shared
- Serving our community by developing an enriching and exciting social, emotional, spiritual and cultural educational provision; driving high quality learning for all.

The strategy to achieve these objectives included:

- Establishing a set of curriculum guiding principles, with the aim of ensuring every school in the trust is providing a high-quality curriculum for its pupils in line with these nine principles:
  - Tailored Approach
  - Inclusive Christian character for Church schools
  - Whole School Collaboration
  - Skills, progression, sequencing and engagement
  - Modelling and scaffolding
  - Quality First Teaching
  - Flexibility
  - Continuous improvement
  - Meaningful assessment

We have also:

- Built a Curriculum Network to support the curriculum principles, supporting high-quality planning and curriculum delivery
- Developed a robust quality-assurance system for all school settings to inform future development planning and central support
- Developed a Central Operational team in order to increase the depth of knowledge and provide greater service to the schools within the trust.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

**c. Public benefit**

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commissioner's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Trust's aims and objectives and in planning its future activities.

Trustees are committed to protecting against the long-term depletion of natural resources and lasting damage to species, habitats and climate. The Trust actively works to improve energy efficiency and has this year invested in a programme to replace aged and inefficient lighting at all its schools, which will reduce energy consumption, and hence costs. The Trust aims to ensure that high standards are promoted through suppliers, partners and customers.

The Trust contributes to improving peoples' life chances, especially those of young people, through the education it provides.

The Trust is committed to prioritising decarbonisation. It does this by engendering sustainable practice in culture, communication and resource allocation. This is best demonstrated by the Trust Carbon Charter.

As of 31st August 2025, there are twenty four schools in the Trust: eight infant schools, five junior schools, ten primary schools and one secondary school.

**d. Strategic Report**

**Our vision and values as a Diocese multi-academy**

Our Vision is: "To be better together, to ensure an ambitious education for every child in every school every day"

**Values of the Good Shepherd Trust**

Jesus the Good Shepherd embodies values which guide our work and relationships. These are exemplified especially in Psalm 23 and John 10 in the Bible. They include:

- Trust
- Love
- Courage
- Respect
- Integrity

Our school communities have also developed their own statements of values, all of which harmonise with those of the Trust. We strive to be a trust that lives out these values in such a way that other schools, be they 'C of E' or 'community', are attracted and find in us an effective home.

Trustees have set out a new vision for the Trust for the next five years, the details of which will be included in the Trustee Report for 2025/26.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Achievements and performance**

**Section 172 Statement**

The Trustees fulfil their duty to promote the success of the Charitable Company, under Section 172 of the Companies Act 2006 (the Act) and consider the interests of the Good Shepherd Trust's key stakeholders when making decisions.

The Trust continues to focus its education activity on maintaining and improving educational outcomes and the performance of all 24 schools within GST. Over the last twelve months the Trust has concentrated on raising pupil outcomes and improving the overall quality of education provision while continuing to develop the Christian ethos and distinctiveness of each of our Church schools, and the provision of education to our most vulnerable pupils.

St Pauls CofE Primary School (Dorking) joined the trust on 1 November 2024

The Trust has developed its own framework for quality assurance for each of its schools using several strategies including:

- quality assurance visits and deployment of the education team for support;
- a varied level of support, depending on the needs and context of the school;
- headteacher performance management, with formal meetings at least twice per year;
- Brokered-themed reviews as appropriate.

The Trust has continued to develop its approach to improving educational performance and improving outcomes for all pupils. Particular strengths include:

- The positive impact of leadership arrangements which enable schools to benefit from experienced leaders and develop stronger collaborative practice
- Partnership arrangements between schools that demonstrate high-quality provision to schools in more challenging circumstances
- Improved professional development for leaders at all levels
- Stronger and more consistent teaching
- A more robust school and Trust self-evaluation process led by the education team.
- Using an online system, the central team now has access to all schools' SEFs and SDPs to enable an effective understanding of all schools.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Achievements and performance (continued)**

**a. Key performance indicators**

**KS2 Provisional Outcomes 2025**

	%Achieving expected standard in reading:	%Achieving expected standard in writing:	%Achieving expected standard in maths	%Achieving expected standard in reading, writing & maths combined
<b>National 2024/25 for reference</b>	75	72	74	62
<b>Surrey LA 2024/25 for reference</b>	79	76	78	65
<b>Hampshire LA 2024/25 for reference</b>	75	76	74	62
Ashley C of E Primary School	82	72	80	64
Cranleigh C of E Primary School	42	29	42	21
Otershaw C of E Infant & Junior Schools	83	76	81	69
Potters Gate C of E Primary School	80	75	81	72
Queen Eleanor's C of E Junior School	81	59	76	56
St John's C of E Primary School	57	47	43	33
St Mark and All Saints C of E Primary School	61	48	39	36
St Mary's C of E Primary School	83	83	76	66
St Paul's C of E Primary School (Addlestone)	71	73	68	56
St Paul's C of E Primary School Dorking	92	90	92	80
Surrey Hills All Saints C of E Primary School	87	73	80	67
The Holme C of E Primary School	63	50	63	43
The Weald C of E Primary School	79	63	63	54
Walsh C of E Junior School	37	47	42	25

**Christ's College, Guildford - KS4 Provisional Outcomes**

Progress 8 score	n/a – no SATS
Attainment 8	42.6
Entering EBacc	68.5%
English & maths 4+	50%
English & maths 5+	32.3%

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Achievements and performance (continued)**

Achievements and performance (continued) Ofsted Inspection.

From September 2024, Ofsted no longer makes an overall effectiveness judgement in inspections of state funded schools

Eight schools were inspected by Ofsted during the academic year 2024-25:

Ottershaw Infant School	Sept 2024
St Mary's Church of England Primary School	Nov 2024
Waverley Abbey Church of England Junior School	Oct 2024
Valley End Church of England Infant School	Dec 2024
Farnborough Grange Nursery & Infant Community School	Jan 2025
Ottershaw Junior School	April 2025
St Andrew's Church of England Infant School	June 2025
Surrey Hills All Saints Primary School	July 2025

**Statutory Inspections of Anglican and Methodist Schools (SIAMS) Outcomes**

The Trust makes our Christian vision and values central to all we do. Each school's vision and values are a local representation of the Trust that reflects its own context and community. Through a service-level agreement, the GST supports schools' Christian character in partnership with the Diocese of Guildford. Trust officers participate actively in diocese-wide academies events and share good practice through SIAMS-focused seminars with leaders from other trusts.

The Trust is a member of the Church of England's 'Flourishing Trusts Network', which includes other trusts with Church of England schools. The CEO and other officers attend national events and support other trusts through networking and coaching.

Ottershaw Junior School	September 2024	J1
Potters Gate Church of England Primary School	January 2025	J1
Surrey Hills All Saints Primary School	February 2024	J1
The Weald Primary School	February 2025	J1

J1: "The inspection findings indicate that the school is living up to its foundation as a Church school, and is enabling pupils and adults to flourish."

**b. Going concern**

After making appropriate enquiries, the board of trustees has a reasonable expectation that the trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue 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.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Financial Performance**

The year 1 September 2024 to 31 August 2025 was the twelfth full year of operation for the Trust. These financial statements cover the operation of the twenty four academies open during the year.

During the year ended 31 August 2025, the Trust received total income of £47,849,000 and incurred total expenditure of £45,723,000 giving a total of income over expenditure of £2,126,000 of which £1,950,000 relates to land transferred on conversion and is included here due to accounting process.

**Local Government Pension Scheme**

The Trust's Local Government Pension Scheme liabilities represent the value of the benefits earned by LGPS members in the fund as at the accounting date, and is calculated by projecting the future expected cashflows out of the fund, allowing for expected future increases in pay and pension, and the life expectancy of its members.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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Local Government Pension Scheme (continued)

The LGPS liability has decreased to £Nil (2024 - £1,903,000) driven by movements in the discount rate, general inflation, and increases in the salary and pension rates.

