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**THE ROBERT CARRE 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 ROBERT CARRE TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	G Titmus RA Hutton Rev P Johnson
<b>Trustees</b>	J McAdam, Chair of Trustees N Law, Executive Headteacher and Accounting Officer B Wills G Gustard (resigned 30 September 2025) M R Knapton (resigned 30 September 2025) R N Eaton (resigned 21 October 2024) S J Enstone (resigned 30 September 2025)
<b>Company registered number</b>	07671174
<b>Company name</b>	The Robert Carre Trust
<b>Principal and registered office</b>	Carre's Grammar School Northgate Sleaford Lincolnshire NG34 7DD
<b>Company secretary</b>	D E Scott
<b>Senior management team</b>	N Law, Executive Headteacher L Bedford, Director of Finance J Holland, Carre's Grammar School (CGS) - Deputy Headteacher S Wilson, CGS Assistant Headteacher from 1 September 2025 H Goymer, CGS - Associate Headteacher (Assistant Headteacher from 1 September 2025) J Smith, Kesteven and Sleaford High School (KSHS) - Head of School A Kopsidas, KSHS - Assistant Headteacher K Stokes, KSHS - Assistant Headteacher K Brown, KSHS - Assistant Headteacher G White, KSHS - Assistant Headteacher

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

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<b>Independent auditors</b>	Streets Audit LLP Chartered Accountants and Statutory Auditors Windsor House A1 Business Park at Long Bennington Newark Notts NG23 5JR
<b>Bankers</b>	Lloyds Bank 2 Northgate Sleaford Lincs NG34 7BL
<b>Solicitors</b>	Browne Jacobson LLP Mowbray House Castle Meadow Road Nottingham NG2 1BJ

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**THE ROBERT CARRE TRUST**  
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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 auditors' 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 under company law.

**Structure, governance and management**

**Constitution**

The Academy is a charitable 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 Charitable Company was entitled Carre's Grammar School Academy Trust and it formed the Multi Academy Trust on 1 September 2015. Carre's Grammar School Academy Trust changed its name to The Robert Carre Trust on 5 September 2015.

Kesteven and Sleaford High School joined The Robert Carre Trust on 1 September 2015. The Trustees act as the Trustees for the charitable activities of The Robert Carre Trust. The Trustees are the Directors of the Charitable Company for the purposes of company law. The Charitable Company is known as The Robert Carre Trust.

In September 2025 the Trustees were working towards the merger of the two Multi-Academy Trusts which came to fruition on 1 October 2025.

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

**Members' liability**

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

**Trustees' indemnities**

The Trustees are Directors of the Charitable Company for the purposes of the Companies Act 2006.

The Robert Carre Trust has opted in to the Department for Education's Risk Protection Arrangement (RPA) which provides unlimited professional indemnity insurance cover. This is purchased by the Trust. This cover applies to all Trustees of the Trust acting in accordance with the role of professional responsibilities of the Multi Academy Trust.

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

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

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

Historically the Members have appointed all of the Trustees with the exception of during 2023-24 when the Trustees, using Article 58, co-opted two Trustees, both of whom also resigned during the year. Trustees that served during September 2025 had all been appointed by Members.. Each Local Governance Tier includes two elected Parent Governors. At the end of September 2025, there remained three Member Appointed Trustee vacancies, but recruitment processes had been suspended pending the potential transfer into CIT. In the meantime the Trustees were satisfied in terms of the numbers and of the skillsets held by the current Trustees.. In anticipation of the merger, three Trustees resigned from the Board on 30 September 2025 to take up positions on the CIT Board with effect from 1 October 2025. The Local Governance Tiers converted to Local School Boards within CIT also with effect from 1 October 2025.

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

The training and induction provided to Trustees will depend on their experience. Where necessary training in educational and financial matters will be provided. All new Trustees are given a tour of the Trust schools and the opportunity to meet with staff and students. Training is specifically tailored to the needs of the Trustee or Governor.

**Organisational structure**

There is a clear governance and management structure to control the way in which the Robert Carre Trust operates. The structure consists of four levels: the Members, the Trustees, the Local Governors, in the Local Governance Tiers (LGT) , and the Senior Leadership Teams (SLT). The management philosophy of the Trust is to empower the SLT by delegating responsibility and encourage involvement in decision-making at all levels within the terms of the agreed Schedule of Delegated Authority.

The Trustees are responsible for the strategic direction of Robert Carre Trust. This includes ensuring accountability for the roles and exploring opportunities for increased efficiencies across the Trust to drive forward the raising of standards. This includes setting general policy, reviewing development plans and capacity levels, adopting an annual plan and budget, monitoring the use of resources and budgets, and making strategic decisions about the direction of the Trust, capital expenditure, and appointment of the Executive Headteacher.

The Senior Leadership Teams control the academies within the Trust at an executive level, implement policies approved and adopted by the Trustees and report performance to the Board.

During the 12 months under review, the Trustees have held one trustee meeting, on Teams in accordance with the Trust's Virtual Meetings Policy. Committee meetings were also held in a mixture of virtual, hybrid and face to face during the period. Each Local Governance Tier met once during the period. All Trustees and Governors receive copies of all documentation such as agendas, policies, reports, procedures, and budgets in advance of any meetings, using the secure information system Governors' Virtual Office.

The Trust at present does not have any business sponsors; however, the Trust does work closely with the Primary Headteachers from the feeder schools, other academies within the area, Selective Secondary Schools in nearby towns and the Local Authority.

The purpose of the Finance, Resources and Audit Committee (FR&A).

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

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

The FR&A Committee would normally have met six times per annum but it did not meet during the period. It comprises four Trustees plus a representative appointed by each LGB, with voting rights. The Executive Headteacher and the Director of Finance attend FR&A meetings, but do not have voting rights. The committee is responsible to the Board for the following:

- Undertaking the tasks delegated on accordance with the RCT Scheme of Delegation
- Gaining assurances for the Board as required in the Governance Assurance document
- Ensuring actions required following auditor reports are implemented.
- Reviewing and making recommendations related to Trust service agreements.
- Considering recommendations concerning capital works across the Trust
- Reviewing and updating the policies assigned to the committee
- Fulfilling the role of the Audit Committee as required by the Academy Trust Handbook.

The Committee's Audit role includes directing the Trust's programme of internal scrutiny and reporting to the Board on the adequacy of the Trust's financial and other controls, including the management of risks. Keystone were appointed to undertake the Trusts assurance during the academic year.

The committee will:

- agree a programme of work annually to deliver internal scrutiny that provides coverage across the year
- review the risk register to inform the programme of work, ensuring checks are modified as appropriate each year
- agree who will perform the work
- consider reports at each meeting from those carrying out the programme of work
- consider progress in addressing recommendations
- consider outputs from other assurance activities by third parties including the Education and Skill Funding Agency and governance reviews, funding audits and investigations
- have access to the external auditor as well as those carrying out internal scrutiny, and consider their quality
- extend its oversight to the financial and other controls and risks at constituent academies
- ensure information submitted to Department for Education and Education and Skills Funding Agency that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) are completed.

