



2020 - 2021

TONBRIDGE GRAMMAR SCHOOL



**ANNUAL REPORT &
FINANCIAL STATEMENTS**

**COMPANY REGISTRATION
NUMBER 07455728**

INDEX

REPORTS 2020 - 2021

Reference and administrative information	4
Foreword from the Chair of the Board of Trustees and the Head Teacher	6
Trustees' report (including the strategic report)	8
Governance statement	39
Statement on regularity, propriety and compliance	44
Statement of Trustees' responsibilities	45
Independent auditor's report on the financial statements	46
Independent reporting accountant's assurance report on regularity	51

FINANCIAL STATEMENTS 2020 - 2021

Statement of financial activities	53
Balance sheet	54
Statement of cash flows	55
Principal accounting policies	57
Notes to the financial statements	63



Annual Report and Financial Statements – Year Ended 31 August 2021

The Trustees of Tonbridge Grammar School ('the Academy' or 'the School') present their annual report together with the financial statements and the auditor's report of the charitable company for the period 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

Tonbridge Grammar School ('TGS') provides secondary education to students of secondary school age (girls from the age of 11 to 16 and both boys and girls post 16) who are drawn mainly from the locality including specifically Tonbridge and Malling, Tunbridge Wells and Sevenoaks council areas. The Academy is selective within the meaning of section 6(4) of the Academies Act 2010. The planned capacity of the Academy is 1,260. There were 1,159 students on roll at the time of the School Census October 2021 (1,183 at October 2020).

The financial statements have been prepared in accordance with the accounting policies set out on pages 57 to 62 and comply with the Academy's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).



Reference and administrative information



Tonbridge Grammar School Governing Body

Trustees

Pippa Blackstone	Staff Trustee	Resigned 19 February 2021
Fiona Conlan		
Ruth Davis	Staff Trustee	Resigned 19 February 2021
Sally Dyson	Chair of Trustees	Resigned 31 August 2021
Bethan Eaton-Haskins		Appointed 16 September 2021
Emily Francis (nee Ball)		
Suzy Hughes		
Shami Iqbal		
Rosemary Joyce	Head Teacher and Accounting Officer	
Mark Lavenstein		
Claire Lindridge		
Richard Pryce		
Nigel Stratton	Chair of Trustees from 1 Sept 2021	
Jeremy Timms		
Julia Wheeler		
Joanna Woods		Appointed 20 September 2021



Members

Pippa Blackstone	Resigned 19 February 2021
Fiona Conlan	Resigned 19 February 2021
Mark Davis	Appointed 19 February 2021
Ruth Davis	Resigned 19 February 2021
Annette Doherty	Appointed 19 February 2021
Sally Dyson	Resigned 19 February 2021
Sally Dyson	Appointed 14 July 2021
Emily Francis (nee Ball)	Resigned 19 February 2021
Clive Gillmore	Appointed 19 February 2021
Suzy Hughes	Resigned 19 February 2021
Shami Iqbal	Resigned 19 February 2021
Rosemary Joyce	Resigned 19 February 2021
Mark Lavenstein	Resigned 19 February 2021
Claire Lindridge	Resigned 19 February 2021
Richard Pryce	Resigned 19 February 2021
Nigel Stratton	Resigned 19 February 2021
Jeremy Timms	Resigned 19 February 2021
Julia Wheeler	Resigned 19 February 2021

Company Secretary Alison Hook

Senior Leadership Team

Head Teacher	Rosemary Joyce
Deputy Head Teachers	Christopher Fitt Joe Jardine-Viner
Assistant Head Teachers	Darryl Barker Jane Bishop Caroline Ghali

Company Name Tonbridge Grammar School

Company Registration Number 07455728 (England and Wales)

Principal and Registered Office Deakin Leas
Tonbridge
Kent
TN9 2JR

Independent Auditors

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

Lloyds Bank plc
121 High Street
Tonbridge
Kent TN9 1DB

Solicitors

Browne Jacobson
Mowbray House
Castle Meadow Road
Nottingham NG2 1BJ



Trustees' Report (including the Strategic Report)

Foreword from the Chair of the Board of Trustees and Head Teacher

It gives us great pleasure to once again welcome you to the Annual Report of the Tonbridge Grammar School Academy Trust. Tonbridge Grammar School provides a stimulating and exciting learning environment where learning and well-being are equally valued and members of our community are nurtured to take full advantage of the opportunities available. We hope that reading this report provides a flavour of the quality and range of educational provision that our dedicated and hard working staff and students contribute to and enjoy.



Introductory Foreword from the Chair of the Academy Trust Board

It is my pleasure to take part in this Annual Report for the first time as Chair of the Board of Trustees, having been appointed to the post on 1st September this year. Clearly, it has been an extremely difficult year and I would like to thank all the members of our staff, both teaching and non-teaching; parents; and students for the way everyone has pulled together to make the very best of the year. Our staff have gone above and beyond time and time again. The difficulties of face to face learning, while at the same time providing online learning for students who were unable to attend school, have been immense. Getting used to learning at home. Getting used to working at home. For all of us it has been a culture change, but everyone has risen to the challenge.

I would also like to thank my fellow Trustees for all they too have done during the pandemic, from the ad hoc meetings that have been held to deal with various urgent aspects, to adapting to online meetings in order to enable us to carry out our duties as Trustees, providing scrutiny and oversight in the normal way. In particular I would like to recognise all the hard work of my predecessor as Chair, Sally Dyson, who has done an excellent job during her time in that position and to wish her all the best in her new role as a Member.

No thanks would be complete without offering my sincere gratitude to Rosemary and her Senior Leadership Team for keeping the ship steady, often after long and exhausting days.

We owe all of them a tremendous debt.

I hope that the current year will prove easier for everyone.



Nigel Stratton MBE
Chair Academy Trust Board



Trustees' Report (including the Strategic Report)

Foreword from the Chair of the Board of Trustees and Head Teacher



Foreword from the Head Teacher

In my 34 professional years in education as a teacher and leader I can honestly say this has been the most unusual and challenging, not just for Tonbridge Grammar School but for schools and the education system. School leaders, teachers and the wider support team in our school, similarly to those in other schools locally and nationally, have focussed on providing a high quality school experience that supports students to make progress in learning and secures and protects wellbeing; countering the detrimental impact of extended absence from physical school due to lockdowns and required self isolation, alongside maintaining a system of controls constraining interaction and some usual school activities in response to the threat of the Covid19 pandemic.

In response to DfE requirements the Academy worked hard over the summer to prepare the estate for social distancing and learning in year group bubbles. Teachers were creative in adapting the curriculum to the constraints imposed by restrictions; using technology to enrich the learning experience of students and enable those required to learn from home, for DfE approved Covid19 reasons, to join students in 'live' lessons. Alongside progressing the strategic priorities driven by our school vision we have focused on 'Learning Recovery' and 'Community Reconnection'; recognising the importance of mitigating the learning, social and emotional impact of an extended school closure in 2019/20 and the constraints placed on social interactions through the imposition of year group bubbles through 2020/21. The Academy sought creative ways to support students to address gaps in learning, using DfE catch up funding 7 – 11 and TGS post 16 catch up funding to deliver targeted after school and Saturday sessions and provide additional targeted intervention for those students most adversely effected, using our own resource, local tutoring and the national tutoring programme.

Following the announcement (January 2021) that public examinations would once again be withdrawn, school leaders, teachers and the wider staff team worked tirelessly to implement the revised grade awarding processes for GCSE and IB to ensure the level of rigour and evidence based accuracy to secure confidence in grade awards. We were delighted to celebrate our students' excellent outcomes at GCSE and IB Diploma. Their grades reflect their excellent attainment. Our students should feel justly proud of the grades awarded and their resilience to succeed in spite of the challenges imposed by the pandemic.

Alongside the requirement to adapt and change in response to the pandemic, the Academy has continued to plan for the future. We have consulted with stakeholders on our new school vision (launching early 2022) and planned capital enhancements supporting student wellbeing and environmental sustainability, including the development of our Wellbeing Hub, a Fitness Suite, advancing our 'marvellous meadows' ecology area and introducing electric vehicle charge points on site. Following the shocking death of George Floyd in May 2020 we have worked with student ambassadors to further promote diversity and inclusion across our community. This work continues and will be reflected in our new school vision. Whilst the pandemic has undoubtedly brought many challenges it has also provided significant opportunities, including close collaboration between secondary school leaders leading to the creation of the West Kent Single Academies Trust Alliance (WKSATA). Launched in September 2021, our Alliance of five local Single Academy Trusts enables strong collaborative working across our schools focussed on school improvement, student wellbeing and the professional development of our staff. This has undoubtedly been a year of real challenge and I am tremendously proud of the way our whole school, Trustees, staff, parents and students have worked constructively together to secure success.



Rosemary Joyce
Head Teacher



Trustees' Report (including the Strategic Report)

Objects and Aims

The Academy's object is specifically restricted to the following:

- a) To advance for the public benefit education in the United Kingdom, in particular maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.
- b) To promote for the benefit of the inhabitants of Tonbridge and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said inhabitants.

In accordance with the Articles of Association the Academy has adopted a 'Scheme of Governance' approved by the Secretary of State for Education.

In accordance with the Funding Agreement, Tonbridge Grammar School provides a broad and balanced curriculum offering an international focus for students. The Academy is at the heart of its community, promoting community cohesion and sharing facilities and resources with other schools and the wider community.

Public Benefit

The Academy aims to advance for the public benefit, education in the United Kingdom. The Trustees have paid due regard to the guidance on public benefit published by the Charity Commission in deciding what activities the charity company should undertake.



Trustees' Report (including the Strategic Report)

Tonbridge Grammar School Strategic Vision 2016 - 2021

Tonbridge Grammar School is a centre of excellence for learning where students and staff are encouraged to be the very best they can be in a nurturing and kind community. Our enriching, academically ambitious curriculum promotes intellectual curiosity and personal growth, preparing students to mature as responsible global citizens. Our exceptionally dedicated staff support every student to success.

We are committed to:

- Developing opportunities for every student to learn through real world engagement - promoting collaboration, intercultural understanding and entrepreneurial endeavour.
- Building the resilience and confidence of every student so that they have the emotional literacy to make healthy life choices, flourish and be happy.
- Strengthening our community - securing strong, collaborative relationships with parents, alumni and the wider community.
- Promoting educational aspiration and supporting social mobility - making a positive difference to the life chances of students at and beyond the School.
- Investing in world class professional development - demonstrating best practice locally, nationally and internationally.

Members of our community are nurtured to be:

- Self-motivated, open minded and actively engaged in learning.
- Self-aware, adaptable and creative - taking full advantage of all opportunities.
- Respectful and considerate - celebrating and encouraging in equal measure.
- Courageous and honourable - facing challenge with bravery and acting with integrity.



Trustees' Report (including the Strategic Report)

TGS STRATEGIC PLAN 2016 – 2021

The Academy Strategic Plan has been devised to secure progress towards the strategic priorities identified in the School Vision. The TGS community experience sits at the heart of all elements of our strategic planning and delivery. Safeguarding and supporting student well-being are key priorities that underpin curricular and co-curricular development and delivery and the approaches taken by the School to teaching and learning. The School prioritises resourcing that assists in the delivery of the School's strategic priorities. The strategic plan is reviewed and updated annually.



Every student to learn through real world engagement

Promoting collaboration, intellectual understanding and entrepreneurial endeavour

- Learning promotes authentic engagement, purposeful feedback, collaborative enquiry
- Teaching supports 7 year curriculum
- Promote global understanding and intercultural awareness across subjects
- Develop sustainable extra-curricular collaborative programmes (STEAM Connecting Classrooms)

Build resilience, confidence and emotional literacy

Enabling students to make healthy life choices, flourish and be happy

- Develop staff understanding and engagement with strategies to build resilience and self esteem
- Develop approaches to learning within the curriculum that build and support resilience
- Promote and develop opportunities for student decision making

Strengthen our community

Securing strong collaborative relationships with parents, alumni and the wider community

- Promote and develop student community interaction and service across the years
- Strengthen collaboration between the School and parents
- Increase alumni engagement for student support
- Promote and enhance the image of the School in the community



Trustees' Report (including the Strategic Report)

Promote educational aspiration and social mobility
Make a positive difference to the life chances of students at and beyond the School

- Secure increased social diversity in school admissions
- Raise aspiration and success to grammar school amongst the economically disadvantaged
- Determine TGS approach for educational impact beyond the School

Invest in world class professional development
Promoting best practice locally, nationally and internationally

- Secure research driven, accredited professional development that promotes global awareness
- Establish ways of working that increase staff effectiveness and support work life balance
- Attract and retain the very best staff
- Ensure TGS is a great place to work

Be entrepreneurial in securing resources to realise our aspirations

- Secure sustainable non General Annual Grant income from School Fund, lettings and grant applications
- Maintain and develop school facilities fit for 21st century learning – identify funding to support
- Diversify the income generation portfolio of strategies



Trustees' Report (including the Strategic Report)

Review of Strategic Objectives 2020 – 2021

Every Student to learn through real world engagement

Promoting collaboration, intellectual understanding and entrepreneurial endeavour

The Academy has continued its focus on promoting a learning experience centred on collaboration and the development of entrepreneurial approaches to learning despite the challenges imposed by Covid19 restrictions on the structure and organisation of learning. We continued to embed Middle Years Programme principles into student learning across years 7 – 9 retaining as much of the full MYP experience as possible during periods of remote learning. Covid19 constraints meant that we were unable to deliver Interdisciplinary Learning events again for years 7 – 9. The Year 9 Community Project was also suspended. However, our very successful Summer School for incoming Year 7 students centred on Interdisciplinary Learning with strong links to global issues and collaborative inquiry. Subject teams have focussed on embedding consistency in the delivery of GCSE courses whilst maintaining an International Baccalaureate approach to teaching and learning. The Librarian has continued to support student skills in research and development for students in years 7 and 8 in the MYP and Sixth Form students completing Extended Essays. The Librarian has also supported the Assistant Curriculum Director Year 9 and the MYP Coordinator in the planning of the Community Project for Year 9 for the forthcoming academic year. The Careers Lead collated and advertised a vast array of work experience opportunities to students in all year groups to promote and raise awareness of careers especially those in the STEM field. STEM projects took a significant step forward with the School working successfully towards receiving a Royal Society Partnership grant to support a whole school Molecular Biology Initiative. The STEM club benefited from online presentations by external speakers. An ecological enhancement and biodiversity project was advanced with students engaged in planning the development of a wildflower and mindfulness meadow area beside the all-weather pitch. Subject areas have incorporated activities into schemes of work to support student engagement and interest in the project across the whole school. Our learning recovery strategy has supported smaller groups and individuals where there are specific needs including SEN and pupil premium students and those with identified vulnerabilities who have struggled to maintain rates of progress. Academic support provision has used school staff and tuition programmes to provide short term and timely support and intervention outside lessons to build skills as a supplement to the recovery focus of teachers in lessons.