Assets transferred on conversion

St Paul's CofE joined the trust on 1 November 2024

Capital grants from the Department for Education

These reserves represent the unexpended portions of devolved formula capital and school condition allocation grants awarded to the Trust and its schools.

Unspent capital at 31 August 2025 amounted to £595,000 (2024 - £737,000). A balance of £nil (2024 - £nil) has been allocated to projects which are scheduled to be commenced within the next year.

Our trustees continue to develop budgeting and monitoring procedures across the Trust, so that all school expenditure is within allocated funds or, where it is necessary to make strategic investment e.g. to secure rapid improvement in education, this is undertaken in a carefully planned and managed way.

The Trustees value the key work of headteachers, school business managers, local committees and the Trust's central staff for making the changes necessary to achieve all budgeted outcomes.

The Trust received capital grants to support capital improvements at its academies amounting to £2,321,000. These consisted of:

- School Condition Allocations for allocation by the Trustees to suitable building projects
- Devolved Formula Capital funding
- Local authority capital funding

The majority of school buildings are provided for the Trust's use by local Church trustees for as long as the related schools remain open with a Church of England ethos. In accordance with guidance and practice these have not been valued in the Trust's financial statements.

Balance sheet position and going concern

The balance sheet on page 35 shows that the Trust's net assets at 31 August 2025 were valued at £12,905,000 (2024 - £8,532,000). This figure includes the Trust's consolidated pension scheme liability of £Nil (2024 - £1,903,000).

Net current assets totalled £3,625,000 (2024 - £2,974,000), and the Trustees are content that this represents a sufficiently secure and liquid financial position. The cash flow forecast models expected increases in Government grants as well as all other operational income and expenditure covering the going concern period, which together with robust budgetary and financial control, assures that the Trust is a going concern.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**a. Reserves policy**

During the course of the 24/25 academic year, Trustees discussed the reserves policy and have revised the policy in light of this discussion. Our Trustees aim to keep uncommitted, unrestricted revenue reserves in the region of 3% to 7% of revenue income (£1.4m - £3.3m) in order to mitigate future financial risk. Trustees note that the increase in free reserves as at 31 August 2025 to 6.6% of income is to enable the Trust to provide additional resources when needs are identified during the course of an academic year.

As at 31 August 2025 the level of uncommitted restricted and unrestricted revenue reserves were as follows:

	<b>2025</b>	<b>2024</b>
Unrestricted	£3,029,000	£2,838,000
Restricted	—————	—————
<b>Totals</b>	<b><u>£3,029,000</u></b>	<b><u>£2,838,000</u></b>

**b. Investment policy**

The Trust's governance document allows trustees to invest or deposit any funds not immediately required for the furtherance of its objectives. The Trust has an investment policy which enables the Trust to diversify its risk and invest in fixed deposits to generate a higher interest yield. As at 31 August 2025 the Trust had £2,000,000 invested in short term fixed deposits with Lloyds Bank plc. Further diversification of risk and increase in interest is planned for 2025/26, whilst remaining risk averse and ensuring day to day working capital are not impacted.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**c. Principal risks and uncertainties**

The trustees' key strategic objective remains to ensure that growth of the Trust is both sustainable and financially viable, and that it secures improving educational standards and an effective and efficient provision of central services at all Trust schools.

Achievement of our strategic objectives entails taking risks in a carefully considered manner and having in place strong systems and good governance to mitigate risks. The trustees are satisfied that appropriate internal control systems and risk management processes are in place. Given the Trust's current scale, the trustees have put in place a separate committee of the Board to focus on risk management, internal and external audit issues.

The Trust undertook a thorough assessment of process and workflow with regards to risk identification, recording, and mitigation within the 24/25 academic year. The result of which is a more streamlined approach which enables depth of interrogation. The comprehensive risk register identifies, assesses, and details mitigation of the major risks that may impact the Trust's strategic objectives, operational resilience, and educational outcomes. The principal risks and uncertainties identified by the Trust are as follows:

**Staffing and recruitment** – The success of the Trust is reliant upon the retention and recruitment of high-quality staff as this directly impacts educational quality and stability. Mitigation includes competitive pay, leadership development programmes and targeted recruitment campaigns.

**Pupil numbers** – As funding is directly linked to pupil numbers, this is a key risk for every school in the country. Declining birth rates pose a risk to financial sustainability and school viability. The Trust is responding through marketing strategies, performance objectives for headteachers, and strategic reviews of school configuration.

**Financial pressures** – The Trust, along with all publicly funded schools in the UK, faces ongoing financial challenges due to reliance on government funding, rising SEN related costs without the corresponding income and limited scope to increase ancillary income. The Trust uses its buying power to reduce costs where possible, negotiating strategic Trust contracts while working as one entity for economies of scale. Schools within the Trust are working together to increase the efficiency of resources and best practise to increase ancillary income is shared across the Trust.

**Governance and compliance** – The risks in this area arise from potential failure to comply with statutory duties, and potentially weak internal controls. Governance training, policy management, and compliance dashboards are used to strengthen oversight and accountability.

**Safeguarding and welfare** – Ensuring pupils feel safe and supported is a critical priority. Robust safeguarding policies, regular audits and adherence to DfE guidelines are maintained across all schools.

**Educational performance** – Pupil outcomes can affect parental confidence, Ofsted ratings, and funding. The Trust uses data dashboards, school improvement plans, and targeted support to monitor and improve performance.

**Estates and health and safety** – Deterioration of school buildings poses a risk to safe learning environments. Regular estate reviews, prioritised capital investment, and health and safety policies are in place to manage this risk.

**Cybersecurity and data protection** – The risk of data breaches and cyberattacks is mitigated through mandatory training, stress-tested systems and incident response protocols. Compliance with GDPR and data protection legislation is overseen by The Trust's data protection officer (DPO).

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**THE GOOD SHEPHERD TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**c. Principal risks and uncertainties (continued)**

**Fraud and financial mismanagement** – Internal audits, anti-fraud policies and staff awareness training help prevent fraud and ensure financial integrity across the Trust.

**Business continuity** – Major incidents such as natural disasters or cyberattacks could disrupt operations. School-level continuity plans and escalation protocols are in place to ensure resilience and rapid recovery.

**Environmental, social and governance (ESG)** – Failure to meet ESG expectations may result in reputational damage and missed funding opportunities. The Trust has appointed a sustainability lead, developed climate action plans and integrated ESG into procurement and estates management.

The trustees consider that the following framework provides the Trust with adequate measures to manage and mitigate the impact of identified risks:

- The Risk and Audit Committee reviews risk and internal controls, approves the annual audit plan, and is overseeing a programme to enhance risk management systems within each of our schools
- The Education Committee reviews the progress and performance of each school with judgements made based on clear evidence
- The Trust's Executive Leadership Team reviews key strategic and operational risks on a regular basis, considering progress on mitigating actions, new and emerging risks and opportunities
- The trustees, through full board meetings and at each of its committees review risks relating to any school in the process of conversion, and the risks relating to the capacity, capability and performance at each of its schools

**Fundraising**

The Trust greatly appreciates the many parents and friends of its schools who give generously of their time on local fundraising activities, which supports enrichment activities which cannot be met through government funding.

The Trust has not made any fundraising appeals to the general public during the year, and is unlikely to do so in the future. There has been no outsourced fundraising via professional fundraisers or other third parties and as a result the Trust is not registered with the fundraising regulator. No fundraising complaints were received in the year.