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

The Pay Committee now meets once per annum to determine the pay and remuneration of the academy's key management personnel, determining pay for support staff alongside teaching staff at the one meeting. This includes any external advisors and benchmarks, including STPCD descriptors. There is a rigorous staff performance management process in place across 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)**

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

Owing to the nature of the Academy and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

The academy trust occupies the leasehold buildings at a peppercorn rent under the terms of a 125 year lease that commenced on 1 August 2011. The landlords are an excepted charity The Foundation of Carre's Grammar School. The excepted charity is a related party by virtue of two of its trustees also being Members of the charitable company and one of its trustees also being a Trustee of the charitable company.

**Objectives and activities**

**Objects and aims**

Carre's Grammar School has a long and proud history of achievement dating back to 1604, and Kesteven and Sleaford School to 1902. Building on these foundations, the Robert Carre Trust is focused on meeting the contemporary needs of current and future students and preparing them for the world of tomorrow. The Trust aims to provide opportunities at all levels for developing the character of the students in its schools and unlocking their potential through their participation in a wide range of educational experiences. This is provided by committed and professionally focused staff who desire the attainment of excellence in teaching and learning outcomes. A culture of leadership and sense of community based on clearly expressed core values remains a key focus. The Trust's aim is to build upon the achievements of all the schools in the trust, utilising the current strengths to continually improve performance the areas that need developing, whilst recognising the opportunities that can be exploited and potential threats that require mitigation. This enables the Trust to create a learning community in which every individual can attain his/her potential, intellectually, socially, and personally, in a mutually supportive environment.

**Objectives, strategies and activities**

The principal object and activity of the Charitable Company is the operation of the Robert Carre Trust to provide education for students of different abilities between the ages of 11 and 19. In accordance with the Articles of Association the Charitable Company has adopted a "Scheme of Government" approved by the Secretary of State for Education. The Robert Carre Trust aims:

- to develop a vibrant educational community that is a beacon of excellence in teaching and learning, administration and governance;
- to create a distinctive partnership of schools for local people;
- to strengthen the partnership by valuing the individuality of our partner schools;
- to foster a culture where autonomy and accountability go hand in hand;
- to make the schools affiliated to the Robert Carre Trust great places to study and work;
- to share expertise and bring together best practice and the best practitioners;
- to recruit, retain and develop the best staff and future leaders locally; and
- to achieve efficiency savings for mutual benefit, in the procurement of goods and services.

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

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**Objectives and activities (continued)**

**Public benefit**

Staff and students at both schools in the Robert Carre Trust are encouraged to have high expectations. All students are motivated by the choice of academic subjects on offer and the expectation is for all students to give of their best and to expect to be educated throughout their lives. We aim to develop a vibrant educational community that is a beacon of excellence in teaching and learning, administration, and governance.

At the heart of the local community, the Trust encourages diversity, and promotes inclusion within a selective setting, adding real value to learners' educational experiences. It works with local schools and partners in education, health, the arts, and business, to extend learning opportunities beyond the classroom, promoting collaboration, innovation, and lifelong learning.

The students are encouraged to be caring citizens who respect themselves and others, being consulted and listened to. They take pride in themselves and their school, respecting others' rights to learn free from fear of failure or intimidation. They are contributors to the cultural life of the school and community, participating in and leading the diverse range of extended opportunities made possible by the energy, passion, and enthusiasm of staff. The personal development of our students and British Values are embedded in the Curriculum.

Students are encouraged to see themselves as effective communicators and participators in their own learning. They are users of new technologies, extending their learning beyond the classroom. They should be equally confident as independent or team workers and are able to apply transferable and employability skills in our rapidly changing world.

Students receive high quality advice and guidance to help them to make informed choices. Teaching is inspirational and aspirational and takes account of students' abilities, needs and ambitions to promote learning for life and achievement for all.

The Trust makes a significant investment in the quality of the staff team to secure maximum benefit for the students. The team adds value to the Trust and its students through their professional skills and motivation. All colleagues are encouraged to see themselves as lifelong learners, looking for opportunities to improve their practice and supporting others to do the same. All colleagues are encouraged to be professionally confident partners in rigorous and robust self evaluation where there is a culture of accountability, identifying and removing barriers to learning, and engaging in partnership with parents and carers to maximise learner potential through a variety of approaches and support.

The Academy Trust's trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

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

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**Strategic report**

**Achievements and performance - key performance indicators**

Carre's Grammar School was inspected by Ofsted in December 2023 and received a grading of Good in all categories, marking a significant improvement from its previous inspection in June 2022, when it was judged Inadequate. The Trust had responded with a comprehensive Statement of Action and a Rapid Improvement Plan, which was rigorously monitored by Trustees and the Carre's Grammar School Local Governance Tier. The progress made was recognised in a monitoring visit in February 2023, and the subsequent inspection confirmed the school's transformation.

Kesteven and Sleaford High School was inspected in December 2024 and received an Outstanding rating across all categories.

These outcomes reflect the sustained high performance of the school and the Trust's strategic focus on continuous improvement, effective leadership, and excellence in teaching and learning.

Trust Results 2025

A Level

A* E	99.8%
A* C	83.3%
A* B	60.8%

GCSE

5+ GCSE at Grade 4+	98.0%
5+ GCSE at Grade 4+ including E and M	93.5%

Carre's Grammar School Results 2025

Year 13

Total number of students in Level 3 cohort: 104

Average Points Per entry:

APS (A Level)	35.92 (B-)
APS (Level 3 overall):	35.45 (B-)

Destinations:

Applying for a University place	69%
Of those who applied:	
% taking up first choice	87%
% taking up insurance choice	13%
% taking up clearing place	0%
% not taking up university place	0%
Non-UCAS routes	33%

Non-UCAS routes include apprenticeships, gap year, employment and forces.

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

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**Strategic report (continued)**

**Year 11**

Total number of students in cohort: 106

Attainment 8 score	57.99
Entering EBacc	69%
EBacc APS	5.45%
5+ GCSE at Grade 4+	97.2%
5+ GCSE at Grade 4+ (EM)	92.5%

Kesteven and Sleaford High School Results 2025

**Year 13**

Total number of students in Level 3 Cohort: 71

APS (A Level)	38.3(B-)
APS (Level 3 overall)	38.3(B-)

Destinations:

Applying for a University place	81%
Of those who applied:	
% taking up first choice	81%
% taking up insurance choice	12%
% taking up clearing place	3%
% not taking up university place	3%
Non-UCAS routes	21%

Non-UCAS routes include apprenticeships, study abroad, gap year, College, employment and forces.

**Year 11**

Total number of students in cohort: 113

Attainment 8 score	62.04
Entering EBacc	92.9%
EBacc APS	5.95
5+ GCSE at Grade 4+ %	96.4%
5+ GCSE at Grade 4+ (EM)	96.4%

**Going concern**

During the year the directors resolved that the Academies within the trust should join Community Inclusive Trust and that all assets, contracts, liabilities and employees would transfer directly to Community Inclusive Trust. The transfer took place on 1 October 2025.