Build resilience, confidence and emotional literacy

Enabling students to make healthy life choices, flourish and be happy

Whilst promoting the wellbeing and resilience of our students has been an ongoing strategic priority for the Academy our focus on this area has been further sharpened with additional attention and investment taking account of the impact of Covid19 on the health and wellbeing of Academy students. Our participation in the National Lottery Funded 'Headstart' project has continued and enabled the School to benefit from additional resources to support our resilience and emotional literacy development with access to analysis of resilience levels of our students and access to additional resources to support students in response to their individual needs. Resilience related learning in subjects continues to be developed and mindfulness as a core experience for students from Year 7 is embedded, although our revised approach to peer mentoring has been constrained due to Covid19 restrictions on inter year student interaction. During the year the Academy extended our focus on wellbeing providing online wellbeing evenings from parents in partnership with the Charlie Waller Trust. From the beginning of the year the Health, Social and Economic Education (HSEE) programme was revised to address post-Covid reconnection. Delivered in Learning Mentor time this programme has focussed on relationship building, the value of friendship, healthy eating, study skills, debating, listening and negotiating skills. The School further increased investment in supporting the health and mental wellbeing of students through the appointment of a Mental Health Co-ordinator to supplement the work of the existing student wellbeing team. Reducing the administrative workload of the Student Support Co-



Trustees' Report (including the Strategic Report)

ordinator in the Sixth Form has also increased capacity to support the wellbeing needs of students including close working with external agencies. During periods of lockdown or where students were unable to attend School active strategies to safeguard and support identified vulnerable students were implemented including regular welfare checks, signposting to additional support services and access to on site learning and support during January to March lockdown.

Strengthen our community

Securing strong collaborative relationships with parents, alumni and the wider community

A key priority for the Academy this year has been to respond to the extended lockdown from March to July 2020 by focussing on community reconnection for students and staff. Some aspects of this community interaction have been affected by the imposition of year group bubbles due to Covid19 safety requirements which has reduced the opportunity to build community links across years. The Academy has judiciously used online technological solutions to support community engagement and interaction including: virtual welcome events for new parents and use of online forums to engage with parents on our new school vision. Whilst much of our in person community interactions were not possible due to Covid19 restrictions in school and national lockdowns, technology has ensured that our students have experienced online language schools, online debating experiences with schools in the UK and across the world and online choral experiences. Online capacity has enabled the School to continue our successful Horizons project supporting disadvantaged students from local primary schools in their preparation for secondary transfer with Sixth Form students continuing to take a lead in this. Alumni have, despite covid restrictions, provided valuable support for students in preparation university applications, with over 40+ alumni volunteers supporting university interview, Oxbridge and medicine application preparation. Our careers evening was replaced with an Inspiring Careers month with 50+ volunteers (over half alumni) supporting students across years to consider their post school pathways and career aspirations. Re-connecting our school community and further building connections between our school and the wider community will continue to be a priority in the next academic year as we move beyond Covid19 imposed organisational restrictions.



Trustees' Report (including the Strategic Report)

Review of Strategic Objectives 2020 - 2021 (continued)



Promote educational aspiration and social mobility

Make a positive difference to the life chances of students at and beyond the School

The Horizons initiative supporting aspiration and access to grammar schools for Pupil Premium children from local primary schools has continued through remote delivery between TGS students and primary school students. The School's partnership with Right Tuition has provided additional support for both Horizons pupils and TGS students in receipt of pupil premium. The sessions run by Right Tuition for our students supplemented other catch-up provision delivered through the National Tutoring Partnership. Throughout periods of remote learning the premium grant and Sixth Form promise were used alongside the DfE laptop scheme to ensure students had access to their own computer. The Sixth Form Promise continues to provide substantial support to sixth formers most in need who might otherwise find it difficult to continue with their studies. In addition to the above the School used catch up funding in a targeted way to support students where learning was significantly disadvantaged by the disruptions caused by Covid19. The Trustees matched the value of catch up funding provided nationally for 11 – 16 year olds to ensure sixth form students with identified needs could also be properly supported in a targeted fashion.

Invest in world class professional development

Promoting best practice locally, nationally and internationally

The Academy continues to invest in accredited IB professional development for the Diploma and to support MYP development. Training for new specifications and new teachers within subjects remains a priority. This year saw a shift to more affordable online training which the IB providers will continue with for the foreseeable future. Teachers were also supported with training from Examination Boards for GCSE and time to engage with local networks for moderation and a shared understanding of exam requirements. The extensive in-house professional development programme has further supported all staff in adapting to the changed expectations from the IB and national Examination Boards at GCSE looking at



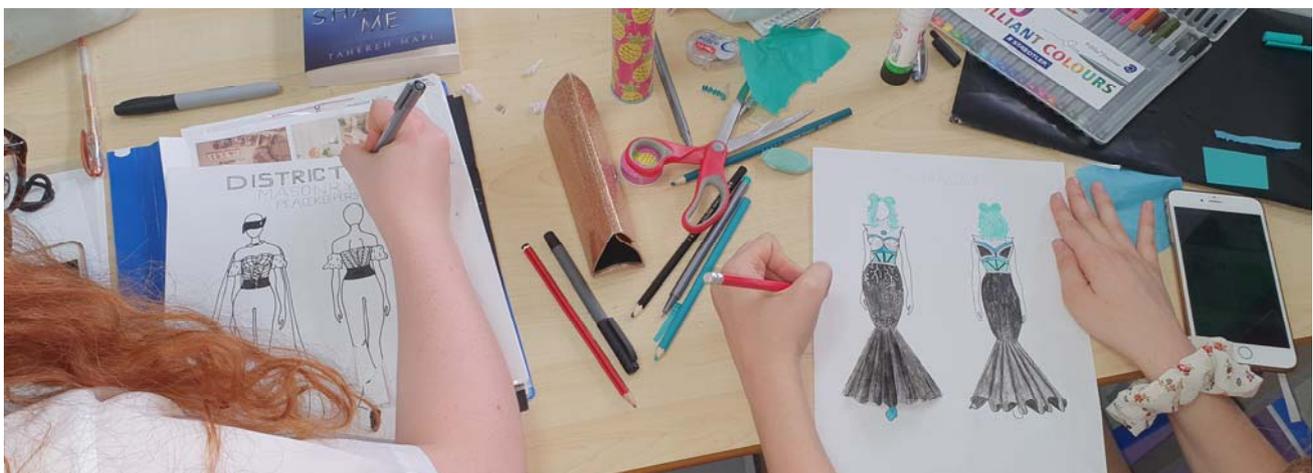
Trustees' Report (including the Strategic Report)

Review of Strategic Objectives 2020 - 2021 (continued)

amongst other things curriculum sequencing and weighting of units. This was the last year that Kaizen has existed due to the move to local Teaching School Hubs. The bespoke in school programme for trainees and Newly Qualified Teachers (NQTs) has been supplemented by participation in SCITT training and development as always although as with everything else, this was provided virtually for most of the year. Opportunities for middle and senior leadership development through nationally accredited professional development programmes has remained a priority. Middle Leaders have successfully completed the National Professional Qualification for Senior Leadership (NPQSL). In addition the Academy launched its own senior leadership development programme to support senior middle leaders aspiring to senior leadership to experience aspects of the role. This programme proved very successful with 5 experienced middle leaders joining our Extended Strategy Group programme. 3 Team Leaders within the Support Staff Team have engaged in Apprenticeship qualifications along with 1 member of staff from the Finance Team. Training has also been provided to help staff understand the impact of the pandemic on families and individual students. Training has focused on supporting Mental Wellbeing, Anxiety and Gender, Sex and Relationships. The Designated Safeguarding Lead Team has been expanded (all fully trained) as a result of the increased number and type of safeguarding concerns we are facing. Training was provided for the new Mental Health Lead to support them in this very important role. Academy Days have supported time for team collaboration, whole staff and team training including moderation, awarding TAGs, Safeguarding, GDPR and the embedding of and further development of our remote learning platform Teams. With the increasing reliance on technology for teaching, learning and administration – all staff have cybersecurity training.

Be entrepreneurial in securing resources to realise our aspirations

As a result of success in being awarded grants for capital maintenance and development in previous years and in light of ongoing Covid 19 restrictions, the School did not make CIF applications this academic year as projects that would be covered under the scope of these grant applications have already been completed. The School has continued to secure funding for projects that enrich the curricular and wider curricular experience of students with Royal Society Partnership Funding for STEM being a notable success. As a result of Covid19 restrictions income from lettings has reduced but the School was able to host two very popular and successful activity clubs in the Easter and summer holidays.



Trustees' Report (including the Strategic Report)

Performance and achievements

TGS remains one of the most academically successful schools in the country and a leading school for the International Baccalaureate Diploma Programme. The average total points score for the School's IB Diploma results reflects the exceptional performance of our students and is consistently between 36 and 37 points each year. Globally, the total points score awarded each year is between 29 and 30 points, with UK averages consistently between 34 and 35 points.

The exceptional circumstances this year necessitated a process whereby the International Baccalaureate marked independent assessments completed by every student in every subject alongside teachers' evidence-based predictions to award grades. Theory of Knowledge and the Extended Essay were unaffected by the cancellation of examinations and assessed in the usual way to award Core Points; the average awarded Core Points of 2.29 (out of a maximum of 3) showed an improvement on previous years. The grades awarded by this rigorous, externally verified process were outstanding. Seven students achieved the maximum score of 45 points in the IB Diploma. Eleven achieved 44 points with 72 students (53%) achieving a score of 40 or better and 68% of our students achieving 38 or above. Our average Diploma point score was 39. 77% of individual subject grades were at a grade 7 or 6 with the average grade being 6.12. An appeals process was established for students unhappy with their IB awarded grade because they disagreed with the predicted grade upon which their final grade was determined. Three students submitted appeals, two were successful, one unsuccessful and their original grade was upheld.

GCSE grades were awarded this year on stringent processes directed by OFQUAL and the Department for Education. The School provided Teacher Assessed Grades based upon rigorous evidence collected by teachers and in line with OFQUAL/DfE requirements. Our Year 11 students celebrated excellent GCSE outcomes. 32% of GCSE entries were awarded a grade 9. 61% of pupils gained 10 or more 9-7 grades with 97% achieving 5 or more GCSEs at these top grades. Overall, 69% of all GCSE results were at grade 9/8 and 91% at 9/8/7 with the average points per entry of 7.89. An Appeals process for GCSE grades was established to support students unhappy with an awarded grade. Out of 1814 entries there were 36 Stage 1 Appeals. Of the 36 appeals considered 6 were upheld through this process. 9 Stage 2 appeals were lodged. 4 Stage 2 appeals were upheld by the Examination Board and these 4 grades were uplifted.

University Destinations – Summer 2021

125 Accepted Firm Offer 8 Accepted Insurance Offer 15 Accepted Unconditional Offer
1 to USA - Sports Scholarship 2 Art College 1 Degree Apprenticeship - Law
10 Medicine 1 Dentistry 2 Veterinary Science 6 Law 14 STEM 8 Engineering
99 Russell Group - Amongst the most popular university destinations were:

Bristol (17) Exeter (10) Nottingham (9) Kings (7) Durham (5) Oxbridge (3)



Trustees' Report (including the Strategic Report)

Performance and achievements (continued)

Enrichment Opportunities

There is no doubt that restrictions imposed on schools to reduce the risk of Covid 19 transmission in the community, interruptions caused by significant numbers of students self isolating and the closure of physical school from January to March 2021 had a significant impact on the School's ability to provide the wide ranging extra curricular enrichment opportunities students have traditionally experienced.