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**THE GOOD SHEPHERD TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Streamlined energy and carbon reporting**

The Academy Trust's greenhouse gas emissions and energy consumption are as follows:

	<b>2025</b>
Energy consumption used to calculate emissions (kWh)	4,617,895
<b>Energy consumption breakdown (kWh):</b>	
Gas	2,464,984
Electricity	2,105,871
Transport fuel	47,040
<b>Scope 1 emissions (in tonnes of CO2 equivalent):</b>	
Gas consumption	451.0
Owned transport	4.8
<b>Total scope 1</b>	<b>455.8</b>
<b>Scope 2 emissions (in tonnes of CO2 equivalent):</b>	
Purchased electricity	350.7
<b>Scope 3 emissions (in tonnes of CO2 equivalent):</b>	
Business travel in employee-owned or rental vehicles	6.9
<b>Total gross emissions (in tonnes of CO2 equivalent):</b>	<b>813.4</b>
<b>Intensity ratio:</b>	
Tonnes of CO2 equivalent per pupil	0.132

In the reporting period, September 2024 – August 2025, the Trust has taken the following energy efficiency actions:

- **LED Lighting Upgrade at Bramley:** The Bramley site was integrated into the Trust after the completion of the initial Trust-wide LED upgrade programme. To align with energy efficiency standards, Bramley underwent a full LED lighting upgrade during the current reporting year.
- **Window Replacement at Waverley Abbey:** Outdated windows, including single-glazed units, were replaced with modern, thermally rated glazing to improve energy efficiency and reduce heat loss.
- **Boiler Replacement at St Paul's Dorking and Surrey Hills:** Existing boilers, assessed as end-of-life and beyond economical repair, were replaced with modern, energy-efficient units to enhance heating performance and reduce energy consumption.

The Trust remains committed to reducing its carbon footprint and continues to look out for new energy saving and funding opportunities going forward.

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**THE GOOD SHEPHERD TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Plans for future periods**

The Trust's strategic priorities for 2022-25, including 2024-25 academic year are summarised as follows:

- All GST schools are strong, improving and developing in their context
- To grow strategically and sustainably
- Maintain our financial base to be sustainable and to support all of our schools
- To deploy high-quality central services that are valued by our schools
- Attract, develop and retain the best people
- To work closely with all our schools to provide services, support and challenge to improve pupils' attainment and progress, closing the attainment gap between disadvantaged children and their more advantaged peers, and allowing more able children to realise their full potential
- Continuing to monitor the performance of each school rigorously through: support and challenge, regular monitoring, careful scrutiny of any external inspection reports (such as Ofsted inspections or the Statutory Inspection of Anglican and Methodist Schools (SIAMS)) and scrutiny of national and local data which are now available
- Our longer-term strategy remains for the Trust to ensure high performance of our schools, improved financial resilience and to create a greater capacity for future growth. As schools improve the Trust is committed to increasing the challenge so that continuous improvement becomes our culture and schools aspire to the highest standards possible in their context
- The current environment remains challenging for the recruitment and retention of staff. The Trust is committed to do all it can to ensure that it has the best people working in every role, whether centrally or school-based. This applies equally to the governance roles, including local committees.
- To enable Trust growth, particularly supporting the Diocese of Guildford in its strategic aim to grow academy capacity in the diocese
- The 24/25 academic year, being the final year of this vision, has been used to assess the Trust's direction and plans for the next five years, and we are excited to embrace a new mission to help build communities where all children and adults flourish, further details of which will be included in the 25/26 Trustees' report

**Funds held as custodian on behalf of others**

Neither the Trust nor its Trustees have acted as a custodian trustee during the year.

**Disclosure of information to auditor**

So far as the Trustees are aware:

- a) there is no relevant audit information of which the charitable company's auditors are unaware, and
- b) they have taken all the steps that they ought to have taken as directors and trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of this information.

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**THE GOOD SHEPHERD TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Appointment of Auditors**

Forvis Mazars LLP were reappointed as auditors to the Trust this year, following a competitive tendering process in March 2021.

The Trustees' Report was approved by order of the Board of Trustees, as the company directors and signed on its behalf by:

*Y. McLeod*  
Y. McLeod (Dec 17, 2025 08:35:45 GMT)  
**Yvonne McLeod**  
Chair of Trustees

Date: 17/12/2025

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

As trustees we acknowledge we have overall responsibility for ensuring that The Good Shepherd 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.

DfE's Governance guide is not mandatory guidance for trustees, but trustees are encouraged to review and take account of these documents as part of their roles. Where they have done this, trustees are also encouraged to include a statement to that effect in their governance statement, such as the one below. As trustees, we have reviewed and taken account of the guidance in DfE's Governance Guide.

The Board identified the need to appoint new trustees. These newly appointed trustees have complementary skillsets, add to the breadth of experience of Trustees and a skills audit and self-evaluation review was conducted during the academic year, with one new trustee joining in May 2025 and a further four commencing terms in September 2025.

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

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance**

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

The Board met formally eight times during the year, including an offsite meeting with a particular focus on strategic planning. Attendance during the period at meetings of the Board was as follows:

Trustee	Meetings attended	Out of a possible
James Friend (Board Chair until 27 May 2025)	6	6
The Reverend James Hanson	8	8
Mary Lewis	7	8
Edmond McCudden (to 25 Dec 2024)	3	3
Yvonne McLeod (Board Chair from 2 June 2025)	8	8
John Simcox	8	8
Claire-Louise West	7	7
Andrew Nowak (from 23 May 2025)	1	1

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

The **Resources Committee** is a committee of the Board. Its purpose is to review and advise the Board on the financial performance of the Trust and the safeguarding and use of its assets. It formally met six times during the period.

Attendance at those meetings was as follows:

Trustee	Meetings attended	Out of a possible
The Reverend James Hanson (Chair)	6	6
Edmond McCudden (until 25 Dec 2024)	2	2
Yvonne McLeod (attendance from 2 June 2025)	1	1
John Simcox	6	6
Claire-Louise West	4	6
James Friend (attendance until 27 May 2025)	3	5
Andrew Nowak (from 23 May 2025)	1	1

The **Education Committee** is a committee of the Board. Its purpose is to ensure that all schools are supported appropriately to deliver high quality teaching to drive school progress and attainment. It has formally met six times during the period.

Attendance at those meetings was as follows:

Trustee	Meetings attended	Out of a possible
Claire-Louise West (Chair)	5	6
Mary Lewis	5	6
Yvonne McLeod (attendance from 2 June 2025)	6	6
Andrew Nowak (from 23 May 2025)	0	1
James Friend (attendance until 27 May 2025)	4	4

The **Risk and Audit Committee** is a committee of the Board. Its purpose is to review and advise the Board on risk management, controls and governance across the Trust. It has formally met seven times during the period.

Attendance at those meetings was as follows:

Trustee	Meetings attended	Out of a possible
John Simcox (Chair)	7	7
James Friend (attendance until 27 May 2025)	4	6
Edmond McCudden (until 25 Dec 2024)	3	3
Yvonne McLeod (attendance from 2 June 2025)	7	7

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Governance (continued)**

The **People Appointments and Remuneration Committee** is a committee of the Board. Its purpose is to review the Trust people strategy, appointments and remuneration of headteachers and the Trust central executive team and appoint governance volunteers. It met three times during the period.

Attendance at the meeting was as follows:

Trustee	Meetings attended	Out of a possible
James Friend (until 27 May 2025)	2	2
Reverend James Andrew Hanson	3	3
Mary Lewis (Chair from 27 May 2025)	2	3
Yvonne McLeod (Chair until 27 May 2025, then in attendance)	3	3

The Local Committees of Trust schools are sub-committees of the Board. They are responsible for the regular review of the operating performance of the relevant academy school(s) and making recommendations and providing assurance to the Board, as appropriate. A scheme of delegation and annual workplan make clear the Local Committee's responsibilities.

All trustees are required to complete and keep updated, an annual declaration of business interests, to ensure that any potential conflict of interest is clear prior to any transaction taking place. During the year, there were no related party transactions with any Trustees.