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

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**Financial review**

Throughout the period of the report the Trust has continued to follow its Financial Regulations and Policy Manual. There have been no significant events. The principal sources of funding have been from GAG Funding augmented by some trading activity.

Most of the Trust's income is obtained from the DfE in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2025 and the associated expenditure are shown as restricted funds (non-fixed assets) in the statement of financial activities.

The Trust's non teaching staff are entitled to membership of the Local Government Pension Scheme. The Trust's share of the Scheme's assets is currently assessed to be more than its liabilities in the Scheme, this surplus is not recognised on the Trust's balance sheet.

**Reserves policy**

Demands on the Trust reserves are expected to vary over the coming years. The Trustees consider the level of reserves at £550,000 to be appropriate but throughout the next financial year will, once again, be reviewing their policy to ensure that it is at the correct level. The reason for this level is to provide sufficient working capital to cover delays between the spending and receipt of grants and to provide adequate resources to respond to unexpected emergencies.

The Trust held fund balances at 31 August 2025 of £15,967,128, comprising £622,159 of restricted revenue funds, a fixed asset reserve of £15,085,358 and £259,611 of unrestricted general funds.

Total revenue funds at 31 August 2025 are £881,770.

**Investment policy**

The Trustees have directed that investments are only to be made with "Blue Chip" institutions. Cash and bank holdings in excess of daily requirements are to be invested to obtain further income for the Trust.

**Principal risks and uncertainties**

The Principal Risks and Uncertainty faced by the Trust schools are in student numbers. In addition, economic uncertainty and future levels of public sector funding and staffing expenditure are also considered in our Risk Management strategy.

**Fundraising**

The Trust's fundraising practice includes a gift from participating parents which is spent on pupil resources.

**Plans for future periods**

IThe trustees intend to wind the company up during the next financial year.

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

There are no funds held as Custodian Trustees on behalf of others

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

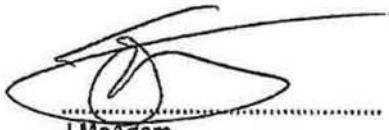
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**Disclosure of information to auditors**

Insofar as the Trustees are aware:

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

The Trustees' Report was approved by order of the Board of Trustees, as the company directors, on  
16/12/25 and signed on its behalf by:



.....  
J McAdam  
Chair of Trustees

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**THE ROBERT CARRE 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 Robert Carre Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

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

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 13 times during the year.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
J McAdam, Chair of Trustees	13	13
N Law, Executive Headteacher and Accounting Officer	13	13
B Wills	13	13
G Gustard	13	13
M R Knapton	11	13
R N Eaton	0	1
S J Enstone	13	13

The Finance, Resources and Audit Committee is a sub-committee of the main Board of Trustees and has met formally 5 times during the year. Its purpose is described in the Trustee's Report. In addition to Trustees, its membership includes a representative from each Local Governance Tier.

Throughout the year the trustees consider the effectiveness of the governance structure and this culminates in an annual review of the Governance Documents. These are signed off at the first Trustees' Meeting of each year.

During the year 2024-25, this review took the form of extensive SWOT and Due Diligence processes culminating in the decision to pursue a merger with Community Inclusive Trust

Members, Trustees and Local Governors are required to declare any interests using the Governors' Virtual Office on appointment, annually thereafter and at any point should their interests change. The Register is published on the Trust and Schools' websites.

Declarations of Interest are sought at each meeting of Members, the Board and its Committees and recorded in the Minutes. Should a conflict arise, the interested party would leave the room and/or not take part in the discussion and decision. Conflicted parties would not take part in authorising transactions relating to their interest.

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**THE ROBERT CARRE TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money**

As accounting officer, the Executive Headteacher has responsibility for ensuring that the Academy delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

- Reviewing the curriculum
- Reviewing support services contracts
- Reviewing the "Trading functions" of the Trust.

**The purpose of the system of internal control**

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

**Capacity to handle risk**

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

**The risk and control framework**

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Finance 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
- clearly defined purchasing (asset purchase or capital investment) guidelines
- identification and management of risks

The Board of Trustees has decided to employ Assurance Lincolnshire as internal auditor.

The internal auditor's role concentrates on the financial systems and management controls in place.

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GOVERNANCE STATEMENT (CONTINUED)

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**The risk and control framework (continued)**

On an annual basis, the Internal auditor reports to the Board of Trustees through the Finance, Resources and Audit Committee committee on the operation of the systems of control and on the discharge of the Board of Trustees financial responsibilities and annually prepares a short annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

The Internal auditor has delivered their schedule of work as planned. Any control issues arising as a result of the work undertaken have been included on an action plan to rectify the issues.

**Review of effectiveness**

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

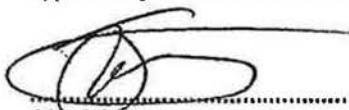
- the work of the Internal auditor;
- the financial management and governance self-assessment process;
- the school resource management self-assessment tool;
- the work of the executive managers within the Academy who have responsibility for the development and maintenance of the internal control framework.
- the work of the external auditors;

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the Finance, Resources and Audit Committee committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

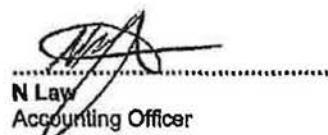
**Conclusion**

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 has an adequate and effective framework for governance, risk management and control.

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



J McAdam  
Chair of Trustees



N Law  
Accounting Officer

Date: 16.12.2021

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THE ROBERT CARRE TRUST  
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STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

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As accounting officer of The Robert Carre 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 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.

.....  
N Law

Accounting Officer

Date: 16.12.2021

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THE ROBERT CARRE TRUST  
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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 Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

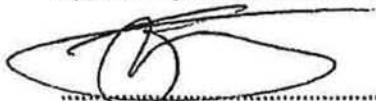
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and 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 their conduct and operation the Group and the charitable company apply 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 group'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:



.....

J McAdam  
Chair of Trustees

Date: 16/12/25

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**THE ROBERT CARRE TRUST**  
(A Company Limited by Guarantee)

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
ROBERT CARRE TRUST**

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**Opinion**

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

In our opinion the financial statements:

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

**Basis for opinion**

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

**Material uncertainty related to going concern**

We draw attention to note 1.2 in the financial statements, which indicates that the Academy transferred into the Community Inclusive Trust on 1 October 2025, after year end. As stated in note 1.2, these events or conditions, along with the other matters as set forth in note 1.2, indicate that a material uncertainty exists that may cast significant doubt on the Group's or the parent Academy's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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 ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
ROBERT CARRE TRUST (CONTINUED)**

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**Other information**

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the directors of the Academy 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 Group's and the parent Academy'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 Group or the parent Academy or to cease operations, or have no realistic alternative but to do so.