As soon as it has been safe and practically possible the Academy has sought to re-introduce a range of curricular and extra curricular experiences for students including:

- a) A phased re-introduction of clubs and societies with Debating Clubs that were amongst the first clubs to get underway;
- b) Re-introduction of year focussed sports clubs and enrichment including the introduction of the very popular Sports Fridays for Sixth Form students;
- c) A modified programme for Duke of Edinburgh to support safe participation.

Over the year there was a strong level of engagement in environmental activities established and led by sixth form students linked to the planning and development of an exciting community ecological enhancement project (Marvellous Meadows) launched in 2021/22.

Despite the constraints created by Covid 19 four Year 8 students were successful in the cybersecurity for girls' challenge winning medals in the regional competition having spent a day solving computer network and programming problems.

Following the hiatus in enrichment activities caused by Covid and associated safety restrictions the School has put in place advanced planning to ensure that from September 2021 we are in a position to restart our extensive co-curricular and enrichment programme in a measured way that takes account of student and staff safety and wellbeing.



Trustees' Report (including the Strategic Report)

Performance and achievements (continued)

Sporting Success

There is no doubt that the successful sports programme usually offered at the Academy has been severely constrained due to Covid19 restrictions which have reduced the opportunities for club activities and competitive match play.

Due to Covid restrictions, there were no inter-school fixtures or competitions held at any level in the last academic year. This has not allowed for our usual level of individual or team successes. Whilst a full programme of taught sports took place across the year once restrictions eased the Academy sports staff sought creative ways of ensuring meaningful and engaging extra curricular sports opportunities for students including:

- a) Individual year group sports day for every year group 7 – 12 in the summer term promoting interhouse competition whilst maintaining year group bubbles;
- b) Successful 'Wimbledon' tennis competition for every year group 7 – 12;
- c) Successful launch of Sport Friday for all Year 12 students – rolled out to all sixth form students from September 2021.

In addition the team planned for the further enhancement to sports opportunities for TGS students, successfully securing Academy Trust Board funding for a Fitness Suite to open in the 2021/22 academic year.



Trustees' Report (including the Strategic Report)

Performance and achievements (continued)



TGS and the Arts

Whilst Covid 19 restrictions have undoubtedly limited student engagement in extra curricular Arts over the year we have been pleased to be able to maintain some key elements of our arts enrichment experience. Peripatetic lessons for individual students have continued including during school lockdown, with students continuing to enjoy weekly music lessons online via Microsoft teams. TGS students entered an online version of the annual Sevenoaks Three Arts Festival in June with great success. Lockdown didn't stop music making at TGS; it merely challenged the Music team and students to be creative in a virtual way. Online performances have included a choral Christmas celebration piece by the Year 9-13 Choir, a 5-part arrangement of Bruno Mars's 'Count on me' from the Year 7 & 8 Choir as well as a rendition of Delia Derbyshire's 'Theme from Dr Who' by the 70-strong school orchestra.

In Visual Arts despite the restrictions that Covid has imposed upon our day to day routines, the challenges of working in new ways has led to the development of new projects across the MYP curriculum that has resulted in some superb artwork. In general, students coped really well with new ways of working both in school and remotely, and whilst we had to limit the scale and materials of student outcomes, we certainly didn't dampen their enjoyment or ambitions. We look forward to continuing to develop these projects further as MYP students return to, or are introduced to the specialist art spaces for the first time in 2021/22. GCSE and IB Diploma students worked hard to complete a range of Art pieces with our IB Diploma students required, for the second year running to complete virtual exhibition of their work alongside their curatorial rationale. This approach enabled each student to showcase their work in a pristine space. The team look forward to the resumption of local competitions as they feel the body of work produced by students over the year is exceptionally strong and worthy of competition entry.

Trustees' Report (including the Strategic Report)



Key Performance Indicators

The Academy's Key Performance Indicators are:

- ◆ **Examination Results** Due to the restrictions placed on school activities as a result of the Coronavirus pandemic it was not possible for the School to host examination sessions for IB Diploma and GCSEs in the summer of 2021. The School worked with the International Baccalaureate Organisation and national examination boards to ensure a robust process was in place to provide the required data and documentation to assist the awarding bodies to confirm appropriate grade outcomes. In line with DfE guidance given the exceptional arrangements for the awarding of examination grades summer 2021, there is no performance analysis or progress measures in place for examination outcomes summer 2021.
- ◆ **Pupil Attendance** The Academy recognises the link between high levels of attendance and success. Whole school and individual student attendance is monitored and recognised through awarding House points to Learning Communities with the highest levels of attendance. This process was not possible to implement for 2020/21 due to the level of restriction placed on physical student attendance due to Covid 19. Nevertheless the School encouraged and celebrated high levels of attendance where this was practicable and in line with Covid19 restrictions on attendance. Those required to self isolate due to Covid 19 (confirmed case or close contact self isolation) were given access to learning in line with our agreed remote learning charter which ensured learning provision at least in line with statutory requirements with most students able to join live lessons with their teachers via Teams. The Academy established a rigorous system for monitoring attendance and identifying Covid related reasons for absence with daily reporting of attendance/absence to the DfE and Local Authority as required. Where individual students were identified as not attending school for Covid related reasons not consistent with DfE requirements the School liaised with families, undertook welfare checks and (where required) worked with the Local Authority to ensure the safety of students and a plan for their return. Attendance figures



Trustees' Report (including the Strategic Report)

are detrimentally impacted by high levels of approved Covid19 absence throughout the year so are not comparable to previous years. The average attendance rate for students 7 – 12 was 93.55 which represents a reduction from previous years. Attendance figures are inclusive of students working remotely in accordance with DfE requirements but exclude those absent from physical school where parents elected to keep children at home for Covid19 reasons not covered by the DfE temporary direction order. The attendance rate of Year 13 was lower than the 7 – 12 average at 81.3 and is affected by students with specific health conditions necessitating extended absence. Authorised non attendance was predominantly due to non Covid related illness. This year saw an increase in unauthorised absence in Years 7 – 11 from 0.6 to 0.8%. The policy of the Academy is to authorise holiday during term time only where the Head Teacher considers the reason for this to be 'exceptional'. The Academy monitors individually each student where termly attendance falls below 90%. Where unexplained patterns of absence are identified the well-being team work with the student, parents and external agencies (as appropriate) to support them. There were three students where parents elected to keep their child at home for extended periods of time because of Covid19 risks. The School has worked with the local attendance service to support their return to school, has made welfare checks and offered additional learning support (not access to remote learning) to support their successful re-integration into school. This absence has been recorded as unauthorised.



Trustees' Report (including the Strategic Report)

Key Performance Indicators (continued)

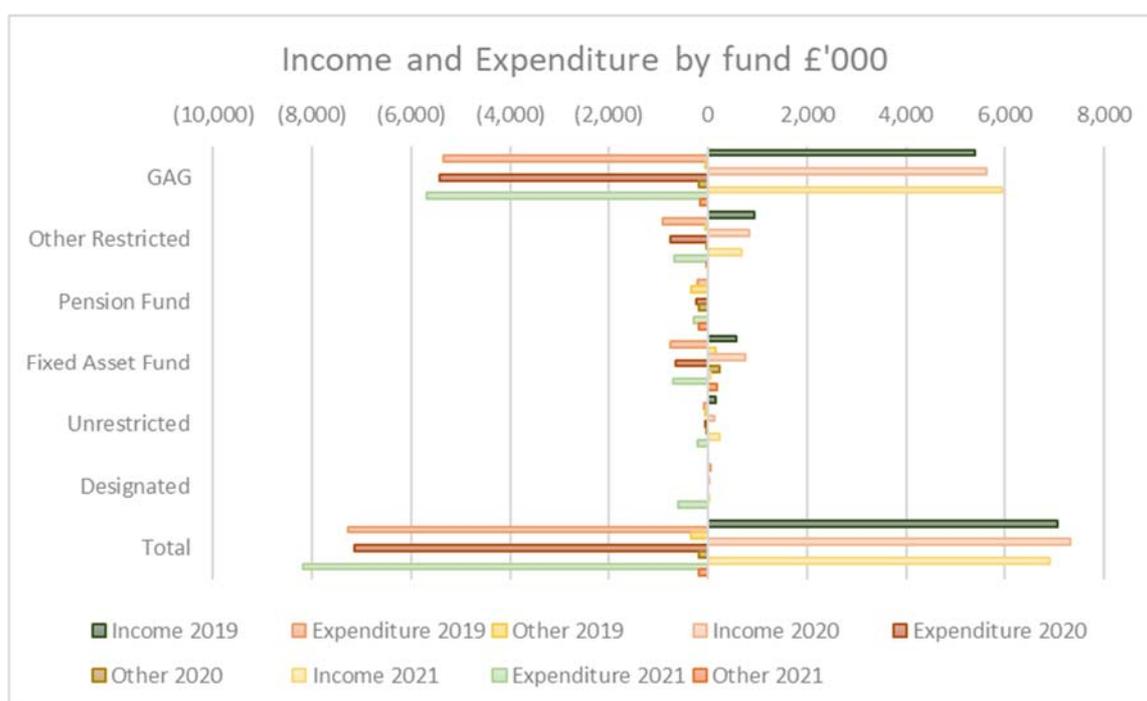
- ◆ **Student Retention** Following the 2012 move to an all IB Diploma in the Sixth Form retaining students from Year 11 into the Sixth Form and recruiting additional new joiners has been a priority. In the years since 2012 the Academy has refined retention and recruitment strategies for existing students and new joiners including information events in the summer of Year 10 and the Autumn of Year 11, marketing outreach to schools in neighbouring areas, teas and tours, guidance meetings, taster experiences and an induction day for prospective students at the end of Year 11. For September 2021 entry the ability of the Academy to undertake its full marketing and recruitment process was impacted by Covid 19 restrictions including restrictions on mixing between sixth form and Year 11 students due to need to maintain bubbles. This has had an adverse impact on the number of students in the Sixth Form September 2021 where numbers in Year 12 have reduced to 120 which is less than the on roll target of 140. The Academy has identified this as a risk and is taking action both to mitigate the financial impact on this in future years and to revise and improve recruitment processes to increase recruitment and retention for September 2022 including return to in person recruitment events and enabling students in Year 11 to find out about the Sixth Form experience directly from current sixth form students. The Academy will continue to implement positive strategies to retain our own students and recruit new joiners whilst ensuring appropriate academic standards are retained. The Academy set its on roll target for Year 12 September 2022 at 140.
- ◆ For financial planning, the Academy has a policy that budgeted revenue deficits should be no more than the difference between the funding for lagged and actual student numbers, reflecting the fact that Department for Education funding is calculated each year on a lagged basis of student numbers at the start of the preceding school year.
- ◆ The Academy monitors student teacher ratios, average class sizes, contact ratios, average teaching salary and the percentage of GAG spent on teaching. The Academy undertakes benchmarking analysis of key areas of resourcing and expenditure and uses this analysis to inform strategic resource planning.



Trustees' Report (including the Strategic Report)

Financial Review

During the year ended 31 August 2021, total income was £6,899,000 (2020: £7,326,000) and total expenditure was £8,178,000 (2020: £7,157,000), giving net expenditure before gains and losses on investment assets of £1,279,000 (2020: net income £169,000). After taking into account £181,000 actuarial loss on defined benefit pension fund (2020: £193,000) and gains on the revaluation of investments £7,000 (2020: nil), the deficit for the year was £1,453,000 (2020: £24,000), resulting in a decrease in net assets from £11,181,000 at the end of 2020 to £9,728,000 at 31 August 2021. The operational surplus excluding fixed assets, pension adjustments and designated funds was £112,000 (2020: surplus £89,000).



General Annual Grant (“GAG”) income was £5,932,000 (2020: £5,619,000) and expenditure was £5,678,000 (2020: £5,431,000) giving net income of £254,000 (2020: £188,000). The increase in GAG income reflects the increase in the Minimum Funding Level which for 11-16 year olds was £5,000 per pupil in Kent (2020: £4,700) and the increase in Post 16 per pupil funding to £4,188 (2020: £4,000). Costs were higher than last year mostly in staffing costs. £72,000 of costs were incurred as a result of the Coronavirus pandemic including daytime cleaning costs, Health and Safety costs (including screens and consumables) and supply staff. The Academy did not meet the conditions to claim under the Department of Education’s funding for exceptional costs or the Workforce Fund for Schools and therefore these costs are included in GAG. £127,000 of GAG was spent on fixed assets and transferred to the restricted fixed asset fund and £35,000 was transferred from GAG for energy efficiency savings to repay Salix loans, resulting in £102,000 GAG surplus after taking into account GAG funds brought forward.