Every Trust school is in and of its community and each local committee is responsible for engagement with stakeholders, ensuring accountability, overseeing compliance and ensuring risks to the school are managed. The local committee oversees safeguarding; governance compliance; education progress and attainment including for disadvantaged groups; staffing; including participating in headteacher appointment; financial overview, particularly of Pupil Premium and Sports Premium (in primary schools); managing the school administrative operations including data protection compliance.

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money**

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the academy trust delivers 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 Trust's use of its resources has provided good value for money during each academic year, and reports to the trustees where value for money can be improved, including the use of benchmarking data where appropriate.

During the year, we continued to share lead practitioners across the Trust to drive forward educational standards for all pupils. We have made significant progress in sharing educational resources across all our schools through networking, curriculum sharing and professional development. Trust wide contracts for resources have been procured where possible to increase efficiency and reduce costs.

**Maintenance of estates**

The Trust actively manages the maintenance of its school premises, ensuring that it has a planned programme of works which maintains a safe environment for all staff, pupils and visitors to Trust schools. As with other sectors, education has inflation has impacted the affordability of projects.

The Trust manages its estates through careful management of contract specifications, ensuring that all projects are well designed and built, with energy efficiency included, and deliver long term value for money. Resources are allocated on a priority basis.

**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. The system of internal control is based on ongoing processes designed to identify and prioritise the risks to the achievement of the Trust's policies, aims and objectives; to evaluate the likelihood of those risks being realised; the impact should they be realised; and to manage and mitigate them efficiently, effectively and economically. The system of internal control has been in place in the Trust for the year ended 31 August 2025 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The trustees have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The trustees are of the view that there is a formal on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the period from 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 trustees.

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**The risk and control framework**

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

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

Audit priorities were provided by the Resources Committee, the Risk and Audit Committee, the Head of Finance and Risk, and the Chief Executive. The review entailed a systems and controls review, including income, expenditure, payroll processes, treasury management and cash controls, and month end management reporting.

During the 2024/25 academic year, trustees instructed internal audit focus on cyber risk and financial risks surrounding ancillary income. The former was carried out by Pentest Ltd and the latter by Moore South LLP. Trustees received reports at Risk and Audit committee meetings, enhancing the direct communication link between trustees and partners carrying out internal audit. Trustees instructed the Executive to act upon the findings of the reports.

The Trust continued its rolling programme of buildings maintenance and improvement, informed by the conditions surveys conducted in 2021, to ensure a safe working environment for all staff and pupils. Further building surveys will be carried out on a rolling basis moving forwards.

All schools were subject to an annual safeguarding review.

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**THE GOOD SHEPHERD TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of effectiveness**

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

- The work of the internal audit programme by Pentest and Moore South
- The work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal controls framework.
- The financial management and governance self-assessment process and the school resource management self-assessment tool.
- The work of the external auditor.
- Ofsted evaluation of the Trust's impact through school inspections
- SRMA inspection
- Correspondence from DfE e.g. financial notice to improve/notice to improve (FNTI/NTI) and 'minded to' letters.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Risk & Audit Committee and a plan to ensure continuous improvement of the system is in place.

**Conclusion**

Based on the advice of the audit and risk committee and the accounting officer, the board of trustees is of the opinion that the academy trust had an adequate and effective framework for governance, risk management and control during 2024/25.

Approved by order of the members of the Board of Trustees and signed on their behalf by:

  
.....

**Paul Kennedy**  
Chief Executive and Accounting Officer

Date: 16/12/2025

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**THE GOOD SHEPHERD TRUST**  
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**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of The Good Shepherd Trust, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with 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.

*Y. McLeod*

Y. McLeod (Dec 17, 2025 08:35:45 GMT)

**Yvonne McLeod**  
Chair of Trustees

Date: 17/12/2025

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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

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

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

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

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

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

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

Y. McLeod  
.....  
Yvonne McLeod  
Chair of Trustees

Date: 17/12/2025

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**THE GOOD SHEPHERD TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE OF THE GOOD SHEPHERD TRUST**

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**Opinion**

We have audited the financial statements of The Good Shepherd Trust (the 'Academy Trust') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and 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, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities; Statement of Recommended Practice applicable to Charities (Charities SORP 2019) and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

In our opinion, the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs 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 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 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 Academy Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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**THE GOOD SHEPHERD TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE OF THE GOOD SHEPHERD TRUST**

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**Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report including the incorporated strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report including the incorporated strategic report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In light of the knowledge and understanding of the Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the incorporated strategic report.

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

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

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**THE GOOD SHEPHERD TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE OF THE GOOD SHEPHERD TRUST**

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**Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 30, the Trustees (who are also the Directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's responsibilities for the audit of the financial statements**

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

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

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.

Based on our understanding of the Academy Trust and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the Academy Trust is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the Academy Trust which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the funding agreement with the Department of Education, tax legislation, pension legislation, the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE OF THE GOOD SHEPHERD TRUST**

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**Auditor's responsibilities for the audit of the financial statements (continued)**

In addition, we evaluated the Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to revenue recognition (which we pinpointed to the cut off assertion) and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the Trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE OF THE GOOD SHEPHERD TRUST**

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**Use of the audit report**

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

N T Wakefield  
Nicola Wakefield (Dec 18, 2025 10:53:15 GMT)

Nicola Wakefield (Senior Statutory Auditor)

for and on behalf of

Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor

6 Sutton Plaza  
Sutton Court Road  
Sutton  
SM1 4FS

Correspondence address

30 Old Bailey  
London  
EC4M 7AU

Date: 18/12/2025

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE GOOD SHEPHERD TRUST AND THE SECRETARY OF STATE FOR EDUCATION**

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In accordance with the terms of our engagement letter dated 18 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 Good Shepherd Trust during the period 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 Good Shepherd 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 Good Shepherd 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 Good Shepherd 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 Good Shepherd Trust's Accounting Officer and the Reporting Accountant**

The accounting officer is responsible, under the requirements of The Good Shepherd 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 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.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE GOOD SHEPHERD TRUST AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)**

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**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:

- Planning our assurance procedures including identifying key risks;
- Carrying out sample testing on controls;
- Carrying out substantive testing including analytical review; and
- Concluding on procedures carried out.

**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.

Forvis Mazars LLP

Forvis Mazars LLP (Dec 18, 2025 10:55:51 GMT)

**Forvis Mazars LLP**  
Chartered Accountants  
Statutory Auditor

6 Sutton Plaza  
Sutton Court Road  
Sutton  
SM1 4FS

Correspondence address

30 Old Bailey  
London  
EC4M 7AU

Date:

**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

	Note	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
<b>Income from:</b>						
Donations and capital grants:	3					
Transfer on conversion	30	194	(325)	1,950	1,819	308
Other donations and capital grants		392	-	2,321	2,713	2,235
Other trading activities	5	1,642	-	-	1,642	1,357
Investments	6	63	-	-	63	55
<b>Charitable activities:</b>						
Funding for the academy trust's educational operations		33	41,579	-	41,612	36,028
<b>Total income</b>		<b>2,324</b>	<b>41,254</b>	<b>4,271</b>	<b>47,849</b>	<b>39,983</b>
<b>Expenditure on:</b>						
Raising funds	7	1,008	-	-	1,008	672
<b>Charitable activities:</b>						
Transfer on conversion from local authority	30	-	-	-	-	171
Academy trust educational operations		21	42,599	131	42,751	36,731
Improvements to property occupied by the academy trust	8	-	-	1,964	1,964	2,620
<b>Total expenditure carried forward</b>		<b>1,029</b>	<b>42,599</b>	<b>2,095</b>	<b>45,723</b>	<b>40,194</b>