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**THE ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
ROBERT CARRE TRUST (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

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

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was that we identified the material laws and regulations applicable to the trust through discussions with Trustees and other management, and from our commercial knowledge and experience of the Trust and education sector in which it operates. We then assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

We then assessed the susceptibility of the trust's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we tested journal entries to identify unusual transactions, we reviewed a sample of grants in the year to allocation and accurate recognition, we agreed a sample of employees on the Trust payroll to existence and agreed the accuracy of their pay, we assessed and reviewed the appropriateness and effectiveness of the key systems and controls. We also assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 2 were indicative of potential bias and investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to agreeing financial statement disclosures to underlying supporting documentation, reading the minutes of meetings of those charged with governance, reviewing internal audit reports for any indication of breaches of laws and regulations, enquiring of management as to actual and potential litigation and claims and reviewing any correspondence with HMRC, relevant regulators and the Trust's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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THE ROBERT CARRE TRUST  
(A Company Limited by Guarantee)

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INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
ROBERT CARRE TRUST (CONTINUED)

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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 Auditors' Report.

**Use of our report**

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



**Mark Bradshaw (Senior Statutory Auditor)**  
for and on behalf of  
**Streets Audit LLP**  
Chartered Accountants and Statutory Auditors  
Windsor House  
A1 Business Park at  
Long Bennington  
Newark  
Notts  
NG23 5JR

Date: 19/12/2025

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**THE ROBERT CARRE TRUST**  
(A Company Limited by Guarantee)

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

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In accordance with the terms of our engagement letter dated 17 February 2020 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by The Robert Carre Trust during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and that the financial transactions do not conform to the authorities which govern them.

This report is made solely to The Robert Carre 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 Robert Carre 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 Robert Carre 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 Robert Carre Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of The Robert Carre Trust's funding agreement with the Secretary of State for Education dated 1 September 2015 and the Academy Trust Handbook, extant from 1 September 2024, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

**Approach**

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

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

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

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

The work undertaken to draw to our conclusion includes:

- a review of the Trust's systems and controls and confirmation of the operation and effectiveness during the year;
- a review of expenditure to confirm the appropriateness and value for money; and
- a review of connected party arrangements, transactions and balances.

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THE ROBERT CARRE TRUST  
(A Company Limited by Guarantee)

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

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In line with the Framework and guide for external auditors and reporting accountants of academy trusts issued April 2023, we have not performed any additional procedures regarding the Trust's compliance with safeguarding, health and safety and estates management.

**Conclusion**

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



Mark Bradshaw (Senior statutory auditor)  
**Streets Audit LLP**  
Chartered Accountants and Statutory Auditors

Windsor House  
A1 Business Park at  
Long Bennington  
Newark  
Notts  
NG23 5JR

Date: 10/12/2025

**THE ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**

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

	Note	Unrestricted funds 2025	Restricted funds 2025	Restricted fixed asset funds 2025	Total funds 2025	Total funds 2024
<b>Income from:</b>						
Donations and capital grants	3	25,882	-	98,071	123,953	459,720
Other trading activities		902,580	492,003	-	1,394,583	1,467,213
Investments	6	5,450	62,000	-	67,450	47,996
Charitable activities		-	10,154,150	-	10,154,150	9,656,982
<b>Total income</b>		<b>933,912</b>	<b>10,708,153</b>	<b>98,071</b>	<b>11,740,136</b>	<b>11,631,911</b>
<b>Expenditure on:</b>						
Charitable activities		847,408	10,549,093	626,232	12,022,733	11,494,543
<b>Total expenditure</b>		<b>847,408</b>	<b>10,549,093</b>	<b>626,232</b>	<b>12,022,733</b>	<b>11,494,543</b>
<b>Net income/ (expenditure)</b>		<b>86,504</b>	<b>159,060</b>	<b>(528,161)</b>	<b>(282,597)</b>	<b>137,368</b>
Transfers between funds	18	(131,766)	(17,311)	149,077	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>(45,262)</b>	<b>141,749</b>	<b>(379,084)</b>	<b>(282,597)</b>	<b>137,368</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	24	-	1,642,000	-	1,642,000	185,000
Other losses		-	(1,869,000)	-	(1,869,000)	(380,000)
<b>Net movement in funds</b>		<b>(45,262)</b>	<b>(85,251)</b>	<b>(379,084)</b>	<b>(509,597)</b>	<b>(57,632)</b>

**THE ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**

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

Note	Unrestricted funds 2025	Restricted funds 2025	Restricted fixed asset funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£	£
<b>Reconciliation of funds:</b>					
Total funds brought forward	304,874	707,410	15,464,442	16,476,726	16,534,358
Net movement in funds	(45,262)	(85,251)	(379,084)	(509,597)	(57,632)
<b>Total funds carried forward</b>	<b>259,612</b>	<b>622,159</b>	<b>15,085,358</b>	<b>15,967,129</b>	<b>16,476,726</b>

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

The notes on pages 30 to 60 form part of these financial statements.

**THE ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07671174**

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

	Note	2025	2024
		£	£
<b>Fixed assets</b>			
Tangible assets	14	15,085,358	15,418,415
		<hr/>	<hr/>
		15,085,358	15,418,415
<b>Current assets</b>			
Debtors	16	488,906	459,217
Cash at bank and in hand		1,997,713	1,729,529
		<hr/>	<hr/>
		2,486,619	2,188,746
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(1,604,848)	(1,130,435)
		<hr/>	<hr/>
<b>Net current assets</b>		881,771	1,058,311
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		15,967,129	16,476,726
		<hr/>	<hr/>
<b>Net assets excluding pension asset</b>		15,967,129	16,476,726
		<hr/>	<hr/>
<b>Total net assets</b>		15,967,129	16,476,726
		<hr/>	<hr/>

THE ROBERT CARRE TRUST  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 07671174

CONSOLIDATED BALANCE SHEET (CONTINUED)  
AS AT 31 AUGUST 2025

	Note	2025	2024
		£	£
<b>Funds of the Academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	18	15,085,358	15,464,442
Restricted income funds	18	622,159	707,410
<b>Total restricted funds</b>	18	<u>15,707,517</u>	<u>16,171,852</u>
Unrestricted income funds	18	259,612	304,874
<b>Total funds</b>		<u>15,967,129</u>	<u>16,476,726</u>

The financial statements on pages 23 to 60 were approved by the Trustees, and authorised for issue on  
16/12/25 and are signed on their behalf, by:



J McAdam  
Chair of Trustees

The notes on pages 30 to 60 form part of these financial statements.