The Academy received £72,000 Catchup Funding for years 7 to 11, of which it spent £23,000 leaving £49,000 carried forward to 2021/22. The Academy also received £1,000 subsidy from the National Tutoring Programme for years 7 to 11. £592 Tuition Fund for Post 16 was received which was all spent alongside £9,000 of GAG to provide similar catchup opportunities to the Sixth Form. £31,000 was received for in-school Lateral Flow testing and £9,000 for a Contact testing pilot scheme, both of which were spent on staffing these initiatives. A claim for £34,000 was submitted to the Department for Education for the successful Summer School held for incoming Year 7 in August 2021 to recover costs incurred in staffing, resources and catering. £2,000 was received from the Coronavirus Statutory Sick Pay Rebate Scheme.



Trustees' Report (including the Strategic Report)

Financial Review (continued)

Pupil Premium Funding of £13,000 was received, of which £8,000 was spent and £5,000 has been carried forward to 2021/22. Laptops received from the Department for Education have been valued at £6,000 and are included in other grants. The excess of spending in other grants primarily reflects the transfer of £69,000 donations for student bursaries to the separate entity The Debney Endowment Trust which has been set up to administer these donations, together with funds received from a legacy. Trip income and expense were lower as the Academy ran no trips in the year and activity related to refunds and insurance claims for cancelled trips.

Capital income was £49,000 (2020: £745,000) comprising £26,000 Devolved Formula Capital and £23,000 private donations for ongoing school improvements (2020 included £694,000 grants from the Condition Improvement Fund ("CIF"); no CIF bids were submitted in 2021). Capital expenditure was £711,000 (2020: £652,000) reflecting depreciation and amortisation of £687,000 and other capital spending of £24,000; £509,000 of work was carried out on CIF projects awarded in 2020 and capitalised (there were commitments of £509,000 under contracts to complete the CIF projects at 31 August 2020), along with £313,000 assets under construction at 31 August 2020 which was reclassified. £127,000 of fixed assets were transferred from GAG, £12,000 from other restricted funds and £35,000 was transferred from GAG from energy efficiencies to repay Salix loans.

The pension reserve was a deficit of £2,967,000 at the end of 2021, an increase from £2,485,000 since the end of 2020; of the £482,000 change in the deficit, £301,000 has been recognised in expenditure and £181,000 as actuarial losses. The movements in the pension liability over recent years are mostly due to movements in the discount rate based on 23-year corporate bonds (2021: 1.65%, 2020: 1.6%, 2019: 1.85%, 2018: 2.65%, 2017: 2.6%) whilst the increase in assumptions for increase in salaries and inflation this year has also increased the liability at 31 August 2021. The Trustees have been advised that pension accounting deficits have no effect on the contribution rate, which is determined using long-term funding assumptions based on the investment strategy of the pension fund, rather than solely on the yields of corporate bonds. The LGPS scheme underwent its three-yearly valuation as at 31 March 2019 as a result of which the employer contribution rate which was 20% increased to 21% with effect from 1 April 2021 and will be 22.5% with effect from 1 April 2022.

Income from unrestricted funds was £238,000 (2019: £127,000), of which £156,000 was received from the Risk Protection Arrangement as a result of a power outage in autumn 2020. Lettings income was £24,000 and continues to be seriously impacted by the Covid pandemic at roughly 50% of pre-pandemic levels. Income from Staff Absence Insurance policy was £27,000 and there was income also from staff consultancy and commission. £5,000 interest income was received on the legacy which has been designated by the Trustees to provide student bursaries and for other educational purposes, £601,000 of which was transferred to the especially created The Debney Endowment Trust at the end of the year, along with £69,000 of donations given for student bursaries. Other unrestricted expenditure mostly reflects the cost of the power outage and staff costs covered by the absence policy.

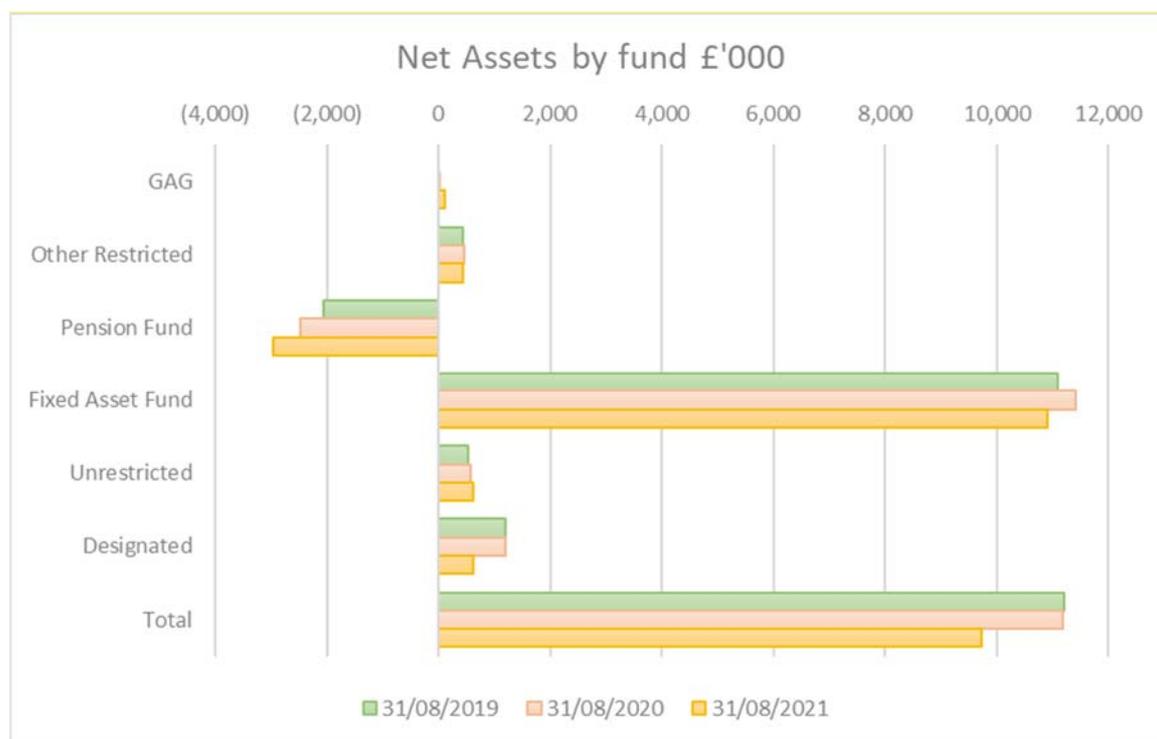
Reserves Policy

The Trustees receive monthly reports of the level of reserves and review reserves requirements annually as part of their budget procedures and when there are any significant developments that might affect the required level of reserves. The review considers the risk and likelihood of unforeseen emergencies, day-to-day operational expenditure needs, the stability, security and concentration volatility of income streams, forecast pupil numbers, committed and designated expenditure, the need to cover cash flows and its ability to fund the pension liability from current and future income. A significant proportion of income is restricted; unspent restricted funds fall outside the definition of free reserves but are taken into account as where the ability exists to use these funds, the overall need for reserves is reduced.



Trustees' Report (including the Strategic Report)

Reserves Policy (continued)



At 31 August 2021, the Academy's net assets were £9,728,000 (2020: £11,181,000).

Of these, restricted fixed asset funds were £10,922,000 (2020: £11,410,000), of which £11,118,000 (2020: £11,152,000) could only be realised by the disposal of intangible and tangible fixed assets, £(297,000) (2020: £(338,000)) was the Salix and CIF loans and £101,000 (2020: £596,000) was held in cash restricted for fixed asset investment. The unspent funds relate to £80,000 donations given specifically for the library and other school improvement projects, for which there were capital commitments of £31,000 for Fitness Suite Equipment ordered but not delivered, £18,000 efficiency savings to make Salix repayments on 1 September 2021 and £3,000 unspent Devolved Formula Capital Grant.

GAG restricted reserves were £102,000 (2020: £10,000). £5,000 Pupil Premium Grant and £49,000 Catch-up premium were unspent in the year and have been carried forward to 2021/22.

Other restricted reserves were £389,000 (2020: £457,000), of which £91,000 (2020: £84,000) belonged to Fayerman Scholarships and is not available for the Trustees to use for the general purposes of the Academy. Other funds are primarily School fund reserves of £217,000 and voluntary fund reserves of £49,000. The Trustees have set aside £36,000 of School fund reserves to replace the all weather pitch surface over 10 years and identified £80,000 reserve requirement to ensure the Academy is able to meet committed expenditure in the event of a fall in donations. The Trustees plan to spend surplus funds of £182,000 on projects consistent with the restrictions with which the donations were made.

The pension reserve was a deficit of £2,967,000 (2020: £2,485,000); this does not mean that an immediate liability for this amount will crystallise but rather that a deficit position of the pension scheme would generally result in a cash flow effect for the Academy in the form of an increase in employers' pension contributions over a period of several years.



Trustees' Report (including the Strategic Report)

Reserves Policy (continued)

The value of unrestricted reserves held in general funds was £616,000 (2020: £581,000). The unrestricted designated fund was £612,000 (2020: £1,208,000) representing the legacy received in 2017/18 and 2018/19 and interest income, less the amount transferred to The Debney Endowment Trust during the year. The Trustees intend to use the remaining funds for other educational purposes, including projects to improve disabled access and dining facilities.

The total of restricted general funds (excluding pension reserves) plus unrestricted general funds was £1,161,000 (2020: £1,048,000) of which £91,000 belonged to Fayerman Scholarships, giving reserves which were available for the general purposes of the Academy of £1,070,000 (2020: £894,000). The Trustees consider that reserves are required for the following purposes:

- The updated revenue budget for 2021/22 is a deficit of £45,000 due to ongoing Covid-19 costs, mostly cleaning and consumables and spending of Covid Catch-up funding brought forward and included in reserves.
- Budgets for 2022/23 to 2024/25 are deficits unless funding matches expected increases in salary costs. A contingency is held to cover the uncertainty of future funding and the likelihood of increased public sector pay.
- Unforeseen emergency building repairs to keep the school open; this covers items such as boiler breakdown and the hire of temporary classrooms.
- A reserve for fluctuations in pupil numbers.
- A reserve for Covid-19 costs including site modifications, staff absences, additional cleaning and reduced lettings income.
- A general contingency including unknown legal costs.
- A reserve for voluntary donations to allow ongoing curriculum enhancement expenditure to continue should voluntary donations subside.
- A reserve to find replacement hirers if significant hirers terminate their agreements.
- A reserve to fund the replacement of the all weather pitch surface over 10 years.

The Trustees' assessment of these amount to a reserve requirement of £911,000. The current level of available reserves is £159,000 higher than this ongoing requirement. The surplus funds are mostly held in School fund, donations to which were given to enrich the educational experience of students. The Trustees' plans for this, consistent with the restrictions with which the donations were given, are to improve disability access and dining facilities and to support the implementation of the new 5 year vision.

After taking into account these matters, the Trustees consider that the current level of reserves is appropriate.



Trustees' Report (including the Strategic Report)

Investment Policy

The Trustees' policy for investments is as follows: all the Academy's investments are in cash. The Trustees' objectives are for these to be highly liquid, generate income without taking risk and to diversify the deposit base in order to reduce concentration risk. Most cash is held in interest bearing current accounts with the Academy's banker Lloyds Bank plc; at the end of August 2021, £1,240,000 (2020: £1,867,000) was held in an instant access savings account and notice deposit accounts with two other major UK institutions. This includes the remaining £612,000 legacy fund. The only non-cash investment is held by Fayerman Scholarships, of which the Academy is the sole trustee. These investments are held in CCLA COIF Charities Investment Fund income units in order to generate an income stream to fund its charitable grant-making activities.

Going Concern

After making appropriate enquiries including reviewing cash flow forecasts and five year budgets, the Trustees have a reasonable expectation that the Academy has adequate resources to continue in operational existence for the foreseeable future. This assessment has taken into account the uncertain environment caused by the Coronavirus pandemic. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.



Trustees' Report (including the Strategic Report)

Principal Risks and Uncertainties

The primary objective of any academy is to deliver high quality education to students. There are a multitude of factors that can affect the achievement of this objective. Risk management is an essential part of managing any organisation and the ultimate responsibility for managing Academy risk rests with the Trustees. To mitigate against such failures the Trustees of Tonbridge Grammar School undertook in 2015/16 a comprehensive review of all potential risks that could impact on the effectiveness of the Academy and its ability to fulfil its objectives as laid out in the Funding Agreement. The risk review took account of risks associated with:

- Academy governance
- Academy operations
- Academy funding and financial activity
- Academy compliance with law and regulation

Further to the comprehensive review in 2015/16, a thorough review of the risk register is undertaken annually. From 2020/21 the responsibility for the comprehensive review of the risk register moved to the new Audit and Risk Committee in line with expectations outlined in the Academies Financial Handbook. The Audit and Risk Committee instructed each Committee to undertake a full review of the risk register entries relevant to their Committee. Through this process the Trustees and Senior Leaders have identified risks and reviewed and further developed the range of strategies to address or mitigate risk where appropriate. The Audit and Risk Committee then completed a full review of all the revised risk register entries to identify top risks for strategic focus and monitoring. As part of this process the Audit and Risk Committee further identified the need to review the overall structure and approach of the risk register to ensure high level risks are effectively identified and assessment of risk is consistently applied in line with latest guidance for Academy risk management published by the ESFA in May 2021. They determined this would be a priority for the next academic year alongside the introduction of a clear risk management policy.