**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
 (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

	Note	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
<b>Net income/ (expenditure)</b>		1,295	(1,345)	2,176	2,126	(211)
Transfers between funds	18	(1,104)	1,001	103	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		191	(344)	2,279	2,126	(211)
Actuarial gains/(losses) on defined benefit pension schemes	25	-	2,247	-	2,247	1,337
<b>Net movement in funds</b>		191	1,903	2,279	4,373	1,126
<hr/>						
<b>Reconciliation of funds:</b>						
Total funds brought forward		2,838	(1,903)	7,597	8,532	7,406
Net movement in funds		191	1,903	2,279	4,373	1,126
<b>Total funds carried forward</b>		3,029	-	9,876	12,905	8,532
<hr/>						

**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 8366199**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2025**

	Note	2025 £000	2024 £000
<b>Fixed assets</b>			
Tangible assets	15	9,280	7,461
		9,280	7,461
<b>Current assets</b>			
Debtors	16	1,760	2,318
Cash at bank and in hand	23	5,247	4,884
		7,007	7,202
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	17	(3,382)	(4,228)
<b>Net current assets</b>		3,625	2,974
<b>Total assets less current liabilities</b>		12,905	10,435
<b>Net assets excluding pension liability</b>		12,905	10,435
Defined benefit pension scheme liability	25	-	(1,903)
<b>Total net assets</b>		12,905	8,532
<b>Funds of the Academy Trust</b>			
<b>Restricted funds:</b>			
Fixed asset funds	18	9,876	7,597
Pension reserve	18	-	(1,903)
<b>Total restricted funds</b>	18	9,876	5,694
<b>Unrestricted income funds</b>	18	3,029	2,838
<b>Total funds</b>		12,905	8,532

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 8366199**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2025**

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The financial statements on pages 38 to 75 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

*Y. McLeod*

Y. McLeod (Dec 17, 2025 08:35:45 GMT)

**Yvonne McLeod**  
Chair of Trustees

Date: 17/12/2025

The notes on pages 43 to 75 form part of these financial statements.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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	<b>Note</b>	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	<b>20</b>	(2,215)	(1,815)
<b>Cash flows generated by investing activities</b>	<b>22</b>	2,515	1,865
<b>Cash flows generated by financing activities</b>	<b>21</b>	63	55
<b>Change in cash and cash equivalents in the year</b>		363	105
Cash and cash equivalents at the beginning of the year		4,884	4,779
<b>Cash and cash equivalents at the end of the year</b>	<b>23, 24</b>	<b>5,247</b>	<b>4,884</b>

The notes on pages 43 to 75 form part of these financial statements.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**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.

**1.1 Basis of preparation of financial statements**

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

**1.2 Going concern**

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

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies (continued)**

**1.3 Income**

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

**• Grants**

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

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

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

**• Donations**

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

**• Other income**

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

**• 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 a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies (continued)**

**1.4 Expenditure**

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

**• Expenditure on raising funds**

This includes all expenditure incurred by the Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

**• Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.5 Tangible fixed assets**

Assets costing £10k or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Leasehold buildings	- 10 - 50 years
Furniture and equipment	- 4 years
Computer equipment	- 3 years

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.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies (continued)**

**1.6 Liabilities**

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

**1.7 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.

**1.8 Leased assets**

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

**1.9 Financial instruments**

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

**1.10 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.

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies (continued)**

**1.11 Pensions**

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

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

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

**1.12 Fund accounting**

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

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

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

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**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

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**2. 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 or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, 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 net asset on 31 August 2025 was £1,659k. Note 26 includes details of the effects of changes in the key assumptions on this liability. As the present value of the defined benefit obligation at the reporting date is less than the fair value of plan assets at that date, the plan has a notional surplus. As management do not consider that the association will be able to recover the surplus either through reduced contributions in the future or through refunds from the plan, the surplus has not been recognised in these financial statements in line with paragraph 28.22 of FRS102.

Critical areas of judgement:

For some of the Trust's academies, the charitable company occupies the buildings under a Church Supplemental Agreement which includes a two year break clause, thus judgement has been applied in determining that these buildings and leasehold improvements should not be recognised on the balance sheet.

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**THE GOOD SHEPHERD TRUST**  
(A Company Limited by Guarantee)

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

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**3. Income from donations and capital grants**

	<b>Unrestricted funds 2025 £000</b>	<b>Restricted funds 2025 £000</b>	<b>Restricted fixed asset funds 2025 £000</b>	<b>Total funds 2025 £000</b>	<b>Total funds 2024 £000</b>
Donations	392	-	-	392	302
Capital grants - ESFA	-	-	2,078	2,078	1,527
Capital grants - local authority	-	-	243	243	406
Transfer on conversion - local authority	194	(325)	1,950	1,819	308
<b>Total 2025</b>	<b>586</b>	<b>(325)</b>	<b>4,271</b>	<b>4,532</b>	<b>2,543</b>
<b>Total 2024</b>	<b>548</b>	<b>(364)</b>	<b>2,359</b>	<b>2,543</b>	

**THE GOOD SHEPHERD TRUST**  
**(A Company Limited by Guarantee)**

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

**4. Funding for the Academy Trust's charitable activities**

	<b>Unrestricted funds 2025 £000</b>	<b>Restricted funds 2025 £000</b>	<b>Total funds 2025 £000</b>	<b>Total funds 2024 £000</b>
<b>DfE/ESFA grants</b>				
General Annual Grant (GAG)	-	31,923	31,923	26,970
Other DfE grants				
Teachers' Pay/Pension Grants	-	1,187	1,187	736
Universal Infant Free School Meals	-	775	775	696
Pupil premium	-	1,540	1,540	1,372
Core Schools Budget Grant	-	1,140	1,140	-
Mainstream Schools Additional Grant	-	-	-	981
Other DfE/ESFA grants	-	801	801	1,199
	-	37,366	37,366	31,954
<b>Other Government grants</b>				
Other income	-	2,886	2,886	2,566
	-	2,886	2,886	2,566
<b>Other income from the academy trust's educational operations</b>				
	33	1,327	1,360	1,508
<b>Total 2025</b>	<b>33</b>	<b>41,579</b>	<b>41,612</b>	<b>36,028</b>
<b>Total 2024</b>	<b>13</b>	<b>36,015</b>	<b>36,028</b>	

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**THE GOOD SHEPHERD TRUST**  
(A Company Limited by Guarantee)

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

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**5. Income from other trading activities**

	<b>Unrestricted funds 2025 £000</b>	<b>Total funds 2025 £000</b>	<b>Total funds 2024 £000</b>
Hire of facilities	468	468	393
Income from other charitable activities	1,174	1,174	964
<b>Total 2025</b>	<b>1,642</b>	<b>1,642</b>	<b>1,357</b>
<b>Total 2024</b>	<b>1,357</b>	<b>1,357</b>	

**6. Investment income**

	<b>Unrestricted funds 2025 £000</b>	<b>Total funds 2025 £000</b>	<b>Total funds 2024 £000</b>
Interest from short term deposits	63	63	55
<b>Total 2024</b>	<b>55</b>	<b>55</b>	

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**7. Expenditure**

	<b>Staff Costs</b> <b>2025</b> <b>£000</b>	<b>Premises</b> <b>2025</b> <b>£000</b>	<b>Other</b> <b>2025</b> <b>£000</b>	<b>Total</b> <b>2025</b> <b>£000</b>	<b>Total</b> <b>2024</b> <b>£000</b>
Expenditure on raising funds:					
Allocated support costs	870	-	138	1,008	672
Academy Trust's educational operations:					
Direct costs	29,091	-	3,876	32,967	28,429
Support costs	4,454	3,196	2,134	9,784	8,304
Improvements to property occupied by the academy trust	-	1,964	-	1,964	2,620
<b>Total 2025</b>	<b>34,415</b>	<b>5,160</b>	<b>6,148</b>	<b>45,723</b>	<b>40,025</b>
<b>Total 2024</b>	<b>29,320</b>	<b>2,041</b>	<b>8,664</b>	<b>40,025</b>	