**THE ROBERT CARRE TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07671174**

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

	Note	2025	2024
		£	£
<b>Fixed assets</b>			
Tangible assets	14	15,085,358	15,418,415
Investments	15	1	1
		<hr/> 15,085,359	<hr/> 15,418,416
<b>Current assets</b>			
Debtors	16	1,382,118	941,964
Cash at bank and in hand		1,064,520	1,121,969
		<hr/> 2,446,638	<hr/> 2,063,933
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(1,564,868)	(1,005,623)
<b>Net current assets</b>		<hr/> 881,770	<hr/> 1,058,310
<b>Total assets less current liabilities</b>		<hr/> 15,967,129	<hr/> 16,476,726
<b>Net assets excluding pension asset</b>		<hr/> 15,967,129	<hr/> 16,476,726
<b>Total net assets</b>		<hr/> 15,967,129	<hr/> 16,476,726

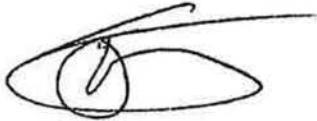
THE ROBERT CARRE TRUST  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 07671174

ACADEMY BALANCE SHEET (CONTINUED)  
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
<b>Funds of the Academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	18	15,085,358	15,464,442
Restricted income funds	18	622,159	707,410
Restricted funds excluding pension asset	18	<u>15,707,517</u>	<u>16,171,852</u>
<b>Total restricted funds</b>	18	<b>15,707,517</b>	<b>16,171,852</b>
<b>Unrestricted Income funds</b>	18	<b>259,612</b>	<b>304,874</b>
<b>Total funds</b>		<b><u>15,967,129</u></b>	<b><u>16,476,726</u></b>

The Academy's net movement in funds for the year was £(509,597) (2024 - £(57,632)).

The financial statements on pages 23 to 60 were approved by the Trustees, and authorised for issue on  
16/12/25 and are signed on their behalf, by:



J McAdam  
Chair of Trustees

The notes on pages 30 to 60 form part of these financial statements.

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THE ROBERT CARRE TRUST  
(A Company Limited by Guarantee)

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

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	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	20	487,736	(114,837)
<b>Cash flows from investing activities</b>	21	(219,552)	(148,843)
<b>Change in cash and cash equivalents in the year</b>		268,184	(263,680)
Cash and cash equivalents at the beginning of the year		1,729,529	1,993,209
<b>Cash and cash equivalents at the end of the year</b>	22, 23	<b>1,997,713</b>	<b>1,729,529</b>

The notes on pages 30 to 60 form part of these financial statements

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**THE ROBERT CARRE 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), judgments and key sources of estimation uncertainty, is set out below.

**1.1 Basis of preparation of financial statements**

The financial statements of the Group, 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.

The Robert Carre Trust meets the definition of a public benefit entity under FRS 102.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Academy and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Academy has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

**1.2 Going concern**

The Trustees transferred the operations, assets and liabilities of the academy to Community Inclusive Trust on 1 October 2025. Whilst the activities of the school will continue, this legal entity will cease and will be dissolved in due course. Accordingly, it is not appropriate for these accounts to be prepared on a going concern basis.

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THE ROBERT CARRE 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 Group has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

• Grants

Grants are included in the Consolidated 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 Consolidated 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 Group has provided the goods or services.

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.

• Charitable activities

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

All resources expended are inclusive of irrecoverable VAT.

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**THE ROBERT CARRE 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)**

**1.5 Tangible fixed assets**

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Consolidated 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 Consolidated 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:

Depreciation is provided on the following bases:

Long-term leasehold property	- 2% on cost
Furniture and equipment	- 25% on cost
Computer equipment	- 25% on cost
Motor vehicles	- 25% on cost

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

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

**1.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**1.7 Debtors**

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

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**THE ROBERT CARRE 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)**

**1.8 Cash at bank and in hand**

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

**1.9 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 Group 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.

**1.10 Financial instruments**

The Group only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Group 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. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

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. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

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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 Group 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 Group 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 Group in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Consolidated 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 Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from DfE. Payments received from DfE and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust can use up to 5% of the allocation towards its own administration costs and this is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 28.

**1.13 Fund accounting**

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

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

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

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

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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 judgment**

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

Critical accounting estimates and assumptions:

The Academy 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 balance depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension balance. 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 balance.

Critical areas of judgment:

At 31 August 2025, the present value of the defined benefit obligation at the reporting date was valued at less than the fair value of plan assets and therefore the plan has a surplus. In accordance with FRS 102, an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. Trustees have concluded that there is no realistic expectation that the surplus will be realised or will provide future economic benefit to the trust. As a result the pension asset has not been recognised in the balance sheet of the financial statements.

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

	<b>Unrestricted funds 2025</b>	<b>Restricted fixed asset funds 2025</b>	<b>Total funds 2025</b>	<b>Total funds 2024</b>
Donations	25,882	-	25,882	18,768
Capital Grants	-	98,071	98,071	440,952
	<hr/>	<hr/>	<hr/>	<hr/>
	25,882	98,071	123,953	459,720
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Total 2024</i>	<i>18,768</i>	<i>440,952</i>	<i>459,720</i>	
	<hr/>	<hr/>	<hr/>	

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

**4. Funding for the Academy's educational operations**

	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Educational Operations</b>			
<b>DfE grants</b>			
General Annual Grant (GAG)	9,107,309	<b>9,107,309</b>	8,779,645
Other DfE grants			
Pupil premium	185,977	<b>185,977</b>	169,640
Teachers pay and pension grants	384,398	<b>384,398</b>	270,426
Other DfE Group grants	383,422	<b>383,422</b>	326,527
	-	<b>10,061,106</b>	9,546,238
<b>Other Government grants</b>			
SEN 1-1 funding	93,044	<b>93,044</b>	109,887
	93,044	<b>93,044</b>	109,887
<b>Other income from the Academy's educational operations</b>			
	-	-	857
	<b>10,154,150</b>	<b>10,154,150</b>	9,656,982
	<b>10,154,150</b>	<b>10,154,150</b>	9,656,982

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

**5. Income from other trading activities**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Lettings income	2,268	-	2,268	2,296
Catering income	478,996	-	478,996	467,611
Other income, including school fund	96,060	492,003	588,063	577,337
Income from ancillary trading activities	325,256	-	325,256	419,969
	902,580	492,003	1,394,583	1,467,213
<i>Total 2024</i>	<i>1,450,688</i>	<i>16,525</i>	<i>1,467,213</i>	

**6. Investment income**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	5,450	-	5,450	4,996
Pension income	-	62,000	62,000	43,000
	5,450	62,000	67,450	47,996
<i>Total 2024</i>	<i>4,996</i>	<i>43,000</i>	<i>47,996</i>	

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**7. Expenditure**

	<b>Staff Costs 2025</b> £	<b>Premises 2025</b> £	<b>Other 2025</b> £	<b>Total 2025</b> £	<b>Total 2024</b> £
Funding for the academy trust's educational operations:					
Direct costs	7,181,878	-	1,725,861	8,907,739	8,537,672
Allocated support costs	1,830,182	385,042	899,770	3,114,994	2,999,871
<b>Total 2025</b>	<b>9,012,060</b>	<b>385,042</b>	<b>2,625,631</b>	<b>12,022,733</b>	<b>11,537,543</b>
<i>Total 2024</i>	<i>8,408,239</i>	<i>271,934</i>	<i>2,857,370</i>	<i>11,537,543</i>	