Following revisions and additions made to the Academy Risk Register in the latter half of the academic year and following a review of the full Risk Register the most significant risks to the Academy are identified as:

Risk 1: Impact of Covid on Learning Outcomes. Risk of Learning disadvantage for students (including FSM, PP and SEN) due to short and medium term impact of Covid 19 restrictions including: disrupted access to learning during periods of local and national lockdown and Covid19 related requirements to self-isolate;

Risk 2: Employee Legislation. Failure to ensure the school complies with employment legislation related to equal opportunities, human rights, data protection, contract legislation and health and safety;

Risk 3: Information Security. Risk of exposure to information security breach (personal data breach or cyber-attack) exposing the Academy to one or more of reputational, business continuity and financial risk;

Risk 4: Academy Safeguarding. Failure of the Academy to meet the statutory requirements for safeguarding students at the Academy (including Prevent, FGM, child sexual exploitation and peer on peer abuse);

Risk 5: Lettings and Safeguarding. Failure of the Academy to ensure that organisations letting the school facilities understand and abide by their safeguarding obligations;

Risk 6: Curriculum Delivery. Failure to adequately deliver the curriculum due to the inability to secure/retain appropriate staff or appropriate levels of staffing;



Trustees' Report (including the Strategic Report)

Principal Risks and Uncertainties (continued)

Risk 7: Financial Planning and Budget Management. Financial resources are not deployed efficiently leading to inability to meet School improvement plan and school vision;

Risk 8: Governance Capacity. Failure to secure and maintain a skilled and experienced Board of Trustees to fulfil statutory duties to provide sound governance and effective fiduciary and strategic oversight and direction;

Risk 9: Facilities and Estates. Failure to ensure the Academy maintains and develops the estate and facilities both to protect the health and safety of students, staff and members of the community accessing estates and to provide new/improved facilities to support the school vision and improvement plan;

Risk 10: Environmental Sustainability. Failure to plan and take action to address climate change and work towards achieving zero carbon emissions by 2030 in line with Government policy and societal expectations.



Trustees' Report (including the Strategic Report)

Principal Risks and Uncertainties (continued)

To mitigate the risks identified above the Academy has undertaken or plans to take following action:

Risk 1: Impact of Covid on Learning Outcomes. Risk of Learning disadvantage for students (including FSM, PP and SEN) due to short and medium term impact of Covid 19 restrictions including disrupted access to learning during periods of local and national lockdown and Covid19 related requirements to self-isolate.

Learning Recovery and Community Reconnection are two key strands of the School's strategic priorities for the academic year 2021/22. Regular and rigorous monitoring of student progress by cohort, sub group and individual students will be used to identify those in most need of targeted intervention and support. A range of strategies including in class interventions, peer support, school tutoring, local tutoring and tutoring accessed through the National Tutoring programme will be used to ensure those most adversely impacted are provided with timely and appropriate support. Extensive investment in wellbeing support including access to in school wellbeing and mental health support and individualised support programmes are used to provide targeted support to individual students where poor mental health is a barrier to learning. The Board of Trustees and their sub-committees monitor and review progress on these strategic priorities on a regular basis through the academic year.

Risk 2: Employee Legislation. Failure to ensure the school complies with employment legislation related to equal opportunities, human rights, data protection, contract legislation and health and safety.

The Academy contracts the services of specialist consultants in employment law, data protection and health and safety to ensure the Academy is compliant in all employment related legislation. Staff involved in HR matters have access to specialist training. The Board of Trustees and Sub Committees monitor and review employment policies and practices related to these areas on a regular basis through the academic year.

Risk 3: Information Security. Risk of exposure to information security breach (personal data breach or cyber-attack) exposing the Academy to one or more of reputational, business continuity and financial risk.

The Academy contracts the services of specialist consultants to ensure systems and technology are in place to reduce the risk of information security breach or cyber attack. Internal audit scrutiny and data protection consultants provide external review of school systems to mitigate risk. The Academy has data protection and technology policies for Academy employees and students. Staff have a contractual obligation to protect personal data. Staff receive regular training in data protection and cyber security and are required to confirm they understand and agree to observe practices that protect information security. Students receive training in safe use of the internet and cyber security. The Academy system precludes use of peripherals (such as memory sticks) that might compromise information security. All teachers and staff requiring to work out of school hours/from home are provided with school laptops equipped with appropriate security including double authentication. The Board of Trustees and sub committees monitor and review information security practices including policies, internal audit and GDPR specialist reports on information security annually. The Academy maintains data breach and near miss registers and reviews any potential breach internally in order to improve processes, as well as referring breaches to the externally appointed DPO and the Information Commissioner's Office where appropriate.

Risk 4: Academy Safeguarding. Failure of the Academy to meet the statutory requirements for safeguarding students at the Academy (including Prevent, FGM, child sexual exploitation and peer on peer abuse).

The Academy has robust safeguarding policies in place which are revised annually and take account of any changes to Keeping Children Safe in Education. The School has an identified DSL who is a senior member of staff and ensures DSL training is up to date. All Deputy and Assistant Heads are trained as DSLs and assigned specific areas of safeguarding responsibility – working closely with the



Trustees' Report (including the Strategic Report)

appointed DSL. The Academy has further invested in DSL training for key staff working closely to support the wellbeing of students including the Mental Health Co-ordinator, Student Advisors and identified Curriculum Directors. All staff and Trustees receive annual Safeguarding training. Staff joining school mid year also complete safeguarding training. The School consults regularly with the Local Authority Designated Officer where specific cases require this and uses specialist software, My Concern, to manage safeguarding reports and actions. The Board of Trustees and sub committees monitor and review safeguarding related matters including policies. Safeguarding is a standing item at sub-committee and Board of Trustee meetings. The appointed Safeguarding Trustee conducts an annual safeguarding review and reports the outcome of this review to the Board of Trustees.

Risk 5: Lettings and Safeguarding. *Failure of the Academy to ensure that organisations letting the school facilities understand and abide by their safeguarding obligations.*

The Academy understands its responsibilities to ensure that any third party hiring the School's facilities must abide by their safeguarding obligations. The Academy further recognises that any failure in the safeguarding arrangements of third party hirers will expose young people or vulnerable adults to safeguarding risks and may expose the Academy to reputational risk or legal challenge. To that end the Academy operates a clear lettings policy requiring all individuals / organisations letting school facilities to comply with safeguarding requirements and responsibilities. All hirers must confirm by letter addressed to the Trustees that supervising adults working with children have current DBS checks and all correct safeguarding policies are in place. A record of these is available for the safeguarding Trustee to inspect during review visits. Academy facilities and estates staff remain on site throughout all School lettings. Policies related to lettings and safeguarding are reviewed regularly by the Board of Trustees.

Risk 6: Curriculum Delivery. *Failure to adequately deliver the curriculum due to the inability to secure/retain appropriate staff or appropriate levels of staffing.*

The Academy monitors the curriculum need and staffing capacity to deliver the curriculum on an annual basis in order to ensure the earliest lead in time for recruitment. Academy staff notice periods are designed to secure the maximum lead in time possible for teaching and specialist/critical support staff posts. Retention strategies are informed by a robust Exit interview process. The Academy invests heavily in the training of staff including growing and developing talent. Recruitment materials and strategies are designed to attract a wide pool of applicants. The judicious use of agencies can address short term gaps.

Risk 7: Financial Planning and Budget Management. *Financial resources are not deployed efficiently leading to inability to meet School improvement plan and school vision.*

The Board of Trustees agree the School Vision which is reviewed every 5 years. Strategic priorities are derived from the Vision and School / Team Development and Improvement plans link directly to these strategic priorities. Annual school expenditure is planned to reflect agreed strategic priorities in line with the agreed Vision. Curriculum planning takes account of student course choices at GCSE and IB Diploma and budget planning is based on a prudent and realistic assessment of future pupil numbers. The Academy reviews the cost of curriculum provision annually prior to determining the curriculum offer and identifies the financial viability of the proposed curriculum taking account of an assessment of viable group size. Decisions on the full range of subjects within the curriculum offer are carefully reviewed and revised subject to projected numbers. Class sizes in Years 7 – 9 have been increased to 30 students with further revisions to classes in Year 10 to secure greater efficiency. The Academy undertakes a full analysis of income and expenditure projections over a five year period to determine projected shortfalls in funding over this time in order to plan for further income reductions. Financial projections take account of known changes to grant funding to ensure realistic income projection and consider impact of changes in grant allocation. The Academy holds



Trustees' Report (including the Strategic Report)

reserves to mitigate the risk of unfunded cost pressures arising. A reserves policy is in place and reviewed annually to ensure appropriate levels of reserve. The Board of Trustees determine the School budget annually and review progress in delivering priorities within budget plans throughout the year through reporting at sub-committees and to the Trust Board.

Risk 8: Governance Capacity. *Failure to secure and maintain a skilled and experienced Board of Trustees to fulfil statutory duties to provide sound governance and effective fiduciary and strategic oversight and direction.*

The Board of Trustees conducts a regular skills audit to identify required skills and experience and target recruitment. The Board of Trustees review terms of office at least annually to support succession planning. Trustees are encouraged to participate in specialist training provided by school partners such as the National College, Employment and Education Law consultants.

Risk 9: Facilities and Estates. *Failure to ensure the Academy maintains and develops the estate and facilities both to protect the health and safety of students, staff and members of the community accessing estates and to provide new/improved facilities to support the school vision and improvement plan.*

The Academy contracts the services of specialist Health and Safety consultants to ensure the facilities and estate maintains full compliance with health and safety legislative requirements. The Academy maintains a schedule of internal and external testing of specialist equipment and facilities. The Health and Safety Committee of the Academy meets at least 3 times annually to consider key health and safety matters and the Health and Safety policy is revised annually. The Academy identifies annual Health and Safety priorities arising from monitoring and review and these are prioritised in the Academy budget planning. The Academy has plans to review its 5 year strategic plan for the facilities and estate in the academic year 2021/22. The Board of Trustees and sub committees ensure Health and Safety is kept under regular monitoring and review with the appointed Health and Safety Trustee attending the Health and Safety Committee, reporting to the Finance and General Purposes Committee and conducting an annual review. The Finance and General Purposes Committee has access to specialist health and safety reports when they are produced including fire safety and asbestos management. From 2020/21 the Board of Trustees has re-established a Buildings Development Group who meet through the year to review and consider capital development plans to support vision and school improvement priorities. This group includes representatives of sub-committees and makes capital development recommendations to the Board of Trustees. In addition to utilising their own resource the Academy is proactive in seeking grant awards to support maintenance and capital development.

Risk 10: Environmental Sustainability. *Failure to plan and take action to address climate change and work towards achieving zero carbon emissions by 2030 in line with Government policy and societal expectations.*

The Academy has plans to develop a strategic approach to the reduction of the School's carbon emissions, working with staff and students on identified projects. To date the School has invested in solar panels which have reduced energy costs from non renewable resources, replaced all lighting with low energy alternatives and replaced boilers to secure greatest energy efficiency. For September 2021 the Academy has introduced electric charging points for staff cars to support staff to convert to electric or hybrid cars, with capacity to increase the number of charge points as demand increases. The Academy is also investing in creating a sustainable ecological area including wildflower meadow.



Trustees' Report (including the Strategic Report)



Fundraising

The Academy engages in regular fundraising to support curriculum enrichment, opportunities to learn beyond the classroom and the School's ability to offer a wide range of extra curricular activities accessible to all students. Fundraising also supports identified capital fundraising projects that improve and enhance school facilities for the benefit of the whole school community. Income from fundraising does not finance basic school need which is covered by grant funding. All fundraising practices are strictly compliant with the most recent legislation around fundraising. The School does not employ professional fundraisers to operate on its behalf. The fundraising activities of the Academy are kept under review by the Trustees who ensure that all funds are spent in accordance with the intended purpose stated.

The Development Fund: As members of the School community parents and carers are invited to participate in the School's annual Development Fund. Parental engagement is invited as both an expression of interest and/or a voluntary financial contribution. There is no prescribed requirement to give, prescribed amount or method of giving. The confidentiality of parent donors is strictly maintained and not disclosed to the wider body of staff (including the Head Teacher). There is scrupulously no educational advantage expected or given to children of donor parents. All parents and carers in the TGS community are kept up to date with how the funds donated annually are used to enrich and enhance the learning environment for all students at the School.

Capital Fundraising: On occasion the School conducts a capital fundraising campaign targeted towards a specific capital project. Parents along with alumni and former staff and parents who have maintained contact with the School through registering on our alumni portal may be invited to contribute. There is scrupulously no educational advantage expected or given to children of donating adults. All parents and carers in the TGS community are kept up to date with the progress of the Capital Fundraising project. Alumni are informed through the alumni website and have the option to unsubscribe.

Parental or other complaints about fundraising can be addressed through the School's Complaints Policy which is available on the School website. No complaints have been received.



Trustees' Report (including the Strategic Report)

Plans for Future Periods

The academic year 2021/22 has been identified as a transition year where the School will prioritise transition from the existing School Vision to a new School Vision and transition from the disruption caused by Covid19 restrictions building capacity to return to a 'normal' school experience alongside addressing the disruptive impact of Covid19 on learning, wellbeing and the wider school experience.