**8. Analysis of grant expenditure**

	<b>Unrestricted</b> <b>funds</b> <b>£000</b>	<b>Restricted</b> <b>funds</b> <b>£000</b>	<b>Total</b> <b>2025</b> <b>£000</b>	<b>Total</b> <b>2024</b> <b>£000</b>
Improvements to diocesan property occupied by the academy trust				
	-	1,964	1,964	2,620
	-	1,964	1,964	2,620

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

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**9. Charitable activities**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Direct costs - educational operations	32,967	28,429
Support costs - educational operations	9,784	8,304
	<hr/> <hr/> <hr/> <b>42,751</b>	<hr/> <hr/> <hr/> <b>36,733</b>

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>Analysis of support costs</b>		
Support staff costs	4,454	4,024
Depreciation	131	108
Technology costs	850	724
Premises costs	3,196	2,041
Legal costs - conversion	16	74
Legal costs - other	-	38
Other support costs	1,011	1,210
Governance costs	126	85
	<hr/> <hr/> <hr/> <b>9,784</b>	<hr/> <hr/> <hr/> <b>8,304</b>

**10. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Operating lease rentals	48	61
Depreciation of tangible fixed assets	131	109
Fees paid to auditor for:		
- audit	47	45
- other services	20	18
	<hr/> <hr/> <hr/> <b>    </b>	<hr/> <hr/> <hr/> <b>    </b>

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

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**11. Staff**

**a. Staff costs and employee benefits**

Staff costs during the year were as follows:

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Wages and salaries	24,654	21,385
Social security costs	2,731	2,020
Pension costs	6,048	4,956
	<hr/>	<hr/>
	33,433	28,361
Agency staff costs	886	789
Staff restructuring costs	96	170
	<hr/>	<hr/>
	34,415	29,320
	<hr/>	<hr/>

Staff restructuring costs comprise:

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Redundancy payments	13	44
Severance payments	83	126
	<hr/>	<hr/>

**b. Severance payments**

The Academy Trust paid 11 severance payments in the year (2024 - 8), disclosed in the following bands:

	<b>2025</b> <b>No.</b>	<b>2024</b> <b>No.</b>
£0 - £25,000	11	7
£25,001 - £50,000	-	1
	<hr/>	<hr/>

**c. Special staff severance payments**

Included in staff severance payments are non-contractual settlement payments of £39k (2024 - £96k) comprised of individual payments of £7k, £3.5k, £7.3k, £7.5k, £4k, £1.5k, £2.5k, £1.3k, £4.5k.

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

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**11. Staff (continued)**

**d. Staff numbers**

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

	<b>2025</b> No.	<b>2024</b> No.
Teachers	322	308
Administration and Support	642	544
Management	29	27
	<hr/>	<hr/>
	993	879
	<hr/>	<hr/>

**e. Higher paid staff**

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

	<b>2025</b> No.	<b>2024</b> No.
In the band £60,001 - £70,000	11	14
In the band £70,001 - £80,000	14	5
In the band £80,001 - £90,000	6	4
In the band £90,001 - £100,000	3	2
In the band £100,001 - £110,000	1	-
In the band £120,001 - £130,000	1	2
In the band £140,001 - £150,000	1	1
	<hr/>	<hr/>

**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 key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £485k (2024 - £455k).

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

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**12. Central services**

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

- HR, Payroll and Finance

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

All central overheads are charged out to schools which amounted to the equivalent of 7% of GAG income.

The actual amounts charged during the year were as follows:

	<b>2025</b> £000	<b>2024</b> £000
The Holme Church of England Primary School	65	61
St John's Church of England Primary School	91	87
St Mary's Church of England Primary School	73	70
St Paul's Church of England Primary School	146	134
Ashley Church of England Primary School	181	183
Queen Eleanor's Church of England Junior School	112	105
Scott-Broadwood Church of England Infant School / The Weald Church of England Primary School	80	75
Christ's College	349	303
Waverley Abbey Church of England Junior School	150	147
Farnborough Grange Nursery/Infant Community School	68	58
Potters Gate/St Andrew's Church of England Primary School	211	199
Surrey Hills All Saints Primary School	52	52
Ottershaw Infants and Junior Schools	140	134
St Mark and All Saints Primary School	59	49
Valley End Church of England Infant School	55	49
Bramley Church of England Infant School	32	31
Cranleigh Church of England Primary School	75	40
Puttenham Church of England Infant School	33	11
Walsh Church of England Infant / Junior School	152	95
St Paul's Church of England Primary School, Dorking	107	-
<b>Total</b>	<b>2,231</b>	<b>1,883</b>

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration (2024 - £NIL).

During the year ended 31 August 2025, expenses totalling £192 were reimbursed or paid directly to 1 Trustee (2024 - £544 to 3 Trustees).

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

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**14. Trustees' and Officers' insurance**

In accordance with normal commercial practice, the academy trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy trust business. The insurance provides cover up to £10,000,000 on any one claim. It is not possible to quantify the trustees' and officer's indemnity element from the overall cost of the RPA scheme membership.

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

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**15. Tangible fixed assets**

	Long-term leasehold property £000	Furniture and equipment £000	Computer equipment £000	Leasehold improvements £000	Total £000
<b>Cost</b>					
At 1 September 2024	7,589	898	145	118	8,750
Acquired on conversion	1,950	-	-	-	1,950
At 31 August 2025	9,539	898	145	118	10,700
<b>Depreciation</b>					
At 1 September 2024	484	637	145	23	1,289
Charge for the year	71	60	-	-	131
At 31 August 2025	555	697	145	23	1,420
<b>Net book value</b>					
At 31 August 2025	8,984	201	-	95	9,280
At 31 August 2024	7,105	261	-	95	7,461

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

**16. Debtors**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>Due within one year</b>		
Trade debtors	36	521
Amounts owed by group undertakings	17	-
VAT repayable	461	519
Prepayments and accrued income	1,246	1,278
	<hr/>	<hr/>
	1,760	2,318
	<hr/>	<hr/>

**17. Creditors: Amounts falling due within one year**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>Other loans</b>		
Other loans	2	3
Trade creditors	780	1,236
Other taxation and social security	582	430
Other creditors	689	758
Accruals and deferred income	1,329	1,801
	<hr/>	<hr/>
	3,382	4,228
	<hr/>	<hr/>
	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>Deferred income</b>		
Deferred income as at 1 September	1,264	1,264
Released from previous years	(1,264)	(1,264)
Resources deferred in the year	691	1,290
	<hr/>	<hr/>
<b>Deferred income as at 31 August</b>	<b>691</b>	<b>1,290</b>
	<hr/>	<hr/>

Deferred income includes the following income received in advance:

Universal Infant Free School Meals of £473k (2024 - £408k)  
 Local Authority Grants of £120k (2024 - £146k)  
 Deferred capital grants of £Nil (2024 - £602k)  
 Other grants and income of £110k (2024 - £134k)

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

**18. Statement of funds**

	<b>Balance at 1 September 2024 £000</b>	<b>Income £000</b>	<b>Expenditure £000</b>	<b>Transfers in/out £000</b>	<b>Gains/ (Losses) £000</b>	<b>Balance at 31 August 2025 £000</b>
<b>Unrestricted funds</b>						
General Funds	2,838	2,324	(1,029)	(1,104)	-	3,029
<b>Restricted general funds</b>						
General Annual Grant (GAG)	-	31,923	(32,924)	1,001	-	-
Teachers' Pay/Pension Grant	-	1,187	(1,187)	-	-	-
Other grants	-	5,014	(5,014)	-	-	-
Core Schools Budget Grant	-	1,140	(1,140)	-	-	-
Universal Infant Free School Meals	-	775	(775)	-	-	-
Pupil premium	-	1,540	(1,540)	-	-	-
Pension reserve	(1,903)	(325)	(19)	-	2,247	-
	(1,903)	41,254	(42,599)	1,001	2,247	-
<b>Restricted fixed asset funds</b>						
Transfer on conversion	7,166	1,950	(131)	-	-	8,985
DfE/ESFA capital grants	431	2,321	(1,964)	103	-	891
	7,597	4,271	(2,095)	103	-	9,876
<b>Total Restricted funds</b>	<b>5,694</b>	<b>45,525</b>	<b>(44,694)</b>	<b>1,104</b>	<b>2,247</b>	<b>9,876</b>
<b>Total funds</b>	<b>8,532</b>	<b>47,849</b>	<b>(45,723)</b>	<b>-</b>	<b>2,247</b>	<b>12,905</b>

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

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**18. Statement of funds (continued)**

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

**Restricted general funds**

The General Annual Grant is the recurrent funding to be used for the educational purposes in accordance with the Academy Trust's Funding Agreement with the DfE.