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025</b> £	<b>Support costs 2025</b> £	<b>Total funds 2025</b> £	<b>Total funds 2024</b> £
Funding for the academy trust's educational operations				
	8,907,739	3,114,994	12,022,733	11,537,543
<i>Total 2024</i>	<i>8,537,672</i>	<i>2,999,871</i>	<i>11,537,543</i>	

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THE ROBERT CARRE TRUST  
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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025

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8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2025 £	Total funds 2024 £
Pension finance costs	-	43,000
Staff costs	7,181,878	6,805,527
Depreciation	656,130	614,089
Education supplies	689,748	667,653
Technology costs	115,983	108,311
Exam fees	185,285	203,767
Staff development	8,895	26,198
Educational consultancy	59,185	58,848
Other costs	10,635	10,279
<b>Total 2025</b>	<b>8,907,739</b>	<b>8,537,672</b>

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

#### 8. Analysis of expenditure by activities (continued)

## Analysis of support costs

	Total funds 2025	Total funds 2024
	£	£
Staff costs	1,657,182	1,596,927
Depreciation	-	(19,183)
Technology costs	73,558	73,663
Recruitment and support	12,564	27,993
Maintenance of premises and equipment	385,042	271,934
Cleaning	36,995	44,584
Rent and rates	95,705	98,968
Energy costs	226,090	331,705
Insurance	50,301	48,602
Transport	19,354	30,096
Telephone, postage and stationery	42,021	32,855
Catering	224,328	220,895
Other costs	252,993	198,885
Bank interest and charges	11,323	12,742
Operating leases	6,019	12,208
Auditors' remuneration	13,342	10,700
Legal and professional	8,177	6,297
	3,114,994	2,999,871

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

Net income/(expenditure) for the year includes:

	2025 £	2024 £
Operating lease rentals	6,019	12,208
Depreciation of tangible fixed assets	656,130	614,089
Fees paid to auditors for:		
- audit	8,750	7,750
- other services	3,840	2,950

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

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10. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	Group 2025 £	Group 2024 £	Academy 2025 £	Academy 2024 £
Wages and salaries	6,561,770	6,390,053	6,348,571	6,093,658
Social security costs	736,363	619,034	736,363	619,034
Pension costs	1,540,927	1,393,367	1,540,927	1,393,367
	<hr/> <hr/> <hr/> <hr/>			
	8,839,060	8,402,454	8,625,861	8,106,059
	<hr/> <hr/> <hr/> <hr/>			

b. Staff numbers

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

	Group 2025 No.	Group 2024 No.
Teachers	83	102
Management	13	10
Administration and support	136	146
	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
	232	258
	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>

The average headcount expressed as full-time equivalents was:

	Group 2025 No.	Group 2024 No.
Teachers	74	79
Management	13	10
Administration and support	60	63
	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
	147	152
	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>

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

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**10. Staff (continued)**

**c. Higher paid staff**

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

	<b>Group 2025 No.</b>	<b>Group 2024 No.</b>
In the band £60,001 - £70,000	10	5
In the band £70,001 - £80,000	3	-
In the band £80,001 - £90,000	1	1
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-
In the band £120,001 - £130,000	-	1
In the band £130,001 - £140,000	1	-

**d. Key management personnel**

The key management personnel of the Academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy was £1,351,531 (2024 £1,013,037).

**11. Central services**

No central services were provided by the Group to its academies during the year and no central charges arose.

**12. Trustees' remuneration and expenses**

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

	<b>2025</b>	<b>2024</b>
	£	£
N Law, Executive Headteacher and Accounting Remuneration Officer	130,000 - 135,000	120,000 - 125,000
Pension contributions paid	35,000 - 40,000	30,000 - 35,000

During the year ended 31 August 2025, expenses totalling £797 were reimbursed or paid directly to 1 Trustee (2024 - £921 to 1 Trustee). This was incurred for travel and accommodation reimbursements.

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

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**13. Trustees' and Officers' insurance**

The Group has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

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

**14. Tangible fixed assets**

**Group and Academy**

	<b>Long-term leasehold property £</b>	<b>Improve- ments to property £</b>	<b>Furniture and equipment £</b>	<b>Computer equipment £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost or valuation</b>						
At 1 September 2024	17,426,813	2,951,214	538,639	934,418	-	21,851,084
Additions	-	107,397	48,326	153,170	14,180	323,073
Disposals	-	-	(24,344)	(501,947)	-	(526,291)
At 31 August 2025	17,426,813	3,058,611	562,621	585,641	14,180	21,647,866
<b>Depreciation</b>						
At 1 September 2024	3,990,872	1,200,335	403,938	837,524	-	6,432,669
Charge for the year	534,217	-	59,445	59,514	2,954	656,130
On disposals	-	-	(24,344)	(501,947)	-	(526,291)
At 31 August 2025	4,525,089	1,200,335	439,039	395,091	2,954	6,562,508

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**14. Tangible fixed assets (continued)**

**Group and Academy (continued)**

	<b>Long-term leasehold property £</b>	<b>Improve- ments to property £</b>	<b>Furniture and equipment £</b>	<b>Computer equipment £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Net book value</b>						
At 31 August 2025	<b>12,901,724</b>	<b>1,858,276</b>	<b>123,582</b>	<b>190,550</b>	<b>11,226</b>	<b>15,085,358</b>
At 31 August 2024	<b>13,435,941</b>	<b>1,750,879</b>	<b>134,701</b>	<b>96,894</b>	<b>-</b>	<b>15,418,415</b>

The premises occupied by Carre's Grammar School are occupied under a 125-year lease from The Official Custodian for Charities on behalf of The Foundation of Carre's Grammar School, for peppercorn rent. The lease was inceptioned on 1 August 2011.

The premises occupied by Kesteven and Sleaford High School are occupied under a 125-year lease from Lincolnshire County Council, again for peppercorn rent. The lease was inceptioned on 5 December 2011.

Included within long-term leasehold property is land to the value of £2,074,862 which is not depreciated.

The Group's transactions relating to land and buildings included new science lab renovations of £22,515 and assets under construction of £84,880.

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

**15. Fixed asset investments**

	Investments in subsidiary companies £
<b>Academy</b>	
<b>Cost or valuation</b>	
At 1 September 2024	1
At 31 August 2025	<u>1</u>
<b>Net book value</b>	
At 31 August 2025	<u>1</u>
At 31 August 2024	<u>1</u>

The investment relates to shares held in The Robert Carre Trading Company Limited. This company undertakes certain revenue-generating activities on behalf of, and gift aids its profits to, the trust. The subsidiary's activities are ancillary to the objectives of the trust and comprise lettings and catering sales to third parties and other schools, along with extra-curricular events and similar fundraising activities.