The Academy has identified 4 key strategic priorities:

Re-engage	<p><i>Re-engage students in learning, ensure no child is left behind, promote collaboration and positive engagement.</i></p> <ul style="list-style-type: none"> a) Authentic engagement: real world learning, world of work, learning beyond the classroom b) Approaches to learning: feedforward, collaborative enquiry to build emotional intelligence, social communication and research skills c) Sub group performance: support and intervention, significantly reduce / eliminate gap between subgroups, cohorts on track d) Consistent experience: staff collaboration in teams, consistent application of policy across teams
Re-connect	<p>Re-connect students, support positive health and wellbeing, promote collaboration and positive engagement</p> <ul style="list-style-type: none"> a) Behaviours for learning: consistent expectations, celebrate participation and achievement b) Service learning: community project, interdisciplinary learning, theory of knowledge c) School community: house, alumni, societies, learning beyond the classroom, diversity and inclusivity, student voice d) HSEE support: students and parents
Sixth Form Retention	<p>Celebrate our Sixth Form so it is aspirational for our students, support students to choose TGS, ensure the experience is sustainable</p> <ul style="list-style-type: none"> a) The best preparation/springboard for the future: university, Oxbridge, medicine, why the TGS curriculum, skills, HSEE b) Celebrate our Sixth Form: societies, leadership, CAS, Sport Friday, support – time to <i>shine!</i> c) TGS is the right choice: why TGS, why Higher Level, why Standard level d) Sustainable experience: curriculum offer, consistent systems and processes
Vision	<p>Establish a new school vision meeting the needs of our school community to 2030</p> <ul style="list-style-type: none"> a) Complete stakeholder consultation – engaging with full student body b) Launch and dissemination c) Identify strategic priorities d) Planning and preparation for full implementation from summer 2022



Trustees' Report (including the Strategic Report)

Structure, Governance and Management

Constitution

The Academy is a company limited by guarantee and an exempt charity. The Academy's Memorandum and Articles of Association are the primary governing documents of the Academy. The Trustees of Tonbridge Grammar School Academy ("the Trustees") are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Tonbridge Grammar School.

Details of the Governors/Trustees who served during the year are included in the reference and administrative details on page 4.

Members' Liability

Each member of the charitable company, whose details are set out on page 5, 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 have not given any third party indemnities.

Method of Recruitment and Appointment or Election of Trustees

In accordance with the Articles of Association, the Trustees of the charitable company are appointed as follows:

- ◆ members may appoint up to nine Trustees;
- ◆ a minimum of two Parent Trustees are elected by parents;
- ◆ the Head Teacher is an ex-officio Trustee;
- ◆ the Trustees may appoint co-opted Trustees;

Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new Trustees depends on their existing experience. Newly appointed Trustees complete the Trustees Skills Audit to assist in planning induction and to ensure the Board of Trustees is best able to utilise their skills and experience. All newly appointed and elected Trustees meet with the Head Teacher and members of the senior leadership of the Academy. New Trustees also have electronic access to a full range of School governance documentation held in a dedicated, password protected Trustee area. All new Trustees are offered training provided as required; this is both in-house and using external providers. All Trustees are provided with the information needed (including terms of reference, policy documentation, minutes, budgets etc.) to undertake their role. All this documentation is also held in the secure electronic Trustee area for ease of reference.

In addition to training in accordance with individual needs, the Academy arranges a programme of whole Trustee training annually that takes account of outcomes of the annual trustees skills audit and identified strategic priorities. Trustee safeguarding training takes place annually at the beginning of the academic year. There has also been a regular programme of training before meetings of the Board of Trustees. In addition members of the Board of Trustees access local and national governor training provided by the Academy's legal support, accountants, The Education People, National Governance Association, Governors for Schools and Confederation of School Trusts. Over the last year Trustees have received in-house training in Safeguarding, but because of the pandemic further training has been difficult to organise. However, Trustees attended two



Trustees' Report (including the Strategic Report)

Schools and Academies Shows which were online; an online workshop for the SRMSA, and an online seminar of Governance for Academies.

The usual high level of Trustee engagement in subject reviews and other meetings at the school has been constrained due to Covid restrictions on in person attendance. However, Trustees have been actively involved in health and safety – including Covid19 related safety in response to government guidance; decision making around a response to a significant critical event, being a major power failure and decisions around close contact self isolation leading to partial year group closures. All this has been achieved by Trustees maintaining a close relationship with the Academy through the use of the MS Teams online platform for both ordinary and particular meetings with the school and using the online “phone” capability when required. In the summer a number of Trustees attended a number of parent forums which were hosted online to gain parent’s views on the new school vision.

The Trustees have also during the year completed the transfer to the new Memorandum and Articles of Association of the company, with Trustees retiring as members of the company and a new set of Members being appointed, bringing about the required separation between Members and Trustees. 4 Members have so far been appointed and an inaugural meeting was held at the end of the last Term. It is intended that a fifth Member should be appointed in the next academic year, taking into account the need to find such a person from groups currently under-represented within the current Members.

The establishment of a Charitable Incorporated Organisation to be known as the Debney Endowment Fund remained a priority this year and finally towards the end of the year the Charity Commission completed registration. A new bank account was opened for the CIO and funds transferred from the School to the Endowment Fund.

Organisational Structure

The management structure of the School has remained unchanged this year and consists of:

- ◆ the Trustees;
- ◆ the Strategy Group (Senior Leadership Team of the Academy);
- ◆ the middle leadership team.

The management structure is designed to devolve responsibility to middle leaders in order to encourage and promote wider staff engagement in decision making and promote accountability at all levels.

The Board of Trustees, the majority of whom are non-executive, comprises those persons appointed under the Articles of Association. The Board meets at least five times a year and in 2020/21 had three committees:

- Audit & Risk
- Curriculum and Staffing
- Finance and General Purposes



Trustees' Report (including the Strategic Report)

Organisational Structure (continued)

The Trustees set the strategic vision of the Academy, agree Academy priorities and the annual Academy budget. The Trustees are responsible for ensuring the Academy fulfils legal and statutory responsibilities and monitor the implementation of Academy priorities and financial planning. The Strategy Group consisted of the Head Teacher, Deputy Head Teachers and three Assistant Head Teachers. The Strategy Group controls the Academy at executive level and implements the Academy's strategic plans and policy. Each member of the Strategy Group has a clearly defined range of responsibilities to support the implementation of the Academy's strategic plans, quality assuring teaching and learning, maintaining and improving standards, and policy development and implementation. The key responsibilities are reviewed annually to ensure the focus reflects and supports implementation of the Academy's strategic priorities and development plans. The Head Teacher is responsible for the authorisation of spending within agreed budgets and staff appointments below senior leadership level. The Deputy Head Teachers deputise for the Head Teacher in her absence. The Trustees receive regular reports from the Strategy Group through the committee structure. Middle leaders are accountable for the implementation of the curriculum plan, curriculum content, the quality of learning, attainment outcomes and the overall student experience within their remit. Middle leaders are responsible for leading their team in the delivery of these areas and quality assuring the student experience.

Arrangements for Setting Pay and Remuneration of Key Management Personnel

The pay and remuneration of all staff including key management personnel is determined by the School's Pay Policies (Teachers and Support). The key management personnel of the Academy comprise the Trustees and the Senior Leadership Team as listed on page 5 and the Chief Financial Officer. The Teacher and Support Staff Pay policies are revised annually at the start of the Academy year and take account of recommendations from the School Teacher's Pay Review Body in its annual revision. The Pay Review Group of the Board of Trustees is responsible for reviewing the pay range and pay point of all members of the School's Senior Leadership Team and considers whether to approve annual pay progression recommendations by the Head Teacher on the basis of performance appraisal evidence. The Pay Review Group of the Board of Trustees is responsible for setting the pay and remuneration of the Head Teacher.

Trade Union facility time

The Academy had no employees who were relevant union officials during this period. No union facility time was incurred and there was no financial expenditure incurred.

Related Parties and other connected charities and organisations

The following related party transactions occurred in the year ended 31 August 2021 (further details can be found in note 24 to the financial statements):

There were no expenditure related party transactions other than those disclosed in note 9.

Income Related Party Transactions

During the year, sponsorship of £423 (2020: £250 sponsorship) was received from Warners Solicitors. Warners Solicitors is a related party as Mark Davis, a Member from 19 February 2021, is a partner of Warners Solicitors. There were no amounts outstanding at 31 August 2021 (2020: £nil).

The aggregate value of donations from Trustees was £1,623 including gift aid (2020: £3,342).



Trustees' Report (including the Strategic Report)

Related Parties and other connected charities and organisations (continued)

The Academy is the sole trustee of Fayerman Scholarships, a charity registered with the Charity Commission in England and Wales, registration number 307763. The Academy administers the charity and Fayerman Scholarships is therefore considered a connected charity under 8.3 of the Academies Accounts Direction 2020 to 2021. Its activities are the advancement of education of the public, including by the provision of scholarships and other financial assistance to pupils or former pupils of Tonbridge Grammar School. Its total assets at 31 August 2021 were £91,000, its income for the year ended 31 August 2021 was £1,000 and its expenditure £1,000. There was a liability of £1,000 to the Academy.

In 2020/21 a separate Charitable Incorporated Entity, The Debney Endowment Trust was established and registered with the Charity Commission, registration number 1195105, the objects of which are the advancement of education by support of the School or students, former students, and potential students of the School, in particular but not exclusively by a) the promotion of social inclusion b) the provision of bursaries and prizes and c) the provision of items, services and facilities. Two of the five trustees of The Debney Endowment Trust are Trustees of Tonbridge Grammar School. The Trustees do not have control over The Debney Endowment Trust which is therefore not consolidated in the Trust's accounts. Details of transactions in the year are given in note 17.

Funds Held as Custodian Trustee on behalf of Others

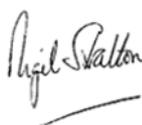
There were no funds held on behalf of others.

Auditor

In so far as the Trustees are aware:

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

Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 14 December 2021 and signed on its behalf by:



Nigel Stratton
Chair Academy Trust Board

Date: 14 December 2021



Governance Statement

Scope of Responsibility

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

The Board of Trustees has delegated the day-to-day responsibility to the Head Teacher, 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 Academy and the Secretary of State for Education. The Head Teacher is also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for 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 5 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
Pippa Blackstone (resigned 19 February 2021)	2	2
Fiona Conlan	4	5
Ruth Davis (resigned 19 February 2021)	2	2
Sally Dyson (Chair of Trustees, resigned 31 August 2021)	5	5
Emily Francis (nee Ball)	3	5
Suzy Hughes	5	5
Shami Iqbal	5	5
Rosemary Joyce (Head Teacher and Accounting Officer)	5	5
Mark Lavenstein	5	5
Claire Lindridge	5	5
Richard Pryce	5	5
Nigel Stratton (Chair of Trustees from 1 September 2021)	5	5
Jeremy Timms	5	5
Julia Wheeler	5	5

The Full Board met five times during the year. It maintains effective oversight between meetings through its committee structure. Monthly management accounts are distributed to all Trustees.



Governance Statement

The Trustees completed an internal review of their role and effectiveness and considered the structure of sub-committees. As a result of the review the Trustees took the decision to revise the sub-committee structure from the beginning of 2016/17 to create a Strategy and Steering committee of the Governing Body alongside committees focussing on finance and physical resources and curriculum and staffing. A further review of the committee structure was undertaken during 2019/2020 as part of the separation of member and trustees and determined that from September 2020 an Audit and Risk committee would be introduced. The Strategy and Steering committee ceased to exist with the responsibilities of this committee being shared between the Full Trust Board and the Audit and Risk committees.