**Restricted other funds**

From time to time, additional funds are applied for as set out above for specific purposes laid down by the grant provider and to be used for educational purposes.

**Fixed asset funds**

This fund represents the net book value of fixed assets that the Academy Trust has purchased out of grants and donations received or were transferred on conversion. It also includes unspent capital monies at the year end.

**Unrestricted funds**

The unrestricted funds represent funds available to the Trustees to apply for the general purposes of the Academy Trust.

Transfers relate to unrestricted funds transferred to the restricted general funds to cover a deficit in that fund.

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

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

**18. Statement of funds (continued)**

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

	<b>Balance at 1 September 2023 £000</b>	<b>Income £000</b>	<b>Expenditure £000</b>	<b>Transfers in/out £000</b>	<b>Gains/ (Losses) £000</b>	<b>Balance at 31 August 2024 £000</b>
<b>Unrestricted funds</b>						
General Funds	1,860	1,973	(566)	(429)	-	2,838
<b>Restricted general funds</b>						
General Annual Grant (GAG)	285	26,970	(27,361)	106	-	-
Teachers' Pay/Pension Grant	-	736	(736)	-	-	-
Other grants	-	4,899	(4,899)	-	-	-
Mainstream schools additional grant	60	980	(1,040)	-	-	-
Start up grant	24	362	(386)	-	-	-
Universal Infant Free School Meals	-	696	(696)	-	-	-
Pupil premium	-	1,372	(1,372)	-	-	-
Pension reserve	(2,224)	(364)	(652)	-	1,337	(1,903)
	(1,855)	35,651	(37,142)	106	1,337	(1,903)
<b>Restricted fixed asset funds</b>						
Transfer on conversion	6,627	426	113	-	-	7,166
DfE/ESFA capital grants	774	1,933	(2,599)	323	-	431
	7,401	2,359	(2,486)	323	-	7,597

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**18. Statement of funds (continued)**

	<b>Balance at 1 September 2023 £000</b>	<b>Income £000</b>	<b>Expenditure £000</b>	<b>Transfers in/out £000</b>	<b>Gains/ (Losses) £000</b>	<b>Balance at 31 August 2024 £000</b>
<b>Total Restricted funds</b>	5,546	38,010	(39,628)	429	1,337	5,694
<b>Total funds</b>	7,406	39,983	(40,194)	-	1,337	8,532

**Total funds analysis by academy**

Fund balances at 31 August 2025 were allocated as follows:

	<b>2025 £000</b>	<b>2024 £000</b>
The Good Shepherd Trust	3,029	2,838
Restricted fixed asset fund	9,876	7,597
Pension reserve	-	(1,903)
<b>Total</b>	<b>12,905</b>	<b>8,532</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**18. Statement of funds (continued)**

**Total cost analysis by academy**

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

	<b>Teaching and educational support staff costs</b> £000	<b>Other support staff costs</b> £000	<b>Educational supplies</b> £000	<b>Other costs excluding depreciation</b> £000	<b>Total 2025</b> £000	<b>Total 2024</b> £000
The Holme Church of England Primary School	923	103	54	223	1,303	1,222
St John's Church of England Primary School	1,291	227	75	299	1,892	1,767
St Mary's Church of England Primary School	833	143	132	233	1,341	1,276
St Paul's Church of England Primary School	1,961	260	109	325	2,655	2,545
Ashley Church of England Primary School	2,383	355	238	498	3,474	3,583
Queen Eleanor's Church of England Junior School	1,380	222	179	316	2,097	1,936
Scott-Broadwood Church of England Infant School / The Weald Church of England Primary School	969	168	89	251	1,477	1,631
Christ's College	3,689	453	499	1,196	5,837	5,437
Waverley Abbey Church of England Junior School	1,939	170	249	620	2,978	2,604
Farnborough Grange Nursery/Infant Community School	975	270	81	269	1,595	1,557
Potters Gate/St Andrew's Church of England Primary School	2,730	315	154	632	3,831	3,637

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**18. Statement of funds (continued)**

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2025 £000	Total 2024 £000
Surrey Hills All Saints Primary School	608	94	69	199	970	1,083
Ottershaw Infants and Junior Schools	1,703	334	115	342	2,494	2,625
St Mark and All Saints Primary School	1,009	225	72	339	1,645	1,383
Valley End Church of England Infant School	746	95	40	254	1,135	937
Bramley Church of England Infant School	498	169	32	206	905	815
Cranleigh Church of England Primary School	929	133	64	855	1,981	1,609
Puttenham Church of England Infant School	432	51	21	103	607	180
Walsh Church of England Infant/Junior School	1,939	284	144	366	2,733	1,834
The Good Shepherd Trust	678	1,064	1	889	2,632	2,255
St Paul's Church of England Primary, Dorking	1,475	170	105	260	2,010	-
<b>Academy Trust</b>	<b>29,090</b>	<b>5,305</b>	<b>2,522</b>	<b>8,675</b>	<b>45,592</b>	<b>39,916</b>

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

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**19. Analysis of net assets between funds**

**Fund balances at 31 August 2025 are represented by:**

	<b>Unrestricted funds 2025 £000</b>	<b>Restricted funds 2025 £000</b>	<b>Restricted fixed asset funds 2025 £000</b>	<b>Total funds 2025 £000</b>
Tangible fixed assets	-	-	9,280	9,280
Current assets	3,029	3,382	596	7,007
Creditors due within one year	-	(3,382)	-	(3,382)
<b>Total</b>	<b>3,029</b>	<b>-</b>	<b>9,876</b>	<b>12,905</b>

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

	<b>Unrestricted funds 2024 £000</b>	<b>Restricted funds 2024 £000</b>	<b>Restricted fixed asset funds 2024 £000</b>	<b>Total funds 2024 £000</b>
Tangible fixed assets	-	-	7,461	7,461
Current assets	2,838	3,627	737	7,202
Creditors due within one year	-	(3,627)	(601)	(4,228)
Pension scheme liability	-	(1,903)	-	(1,903)
<b>Total</b>	<b>2,838</b>	<b>(1,903)</b>	<b>7,597</b>	<b>8,532</b>

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**20. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Net income/(expenditure) for the year (as per Statement of Financial Activities)	2,126	(211)
<b>Adjustments for:</b>		
Transfer on conversion and donated fixed assets	(2,144)	(383)
Depreciation charges	131	109
Capital grants from DfE and other capital income	(2,321)	(1,933)
Investment income	(63)	(55)
Decrease/(increase) in debtors	558	(969)
(Decrease)/increase in creditors	(846)	772
Donated pension liability	325	855
Defined benefit pension scheme cost less contributions payable	(59)	-
Defined benefit pension scheme finance cost	78	-
<b>Net cash used in operating activities</b>	<b>(2,215)</b>	<b>(1,815)</b>

**21. Cash flows from financing activities**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Interest received	63	55

**22. Cash flows from investing activities**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Capital grants from DfE Group	2,321	1,860
Transfer on conversion from Local Authority	194	5
<b>Net cash provided by investing activities</b>	<b>2,515</b>	<b>1,865</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**23. Analysis of cash and cash equivalents**

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Cash in hand and at bank	5,247	4,884

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**24. Analysis of changes in net debt**

	<b>At 1</b> <b>September</b> <b>2024</b> <b>£000</b>	<b>At 31</b> <b>August</b> <b>2025</b> <b>£000</b>
Cash at bank and in hand	4,884	363
Debt due within 1 year	(3)	1
	<hr/> 4,881	<hr/> 364
	<hr/> <hr/>	<hr/> <hr/> 5,245

**25. Pension commitments**

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

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

Contributions amounting to £666k were payable to the schemes at 31 August 2025 (2024 - £652k) and are included within creditors.