**16. Debtors**

	Group 2025 £	Group 2024 £	Academy 2025 £	Academy 2024 £
<b>Due within one year</b>				
Trade debtors	2,747	51,938	2,747	11,838
Amounts owed by group undertakings	-	-	895,197	528,932
Other debtors	71,938	131,558	71,938	131,558
Prepayments and accrued income	414,221	275,721	412,236	269,636
	<u>488,906</u>	<u>459,217</u>	<u>1,382,118</u>	<u>941,964</u>

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

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

	<b>Group 2025</b> £	<b>Group 2024</b> £	<b>Academy 2025</b> £	<b>Academy 2024</b> £
Trade creditors	<b>307,532</b>	244,032	<b>303,559</b>	238,757
Other taxation and social security	<b>163,385</b>	201,778	<b>162,652</b>	140,396
Other creditors	<b>232,990</b>	208,319	<b>232,990</b>	208,319
Accruals and deferred income	<b>900,941</b>	476,306	<b>865,667</b>	418,151
	<b>1,604,848</b>	<b>1,130,435</b>	<b>1,564,868</b>	<b>1,005,623</b>
	<b>Group 2025</b> £	<b>Group 2024</b> £	<b>Academy 2025</b> £	<b>Academy 2024</b> £
Deferred income at 1 September 2024	<b>208,165</b>	137,821	<b>165,985</b>	84,532
Resources deferred during the year	<b>618,698</b>	208,165	<b>583,424</b>	165,985
Amounts released from previous periods	<b>(208,165)</b>	(137,821)	<b>(165,985)</b>	(84,532)
	<b>618,698</b>	<b>208,165</b>	<b>583,424</b>	<b>165,985</b>

Deferred income relates to revenue grants, rental income, music tuition, CIF grant and school trip income received in advance.

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

**18. Statement of funds**

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
<b>Unrestricted funds</b>						
General including profits from trading subsidiary	304,874	933,912	(847,408)	(131,766)	-	259,612
<b>Restricted general funds</b>						
General Annual Grant (GAG)	448,340	9,107,312	(9,226,462)	(12,352)	-	316,838
Other DfE grants	-	767,819	(767,819)	-	-	-
Pupil Premium	-	185,977	(185,977)	-	-	-
Other grants - local authority	-	93,044	(93,044)	-	-	-
Other income	259,070	492,001	(440,791)	(4,959)	-	305,321
Pension reserve	-	62,000	165,000	-	(227,000)	-
	707,410	10,708,153	(10,549,093)	(17,311)	(227,000)	622,159
<b>Restricted fixed asset funds</b>						
DfE capital grants	1,209,489	84,469	(48,925)	149,077	-	1,394,110
Capital expenditure from GAG	327,260	-	(50,184)	-	-	277,076
Capital expenditure included in other income	13,927,693	13,602	(527,123)	-	-	13,414,172
	15,464,442	98,071	(626,232)	149,077	-	15,085,358
<b>Total Restricted funds</b>	<b>16,171,852</b>	<b>10,806,224</b>	<b>(11,175,325)</b>	<b>131,766</b>	<b>(227,000)</b>	<b>15,707,517</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)

Total funds	16,476,726	11,740,136	(12,022,733)	-	(227,000)	15,967,129
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The specific purposes for which the funds are to be applied are as follows:

Unrestricted funds

Unrestricted funds represent those resources which may be used towards meeting any of the objects of the Academy at the discretion of the Trustees. These are not currently designated for any particular purpose.

Restricted Fixed Asset funds

DfE capital grants represents the funding received for specific capital purposes.

Capital expenditure from GAG represents fixed asset expenditure transferred from other restricted income.

Capital expenditure from other income includes the transfer from the Local Authority on conversion to academy trust status as well as assets funded by other income sources.

Restricted Revenue funds

General Annual Grant (GAG) is made up of a number of different funding streams, all of which are used to cover the running costs of the Academy.

Other Grants, other government grants and other restricted funds represent monies received for specific purposes. Other restricted funds includes £184,497 of funding allocated towards the replacement of the 3G Pitch at Carre's Grammar School.

Pension Reserve represents the current deficit balance of the Local Government Pension Scheme (LGPS).

Transfers between funds represent the use of recurrent income being used to fund capital expenditure.

Summary

The balance on restricted general funds plus unrestricted general funds at 31 August 2025 results in a net surplus of £881,770.

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

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

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

	Balance at 1 September 2023	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024
<b>Unrestricted funds</b>						
General including profits from trading subsidiary	363,788	1,474,452	(1,348,869)	(184,497)	-	304,874
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	503,632	8,779,645	(8,683,383)	(151,554)	-	448,340
Other DfE grants	-	596,953	(596,953)	-	-	-
Pupil Premium	-	169,640	(169,640)	-	-	-
Other grants - local authority	-	109,887	(109,887)	-	-	-
Other income	176,121	17,382	(118,930)	184,497	-	259,070
Pension reserve	-	43,000	152,000	-	(195,000)	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	679,753	9,716,507	(9,526,793)	32,943	(195,000)	707,410
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Restricted fixed asset funds</b>						
DfE capital grants	1,245,151	375,255	(410,917)	-	-	1,209,489
Capital expenditure from GAG	283,885	-	(108,179)	151,554	-	327,260
Capital expenditure included in other income	13,961,781	65,697	(99,785)	-	-	13,927,693
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	15,490,817	440,952	(618,881)	151,554	-	15,464,442
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Restricted funds</b>	16,170,570	10,157,459	(10,145,674)	184,497	(195,000)	16,171,852
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

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

<b>Total funds</b>	<b>16,534,358</b>	<b>11,631,911</b>	<b>(11,494,543)</b>	<b>-</b>	<b>(195,000)</b>	<b>16,476,726</b>
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**Total funds analysis by academy**

Fund balances at 31 August 2025 were allocated as follows:

	2025 £	2024 £
Carre's Grammar School	394,762	504,380
Kesteven and Sleaford High School Selective Academy	487,008	507,904
 Total before fixed asset funds and pension reserve	 881,770	 1,012,284
Restricted fixed asset fund	15,085,358	15,464,442
 <b>Total</b>	 <b>15,967,128</b>	 <b>16,476,726</b>

**Total cost analysis by academy**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2025 £	Total 2024 £
Carre's Grammar School	3,527,025	938,257	112,141	1,151,860	5,729,283	5,474,213
Kesteven and Sleaford High School Selective Academy	3,506,774	803,029	92,005	1,130,429	5,532,237	5,209,022
The Robert Carre Trading Company Ltd	123,746	89,452	12,542	44,343	270,083	197,219
 <b>Academy</b>	 <b>7,157,545</b>	 <b>1,830,738</b>	 <b>216,688</b>	 <b>2,326,632</b>	 <b>11,531,603</b>	 <b>10,880,454</b>

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

**Analysis of net assets between funds - current year**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	15,085,358	<b>15,085,358</b>
Current assets	259,612	1,831,572	395,435	<b>2,486,619</b>
Creditors due within one year	-	(1,209,413)	(395,435)	<b>(1,604,848)</b>
<b>Total</b>	<b>259,612</b>	<b>622,159</b>	<b>15,085,358</b>	<b>15,967,129</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	-	15,418,415	<b>15,418,415</b>
Current assets	304,874	1,693,975	189,897	<b>2,188,746</b>
Creditors due within one year	-	(986,565)	(143,870)	<b>(1,130,435)</b>
<b>Total</b>	<b>304,874</b>	<b>707,410</b>	<b>15,464,442</b>	<b>16,476,726</b>