The Audit and Risk Committee is a sub-committee of the main Board of Trustees. Its purpose is to assist and support the Trust Board with external and internal audit arrangements and monitoring and the oversight of risk management. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Fiona Conlan	3	3
Emily Francis (nee Ball)	3	3
Suzy Hughes	3	3
Claire Lindridge (Chair A&R)	3	3

The Finance and General Purposes Committee is a sub-committee of the Board of Trustees. Its purpose is to assist and support the Trust Board, ensuring sound oversight is exercised over the management of the Academy's finances and resources. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Pippa Blackstone (resigned 19 February 2021)	2	2
Sally Dyson (Chair of Trustees, resigned 31 August 2021)	5	5
Emily Francis (nee Ball)	5	5
Rosemary Joyce (Head Teacher and Accounting Officer)	5	5
Claire Lindridge	4	5
Richard Pryce (Joint Chair F&GP from 21 September 2021)	5	5
Nigel Stratton (Chair F&GP to 21 September 2021)	5	5
Jeremy Timms	4	5

The Curriculum and Staffing Committee is a sub-committee of the Board of Trustees. Its purpose is to assist and support the Trust Board, ensuring statutory responsibilities to deliver a broad and balanced curriculum are met and the effective deployment of staffing including retention, succession planning and employer statutory compliance. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Fiona Conlan	4	5
Ruth Davis (resigned 19 February 2021)	2	2
Suzy Hughes	4	5
Shami Iqbal	4	5
Rosemary Joyce (Head Teacher and Accounting Officer, committee member to November 2020)	1	1
Mark Lavenstein	5	5
Julia Wheeler (Chair C&S)	4	5



Governance Statement

Review of Value for Money

As Accounting Officer the Head Teacher 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 education 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:

- ◆ The Academy delivers excellent academic results and adds value as shown by its examination outcomes across all years including outcomes confirmed as a result of the grade awarding process implemented by the IB Diploma and UK exam awarding bodies summer 2021.
- ◆ The Academy has taken steps to improve financial efficiency to meet rising costs from staff incremental pay increases, pay settlement increases, rising social security costs and pension costs. The Academy has continued its ongoing review of courses offered reducing post 16 course choices where numbers are not viable reviewing curriculum timetabling, optimum class sizes and contact ratios. The Academy seeks a balance of offering a broad curriculum in line with its IB principles, balancing staff workload and being cost effective without a detrimental impact on teaching and learning.
- ◆ The Academy has undertaken range of capital improvements to secure energy efficiencies including the installation of LED lighting throughout the school with the assistance of a Salix loan under the SEEF scheme and has seen energy efficiencies which will be used to pay back the £165,000 interest free loan over eight years.
- ◆ The Academy has replaced old oil fired boilers with energy efficient gas boilers in the oldest part of the School, funded in part by a CIF grant and a Salix loan under the SEEF scheme the boiler installation completed 2019 with further energy efficient improvements to heating and additional boilers implemented summer / autumn 2020 funded in part by successful CIF bids awarded in summer 2020.
- ◆ The Academy continues to benefit from photovoltaic panels on the roof of Hands Building and on the Sports Hall roof installed in March 2016 under a Power Purchase Arrangement whereby the Academy buys the generated electricity it uses at less than half the cost of electricity imported from the grid.
- ◆ Recruitment costs continue to reduce as a result of negotiating an annual arrangement for recruitment advertising. It continues to use local sector specific websites to provide access to strong local candidates. The Academy is a sponsor of migrant workers under the Government scheme which it uses to attract highly qualified personnel.
- ◆ The Academy reviews insurance arrangements annually and as a consequence the Academy re-joined the Risk Protection Arrangement from September 2020 as this was identified as providing better value for money.
- ◆ During the year the following contracts were tendered or renegotiated using Crescent Purchasing Consortium or ESPO frameworks: Fitness Suite equipment, Staff Absence insurance, ICT (servers and Wifi) and furniture.
- ◆ The School had to employ additional cleaning staff to meet the requirements of the Government's guidance for returning to school in September 2020. It has also incurred additional costs for hygiene supplies such as sanitiser gel and PPE, water fountains and catering equipment to provide sufficient food serving points to enable year group bubbles to be maintained. The School did not receive government funding for any of these costs which it has had to meet from its own resources.
- ◆ Under PPN 04/20 the School supported its catering supplier in the summer of 2020 in order to ensure that this key supplier was able to mobilise full operations when school reopened. The School has not provided any further support since the reopening of school and the return to full operations in September 2020.



Governance Statement

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Academy's 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 at the Academy for the year ended 31 August 2021 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 ended 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees and the Audit & Risk Committee.

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 monthly financial reports which are reviewed and agreed by the Board of Trustees;
- ◆ regular reviews by the Finance and General Purposes Committee of monthly 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;
- ◆ delegation of authority and segregation of duties;
- ◆ identification and management of risks.

In 2020/21, the Audit & Risk Committee appointed UHY Hacker Young, an accountancy firm independent of its external auditor, to provide a programme of internal scrutiny.

UHY Hacker Young made two separate visits and performed checks on payroll, HR, VAT and data and information security, as well as checks on general controls including month end procedures. Their reports and arising recommendations from each visit, all of which were graded low level concern or advisory only, were considered by the Audit & Risk Committee and the Trustees formally responded to UHY Hacker Young on the points made. The Audit & Risk Committee reported to the Board of Trustees on the internal scrutiny reports which were posted on the Governance portal for all Trustees to access.

The Audit & Risk Committee recommended the appointment of UHY Hacker Young to provide a further programme of internal assurance for 2021/22 and the programme has been agreed with reference to the requirements of the Academy Trust Handbook 2021.



Governance Statement

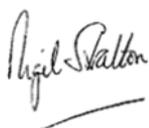
Review of Effectiveness

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

- ◆ the checks carried out by the appointed internal scrutiny provider;
- ◆ the work of the external auditor;
- ◆ the financial management and governance self-assessment process;
- ◆ the work of the executive managers within the Academy who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the Board of Trustees on 14 December 2021 and signed on its behalf by:



Nigel Stratton
Chair Academy Trust Board



Rosemary Joyce
Accounting Officer



Statement on regularity, propriety and compliance

As Accounting Officer of Tonbridge Grammar School, I have considered my responsibility to notify the Academy Board of Trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the Academy and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the Academy Board of Trustees are able to identify any material irregular or improper use of funds by the Academy, or material non-compliance with the terms and conditions of funding under the Academy's funding agreement and the Academies Financial Handbook 2020.

I confirm that no instances of material irregularity, impropriety or funding 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 ESFA.



Rosemary Joyce
Accounting Officer

Date: 14 December 2021



Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with the Annual Accounts Direction issued by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2020 to 2021;
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

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

Approved by order of the members of the Board of Trustees on 14 December 2021 and signed on its behalf by:



Nigel Stratton
Chair Academy Trust Board



Independent auditor's report on the financial statements

Independent auditor's report on the financial statements to the Members of Tonbridge Grammar School

Opinion

We have audited the financial statements of Tonbridge Grammar School (the 'charitable company') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP 2019) and the Academies Accounts Direction 2020 to 2021.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006; and
- ◆ have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2020 to 2021.

Basis for opinion

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

Conclusions relating to going concern

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

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

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



Independent auditor's report on the financial statements

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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



Independent auditor's report on the financial statements

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge of the academy trust sector;
- ◆ the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- ◆ we considered the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant are the Companies Act 2006, the Charities SORP 2019, the Academies Accounts Direction 2020 to 2021, the Academies Financial Handbook 2020, and the academy trust's funding agreement with the ESFA as well as legislation pertaining to safeguarding in the UK;
- ◆ we understood how the charitable company is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of Trustees' meetings and papers provided to the Trustees.
- ◆ we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.



Independent auditor's report on the financial statements

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management and those charged with governance 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:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ tested the authorisation of expenditure as part of our substantive testing thereon;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- ◆ used data analytics to identify any significant or unusual transactions and identify the rationale for them.

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;
- ◆ reviewing the minutes of Trustees' meetings;
- ◆ enquiring of management and those charged with governance as to actual and potential litigation and claims;
- ◆ reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- ◆ the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

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

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



Independent auditor's report on the financial statements

Use of our report

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

Buzzacott LLP

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 16 December 2021



Independent reporting accountant's assurance report on regularity to Tonbridge Grammar School and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 23 September 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Tonbridge Grammar School during the period from 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Tonbridge Grammar School and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Tonbridge Grammar School and the ESFA 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 Tonbridge Grammar School and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Tonbridge Grammar School's Accounting Officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of Tonbridge Grammar School's funding agreement with the Secretary of State for Education dated 22 December 2010, the Deed of Variation dated 19 May 2015 and the Academies Financial Handbook, extant from 1 September 2019, 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 Academies Accounts Direction 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period from 1 September 2020 to 31 August 2021 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 Academies Accounts Direction 2020 to 2021 issued by the ESFA. 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.



Independent reporting accountant's assurance report on regularity to Tonbridge Grammar School and the Education and Skills Funding Agency

Approach (continued)

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the Academy's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period from 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Buzacott LLP

Reporting Accountant
Buzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

Date: 16 December 2021



Statement of financial activities for the year ended 31 August 2021 (including income and expenditure account)

	Notes	Unrestricted general fund £'000	Restricted funds		2021 Total funds £'000	2020 Total funds £'000
			General £'000	Fixed asset fund £'000		
Income from:						
Donations and capital grants	1	-	102	49	151	895
Charitable activities:						
. Funding for the Academy's educational operations	2	27	6,508	-	6,535	6,344
Other trading activities	3	206	-	-	206	373
Investments	4	5	2	-	7	14
Total income		<u>238</u>	<u>6,612</u>	<u>49</u>	<u>6,899</u>	<u>7,326</u>
Expenditure on:						
Raising funds		13	-	-	13	13
Charitable activities:						
. Academy's educational operations		786	6,668	711	8,165	7,144
Total expenditure	5	<u>799</u>	<u>6,668</u>	<u>711</u>	<u>8,178</u>	<u>7,157</u>
Net (expenditure) income before investment gains		(561)	(56)	(662)	(1,279)	169
Net gains on investment assets		-	7	-	7	-
Net (expenditure) income before transfers		(561)	(49)	(662)	(1,272)	169
Gross transfers between funds	17	-	(174)	174	-	-
Net (expenditure) income for the year		(561)	(223)	(488)	(1,272)	169
Other recognised gains and losses						
Actuarial losses on defined benefit pension scheme	23	-	(181)	-	(181)	(193)
Net movement in funds		(561)	(404)	(488)	(1,453)	(24)
Reconciliation of funds						
Total fund balances brought forward at 1 September		1,789	(2,018)	11,410	11,181	11,205
Total fund balances carried forward at 31 August		<u>1,228</u>	<u>(2,422)</u>	<u>10,922</u>	<u>9,728</u>	<u>11,181</u>

All of the Academy's activities derive from continuing operations during the above two financial periods.

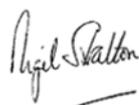
All gains and losses are included in the Statement of Financial Activities.



Balance sheet as at 31 August 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed assets					
Intangible fixed assets	11		15		15
Tangible fixed assets	12		11,103		11,137
			11,118		11,152
Current assets					
Debtors	13	161		875	
Investments	14	46		39	
Cash at bank and in hand		2,117		2,523	
		2,324		3,437	
Liabilities					
Creditors: amounts falling due within one year	15	(498)		(626)	
Net current assets			1,826		2,811
Total assets less current liabilities					
Creditors: amounts falling due after more than one year	16		(249)		(297)
Net assets excluding pension liability			12,695		13,666
Defined benefit pension scheme liability	23		(2,967)		(2,485)
Total net assets			9,728		11,181
Funds of the Academy					
Restricted funds					
. Fixed asset fund	17	10,922		11,410	
. General fund	17	102		10	
. Other restricted funds	17	443		457	
. Pension reserve	17	(2,967)		(2,485)	
			8,500		9,392
Unrestricted funds					
. General fund	17	616		581	
. Designated fund	17	612		1,208	
			1,228		1,789
Total funds			9,728		11,181

The financial statements on pages 53 to 82 were approved by the Trustees, and authorised for issue on 14 December 2021 and are signed on their behalf by:



Nigel Stratton
 Chair of Trustees
 Tonbridge Grammar School
 Company Limited by Guarantee
 Registration Number: 07455728



Statement of cash flows for the year ended 31 August 2021

		2021 £'000	2020 £'000
Cash flows from operating activities			
Net cash (used in) provided by operating activities	A	(203)	159
Cash flows from investing activities			
	B	(162)	(488)
Cash flows from financing activities			
	C	(41)	39
Change in cash and cash equivalents in the year		(406)	(290)
Cash and cash equivalents at 1 September		2,523	2,813
Cash and cash equivalents at 31 August	D	2,117	2,523
A Reconciliation of net income to net cash flow from operating activities			
		2021 £'000	2020 £'000
Net (expenditure) income for the year (as per the Statement of Financial Activities)		(1,272)	169
Adjusted for:			
Amortisation and depreciation (notes 11 and 12)		687	630
Capital grants from DfE and other capital income		(49)	(745)
Interest receivable (note 4)		(7)	(14)
Net gains on investment assets		(7)	-
Defined benefit pension scheme cost less contributions payable (note 23)		260	205
Defined benefit pension scheme finance cost (note 23)		41	37
Decrease in debtors		67	9
Increase (decrease) in creditors		77	(132)
Net cash (used in) provided by operating activities		(203)	159
B Cash flows from investing activities			
		2021 £'000	2020 £'000
Dividends, interest and rents from investments		7	14
Purchase of tangible fixed assets (net of debtors and creditors)		(855)	(784)
Purchase of intangible fixed assets		(10)	(15)
Capital grants from DfE/ESFA		673	271
Capital funding received from sponsors and others		23	26
Net cash used in investing activities		(162)	(488)
C Cash flows from financing activities			
		2021 £'000	2020 £'000
Cash inflows from new borrowing		-	64
Repayments of borrowing		(41)	(25)
Net cash (used in) provided by financing activities		(41)	39



Statement of cash flows for the year ended 31 August 2021

D Analysis of cash and cash equivalents

	2021	2020
	£'000	£'000
Cash at bank and in hand	1,466	1,814
Short-term deposits	651	709
Total cash and cash equivalents	2,117	2,523

E Analysis of changes in net debt

	At 1 September 2020 £'000	Cash flows £'000	At 31 August 2021 £'000
Cash	1,814	(348)	1,466
Cash equivalents	709	(58)	651
	2,523	(406)	2,117
Loans falling due within one year	(41)	(7)	(48)
Loans falling due after more than one year	(297)	48	(249)
Total	2,185	(365)	1,820



Notes to the financial statements for the year ended 31 August 2021

Statement of accounting policies

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

Basis of preparation

The financial statements of the Academy, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the inclusion of investments at market value, 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 financial statements 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 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Going concern

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

Income

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

Grants receivable

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability. Capital grants are recognised in full when there is unconditional entitlement to the grant. Unspent amounts of capital grant are reflected in the Balance Sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and not deferred over the life of the asset on which they are expended.