**Teachers' Pension Scheme**

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

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**25. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme**

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

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

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). 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 was implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the year amounted to £4,273k (2024 - £3,325k).

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.

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**25. Pension commitments (continued)**

**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 £2,279k (2024 - £2,123k), of which employer's contributions totalled £1,749k (2024 - £1,625k) and employees' contributions totalled £530k (2024 - £498k). The agreed contribution rates for future years are 17.9 - 19.7 per cent for employers and 5.5 - 12.5 per cent for employees.

As described in note 30 the LGPS obligation relates to the employees of the Academy Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy Trust at the balance sheet date.

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.

In June 2023 the High Court ruled in the case of Virgin Media Limited v NTL Pension Trustees. The ruling was that certain pension scheme rule amendments were invalid if they were not accompanied by the correct actuarial confirmation.

This High Court ruling was appealed. In a judgment delivered on 25 July 2024, the Court of Appeal unanimously upheld the decision of the High Court.

On 5 June 2025, the Government announced that it will introduce legislation to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. Once the legislation has been passed, this will mean that pension schemes will be able to obtain written confirmation from an actuary about the benefit changes that were previously made and apply that confirmation retrospectively without making the plan amendments void, if the changes met the necessary standards.

At the date of approval of these financial statements, while it is known there is potential for additional pension liabilities to be recognised as a result of this ruling, the impact in monetary terms is not known and it is reasonable to form the view that it cannot be reasonably estimated. Accordingly, no adjustments to reflect the impact of the ruling have been made in these financial statements.

The Trustees will continue to monitor the developments and consider the impact on the LGPS liabilities recognised by the Trust.

**Principal actuarial assumptions**

	<b>2025</b>	<b>2024</b>
	<b>%</b>	<b>%</b>
Rate of increase in salaries	3.7	3.65
Rate of increase for pensions in payment/inflation	2.7	2.65
Discount rate for scheme liabilities	6.05	5

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**25. Pension commitments (continued)**

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

	<b>2025 Years</b>	<b>2024 Years</b>
Retiring today		
Males	22.0 - 22.3	20.7 - 22.0
Females	24.5 - 24.8	21.5 - 25.2
Retiring in 20 years		
Males	22.7	19.2 - 23.8
Females	25.7 - 25.9	25.2 - 26.4

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**Sensitivity analysis on defined benefit obligations**

	<b>2025 £000</b>	<b>2024 £000</b>
Discount rate -0.1%	514	584
Mortality assumption - 1 year increase	990	1,052
CPI rate +0.1%	513	554
Salary increase rate +0.1%	17	15

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**Share of scheme assets**

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

	<b>2025 £000</b>	<b>2024 £000</b>
Equities	22,302	18,107
Corporate bonds	4,708	3,959
Property	2,172	1,977
Cash and other liquid assets	1,192	921
<b>Total market value of assets</b>	<b>30,374</b>	<b>24,964</b>

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**25. Pension commitments (continued)**

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

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
Current service cost	1,690	1,650
Interest cost	1,400	1,204
Interest income	(1,322)	(1,068)
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>1,768</b>	<b>1,786</b>

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

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>At 1 September</b>	26,286	20,914
Transfer from local authority on conversion	1,014	2,508
Current service cost	1,690	1,650
Interest cost	1,400	1,204
Employee contributions	530	498
Actuarial gains	(5,842)	(155)
Benefits paid	(341)	(333)
<b>At 31 August</b>	<b>24,737</b>	<b>26,286</b>

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

	<b>2025</b> <b>£000</b>	<b>2024</b> <b>£000</b>
<b>At 1 September</b>	24,383	18,690
Transfer of assets from the local authority	689	1,653
Interest income	1,322	1,068
Actuarial (losses)/gains	(3,595)	1,182
Employer contributions	1,749	1,625
Employee contributions	530	498
Benefits paid	(341)	(333)
<b>At 31 August</b>	<b>24,737</b>	<b>24,383</b>

As at 31 August 2025, there was a notional surplus of £5,629k which has not been recognised. Included in the current year actuarial gains/(losses) within the scheme assets table above is £5,140k (2024 - £489k) of notional surplus not recognised.

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**26. Operating lease commitments**

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

	<b>2025</b> £000	<b>2024</b> £000
Within 1 year	52	44
Between 1 and 5 years	103	54
Later than 5 years	1	-
	<hr/>	<hr/>
	156	98
	<hr/>	<hr/>

**27. Principal Subsidiary**

**The Good Shepherd Trust Services Limited**

<b>Name</b>	The Good Shepherd Trust Services Limited
<b>Company registration number</b>	11470574
<b>Registered Office</b>	Larch Avenue, Guildford, GU1 1JY
<b>Principal Activity</b>	Provision of services to Church schools and academies
<b>Class of shares</b>	Ordinary
<b>Holding</b>	100%
<b>Included in consolidation</b>	No - per the Trust's accounting policy, the trading is immaterial.
Total assets as at 31 August 2025	£17,001
Total liabilities as at 31 August 2025	£17,000
Total equity as at 31 August 2025	£1
Turnover for the period ended 31 August 2025	£68,000
Expenditure for the period ended 31 August 2025	£Nil
Profit for the period ended 31 August 2025	£68,000

Good Shepherd Trust Services Limited resolved to gift aid profits of £68k to the Academy Trust (2024 - £78k). £17k debtors remained outstanding at year end (2024 - £Nil).

The Trust did not charge an administration fee to Good Shepherd Trust Services (2024 - £Nil).

**28. Members' liability**

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

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**29. Related party transactions**

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest.

The Trustees consider that the following body is a related party in respect of the Trust:

Guildford Diocesan Services Limited is the wholly owned trading subsidiary of the GDBF. During the year the Trust paid £34k (2024 - £25k) to GDSL for property and education services, and £Nil was outstanding at the year-end (2024 - £Nil).

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**30. Conversion to an academy trust**

On 1 November 2024 St Paul's CofE Primary School, Dorking converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to The Good Shepherd Trust from Surrey County Council for £NIL 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 heading with a corresponding net amount recognised as a net gain in the Statement of Financial Activities as Income from Donations and Capital Grants - 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.

	<b>Unrestricted funds £000</b>	<b>Restricted funds £000</b>	<b>Restricted fixed asset funds £000</b>	<b>Total funds £000</b>
<b>Tangible fixed assets</b>				
Leasehold land and buildings	-	-	1,950	1,950
<b>Current assets</b>				
Surplus / deficit on conversion	194	-	-	194
<b>Current liabilities</b>				
LGPS pension deficit	-	(325)	-	(325)
<b>Net assets/(liabilities)</b>	<b>194</b>	<b>(325)</b>	<b>1,950</b>	<b>1,819</b>