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

	2025 £	2024 £
Net (expenditure)/income for the year (as per Statement of Financial Activities)	(282,597)	137,368
<b>Adjustments for:</b>		
Depreciation	656,130	594,906
Capital grants from DfE and other capital income	(98,071)	(440,953)
Interest receivable	(5,450)	(4,996)
Defined benefit pension scheme administration cost	8,000	2,000
Defined benefit pension scheme cost less contributions payable	(173,000)	(154,000)
Defined benefit pension scheme finance cost	(62,000)	(43,000)
Increase in debtors	(29,689)	(110,617)
Increase/(decrease) in creditors	474,413	(95,545)
<b>Net cash provided by/(used in) operating activities</b>	<b>487,736</b>	<b>(114,837)</b>

**21. Cash flows from investing activities**

	Group 2025 £	Group 2024 £
Dividends, interest and rents from investments	5,450	4,996
Purchase of tangible fixed assets	(323,073)	(594,792)
Capital grants from DfE Group	98,071	440,953
<b>Net cash used in investing activities</b>	<b>(219,552)</b>	<b>(148,843)</b>

**22. Analysis of cash and cash equivalents**

	Group 2025 £	Group 2024 £
Cash in hand and at bank	1,997,713	1,729,529
<b>Total cash and cash equivalents</b>	<b>1,997,713</b>	<b>1,729,529</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**23. Analysis of changes in net debt**

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	1,729,529	268,184	1,997,713
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**24. Pension commitments**

The Academy'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 Lincolnshire County Council. Both are multi-employer defined benefit schemes.

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

Contributions amounting to £179,415 were payable to the schemes at 31 August 2025 (2024 - £177,474) 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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**24. 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 26.68% 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 on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The employer's pension costs paid to TPS in the year amounted to £1,001,580 (2024 - £923,668).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>).

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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**24. 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 £630,000 (2024 - £608,000), of which employer's contributions totalled £525,000 (2024 - £499,000) and employees' contributions totalled £ 105,000 (2024 - £109,000). The agreed contribution rates for future years are 24.4 - 26.8 per cent for employers and 5.5 - 9.9 per cent for employees.

As described in note the LGPS obligation relates to the employees of the Academy, 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 since conversion. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy 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 academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on gov.uk.

**Principal actuarial assumptions**

	2025	2024
	%	%
Rate of increase in salaries	3.50	3.85
Rate of increase for pensions in payment/inflation	2.50	2.85
Discount rate for scheme liabilities	5.95	5.05

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

	2025	2024
	Years	Years
<i>Retiring today</i>		
Males	21.4	19.5
Females	23.4	22.7
<i>Retiring in 20 years</i>		
Males	23.0	20.7
Females	25.1	24.1

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**24. Pension commitments (continued)**

**Sensitivity analysis**

	2025 £000	2024 £000
Discount rate -0.1%	124	151
Mortality assumption - 1 year increase	178	237
CPI rate +0.1%	120	259

The pension scheme surplus/deficit is based on the actuarial assumptions used as at the 31 August 2025. These can, and do, change after the year end. The above sensitivity analysis shows how the position stated can change significantly based on changes to the actuarial assumptions. A change in the markets is likely to result in an increased pension scheme deficit by next year end. Post year end valuations could be obtained to provide an indication, however, it is considered that the cost would outweigh the benefit to the users of the accounts, and would not be value for money.

**Share of scheme assets**

The Group's share of the assets in the scheme was:

	At 31 August 2025 £	At 31 August 2024 £
Equities	5,708,000	5,078,000
Corporate bonds	1,272,000	1,287,000
Property	785,000	657,000
Cash and other liquid assets	2,587,000	2,241,000
<b>Total market value of assets</b>	<b>10,352,000</b>	<b>9,263,000</b>

The actual return on scheme assets was £703,000 (2024 - £410,000).

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

	2025 £	2024 £
Current service cost	(352,000)	(345,000)
Interest income	62,000	438,000
Interest cost	(416,000)	(395,000)
Administrative expenses	(8,000)	(2,000)
<b>Total amount recognised in the Consolidated Statement of Financial Activities</b>	<b>(714,000)</b>	<b>(304,000)</b>

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**24. Pension commitments (continued)**

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

	2025	2024
	£	£
<b>At 1 September</b>	<b>8,311,000</b>	<b>7,579,000</b>
Current service cost	352,000	345,000
Interest cost	416,000	395,000
Employee contributions	105,000	109,000
Actuarial (gains)/losses	(1,417,000)	252,000
Benefits paid	(236,000)	(369,000)
<b>At 31 August</b>	<b>7,531,000</b>	<b>8,311,000</b>

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

	2025	2024
	£	£
<b>At 1 September</b>	<b>9,263,000</b>	<b>8,151,000</b>
Interest income	478,000	438,000
Actuarial gains	225,000	437,000
Employer contributions	525,000	499,000
Employee contributions	105,000	109,000
Benefits paid	(236,000)	(369,000)
Administrative expenses	(8,000)	(2,000)
<b>At 31 August</b>	<b>10,352,000</b>	<b>9,263,000</b>

**25. Operating lease commitments**

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

	Group 2025	Group 2024	Academy 2025	Academy 2024
	£	£	£	£
Not later than 1 year	6,019	12,208	6,019	12,208

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. 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.

**27. Related party transactions**

Owing to the nature of the Academy and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

The academy trust occupies the leasehold buildings at a peppercorn rent under the terms of a 125 year lease that commenced on 1 August 2011. The landlords are an excepted charity The Foundation of Carre's Grammar School, and 4 of the trustees of this charity are also members of The Robert Carre Trust. The excepted charity is a related party by virtue of 4 of its trustees also being trustees of the charitable company. A rent of £nil (2024 - £nil) was paid to The Foundation of Carre's Grammar School in the year. No amount was outstanding at either year end.

**28. Post balance sheet events**

On 1 October 2025 the trust ceased to operate and transferred operations, assets and liabilities to Community Inclusive Trust.

**29. Agency arrangements**

The academy trust distributes 16-19 bursary funds to students as an agent for the DfE. In the accounting period ending 31 August 2025 the trust received £21,084 (2024- £36,730) disbursed £14,151 (2024 - £25,965) from the fund. An amount of £10,261 (2024 - £3,328) is included in other creditors relating to undistributed funds that is repayable to the DfE

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**30. Principal subsidiaries**

The following was a subsidiary undertaking of the Academy:

<b>Name</b>	<b>Company number</b>	<b>Registered office or principal place of business</b>	<b>Class of shares</b>	<b>Holding</b>
The Robert Carre Trading Company Ltd	09526753	Carre's Grammar School, Northgate, Sleaford, Lincs, NG34 7DD	Ordinary	100%

**Included in consolidation**

Yes

The financial results of the subsidiary for the year were:

<b>Name</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Net assets £</b>
The Robert Carre Trading Company Ltd	419,969	419,969	1