Sponsorship income

Sponsorship income provided to the Academy Trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions) where the receipt is probable and the amount can be measured reliably.

Donations receivable

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.



Notes to the financial statements for the year ended 31 August 2021

Legacies

Legacies are included in the Statement of Financial Activities when the Academy is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the Academy.

Entitlement is taken as the earlier of the date on which either: the Academy is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Academy that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Academy has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the Academy or the Academy is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the Academy.

Other income

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

Donated fixed assets

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

Expenditure

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

- ◆ **Expenditure on raising funds**

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

- ◆ **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.



Notes to the financial statements for the year ended 31 August 2021

Donations payable

Donations payable are included in the Statement of Financial Activities when approved and when the intended recipient has either received the funds or been informed of the decision to make the donation and has satisfied all related conditions. When such donations have not been paid at the end of the financial year they are accrued for.

Intangible fixed assets

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Purchased computer software	3 years
-----------------------------	---------

Tangible fixed assets

Assets costing £5,000 or more per item or which form part of a larger purchase or project costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Freehold buildings	35-50 years
Building refurbishments	10 years
Computer equipment	3-5 years
Furniture and equipment	5 years
Salix funded assets	8 years

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 land and buildings.

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

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand.



Notes to the financial statements for the year ended 31 August 2021

Debtors

Debtors are recognised at their settlement amount less any provision for non-recoverability. Prepayments are valued at the amounts prepaid.

Investments

Investments are recognised at their market value as at the balance sheet date. Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the Statement of Financial Activities and are credited (or debited) in the year in which they arise.

Liabilities

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

Leased assets

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

Financial instruments

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

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 13. Prepayments are not financial instruments.

Investments – are recognised at their market value with realised and unrealised gain recognised in the Statement of Financial Activities.

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 notes 15 and 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Taxation

The Academy is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Academy is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11 Chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.



Notes to the financial statements for the year ended 31 August 2021

Agency arrangements

The Academy trust acts as an agent in distributing vulnerable bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the academy trust does not have control over the charitable application of the funds. The Academy trust does not use any of the allocation towards its own administration costs. The funds received and paid, and any balances held are disclosed in note 25.

Income and expenditure relating to 16-19 bursary funds are recognised in the Statement of Financial Activities as whilst the Academy trust is acting as an intermediary agent it controls their use by passing the funds to a supplier to pay for student-related items.

Pensions benefits

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy 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. As stated in note 23, the 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 multi-employer funded scheme and the assets are held separately from those of the Academy in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to net income/(expenditure) are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

Fund accounting

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

Unrestricted designated funds represent those resources which the Trustees have designated for a particular purpose.

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

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



Notes to the financial statements for the year ended 31 August 2021

Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

- The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.
- The charges in respect of depreciation of tangible fixed assets and amortisation of intangible fixed assets are derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. Increasing an asset's expected life or its residual value would result in a reduced depreciation charge in the Statement of Financial Activities.
- The amount of energy efficiency savings achieved and transferred from General Annual Grant to the Restricted Fixed Asset fund to repay Salix loans is based on the estimate of the savings that would be achieved over 8 years at the point of the loan application and does not necessarily reflect actual savings in energy consumption.

Critical areas of judgement

In 2020/21 a separate Charitable Incorporated Entity, The Debney Endowment Trust was established and registered with the Charity Commission, registration number 1195105, the objects of which are the advancement of education by support of the School or students, former students, and potential students of the School, in particular but not exclusively by a) the promotion of social inclusion b) the provision of bursaries and prizes and c) the provision of items, services and facilities. Two of the five trustees of The Debney Endowment Trust are Trustees of Tonbridge Grammar School. The Trustees have considered the nature of the relationship between The Debney Endowment Trust and the Academy and considered whether the Debney Endowment Trust would be deemed to be a connected charity requiring consolidation in these financial statements. The Trustees have determined that in their judgement the Academy does not have control over The Debney Endowment Trust, which is therefore not consolidated in the Academy's financial statements.



Notes to the financial statements for the year ended 31 August 2021

1. Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Other private donations	-	125	125	176
Capital grants	-	26	26	719
	-	151	151	895

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Legacies	-	-	-
Other private donations	-	176	176
Capital grants	-	719	719
	-	895	895

2. Funding for the Academy's educational operations

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
DfE / ESFA revenue grants				
General annual grant (GAG)	-	5,932	5,932	5,619
Other DfE/ESFA grants				
· Pupil premium	-	13	13	14
· Others	-	350	350	330
	-	6,295	6,295	5,963
Other Government grants				
Local authority grants	-	4	4	18
Other income from the academy trust's educational operations	27	60	87	361
COVID-19 additional funding (DfE/ESFA)				
Catch-up premium	-	72	72	-
Other DfE/ESFA COVID-19 funding	-	35	35	-
COVID-19 additional funding (non-DfE/ESFA)				
Other COVID-19 funding	-	42	42	2
Total funding	27	6,508	6,535	6,344

The academy trust received £72,000 funding for Catch-up premium and costs incurred in respect of this funding totalled £23,000, with the remaining £49,000 to be spent in 2021/22.



Notes to the financial statements for the year ended 31 August 2021

2. Funding for the Academy's educational operations (continued)

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
<i>DfE / ESFA revenue grants</i>			
General annual grant (GAG)	-	5,619	5,619
Other DfE/ESFA grants			
. Pupil premium	-	14	14
. Others	-	330	330
	<u>-</u>	<u>5,963</u>	<u>5,963</u>
<i>Other Government grants</i>			
Local authority grants	-	18	18
Other income from the academy trust's educational activities	49	312	361
<i>COVID-19 additional funding (DfE/ESFA)</i>			
Catch-up premium	-	-	-
Other DfE/ESFA COVID-19 funding	-	-	-
<i>COVID-19 additional funding (non-DfE/ESFA)</i>			
Other COVID-19 funding	-	2	2
Total funding	<u>49</u>	<u>6,295</u>	<u>6,344</u>

3. Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Hire of facilities	24	-	24	23
Income from other charitable activities	182	-	182	50
Other trading activities	206	-	206	73

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
<i>Hire of facilities</i>	23	-	23
<i>Income from other charitable activities</i>	44	6	50
<i>Other trading activities</i>	67	6	73



Notes to the financial statements for the year ended 31 August 2021

4. Investment income

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Bank interest and COIF charity investment fund	5	2	7	14

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
<i>Bank interest and COIF charity investment fund</i>	11	3	14

5. Expenditure

	Non-pay expenditure			2021 Total funds £'000	2020 Total funds £'000
	Staff costs £'000	Premises £'000	Other costs £'000		
Raising funds					
.. Direct costs	-	-	5	5	5
.. Allocated support costs	8	-	-	8	8
Academy's educational operations					
.. Direct costs	3,935	543	470	4,948	5,003
.. Donations to The Debney Endowment Trust	-	-	670	670	-
.. Allocated support costs	1,439	906	202	2,547	2,141
	5,382	1,449	1,347	8,178	7,157



Notes to the financial statements for the year ended 31 August 2021

5. Expenditure (continued)

	Staff costs £'000	Non pay expenditure		2020 Total funds £'000
		Premises £'000	Other costs £'000	
<i>Raising funds</i>				
.. Direct costs	-	-	5	5
.. Allocated support costs	8	-	-	8
<i>Academy's educational operations</i>				
.. Direct costs	3,793	501	709	5,003
.. Allocated support costs	1,320	628	193	2,141
	5,121	1,129	907	7,157

Net (expenditure) income for the year includes:

	2021 Total funds £'000	2020 Total funds £'000
Depreciation	677	620
Amortisation	10	10
Operating lease rentals	23	23
Fees payable to auditor		
. Statutory audit	13	13
. Other services	1	2

Included within expenditure are the following transactions:

	2021 Total funds £	2020 Total funds £
Gifts made by the Academy	115	-

6. Charitable activities - Academy's educational operations

	2021 Total funds £'000	2020 Total funds £'000
Direct costs	4,948	5,003
Donations to the Debney Endowment Trust	670	-
Support costs	2,547	2,141
	8,165	7,144



Notes to the financial statements for the year ended 31 August 2021

6. Charitable activities - Academy's educational operations (continued)

Analysis of support costs	2021 Total funds £'000	2020 Total funds £'000
Support staff costs	1,439	1,320
Depreciation	139	124
Technology costs	19	16
Premises costs	767	504
Legal costs - other	1	7
Other support costs	106	97
Governance costs	76	73
Total support costs	2,547	2,141



Notes to the financial statements for the year ended 31 August 2021

7. Comparative information

Analysis of income and expenditure in the year ended 31 August 2020 between restricted and unrestricted funds:

	Unrestricted general fund £'000	Restricted funds		2020 Total funds £'000
		General £'000	Fixed assets fund £'000	
Income from:				
Donations and capital grants	-	150	745	895
Charitable activities:				
. Funding for the Academy's educational operations	49	6,295	-	6,344
Other trading activities	67	6	-	73
Investments	11	3	-	14
Total income	127	6,454	745	7,326
Expenditure on:				
Raising funds	13	-	-	13
Charitable activities:				
. Academy's educational operations	52	6,440	652	7,144
Total expenditure	65	6,440	652	7,157
Net income before investment gains	62	14	93	169
Net gains on investment assets	-	-	-	-
Net income before transfers	62	14	93	169
Gross transfers between funds	(5)	(219)	224	-
Net income (expenditure) for the year	57	(205)	317	169
Other recognised gains and losses				
Actuarial losses on defined benefit pension scheme	-	(193)	-	(193)
Net movement in funds	57	(398)	317	(24)
Reconciliation of funds				
Total fund balances brought forward at 1 September	1,732	(1,620)	11,093	11,205
Total fund balances carried forward at 31 August	1,789	(2,018)	11,410	11,181



Notes to the financial statements for the year ended 31 August 2021

8. Staff

(a) Staff costs

Staff costs during the year were:

	2021 Total funds £'000	2020 Total funds £'000
Wages and salaries	3,861	3,722
Social security costs	396	374
Operating costs of defined benefit pension schemes	1,109	1,011
	5,366	5,107
Agency staff costs	16	12
Staff restructuring costs	-	2
	5,382	5,121

Staff restructuring costs comprise:

Redundancy payments	-	2
	-	2

(b) Staff numbers

The average number of persons (including the Senior Leadership Team) employed by the charitable company during the year ended 31 August 2021 was as follows:

Charitable activities	2021 No.	2020 No.
Teachers	70	68
Administration and support	39	42
Management	5	6
	114	116

The average number of persons (including the Senior Leadership Team) employed by the charitable company during the year ended 31 August 2021 expressed as full-time equivalents was as follows:

Charitable activities	2021 No.	2020 No.
Teachers	59	59
Administration and support	31	30
Management	5	6
	95	95



Notes to the financial statements for the year ended 31 August 2021

8. Staff (continued)

(c) Higher paid staff

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

	2021 No.	2020 No.
£60,001 - £70,000	3	3
£70,001 - £80,000	-	2
£80,001 - £90,000	2	-
£100,001 - £110,000	-	1
£110,001 - £120,000	1	1

(d) Key management personnel

The key management personnel of the Academy comprise the Trustees and the Senior Leadership Team as listed on pages 4 and 5 and the Chief Financial Officer. The total amount of employee benefits (including employer national insurance contributions and pension contributions) received by key management personnel for their services to the Academy was £690,000 (2020: £684,000).

9. Related party transactions - Trustees' remuneration and expenses

One or more Trustees have been paid remuneration or have received other benefits from an employment with the Academy. The Head Teacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Head Teacher and staff members under their contracts of employment.

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

Mrs R A Joyce (Head Teacher and Trustee)	
. Remuneration	£110,000 - £115,000 (2020: £105,000 - £110,000)
. Employer's pension contributions	£25,000 - £30,000 (2020: £25,000 - £30,000)
Mrs P Blackstone (Staff Trustee, resigned 19 February 2021)	
. Remuneration	£25,000 - £30,000 (2020: £45,000 - £50,000)
. Employer's pension contributions	£5,000 - £10,000 (2020: £5,000 - £10,000)
Mrs R Davis (Staff Trustee, resigned 19 February 2021)	
. Remuneration	£25,000 - £30,000 (2020: £50,000 - £55,000)
. Employer's pension contributions	£nil (2020: £0 - £5,000)
Ms L Acosta (Staff Trustee) (resigned 15 November 2019)	
. Remuneration	£nil (2020: £10,000 - £15,000)
. Employer's pension contributions	£nil (2020: £0 - £5,000)

During the year ended 31 August 2021, travel and subsistence expenses totalling £nil (2020: £347) were reimbursed to no Trustees (2020: four Trustees).

Other related party transactions involving the Trustees are set out in note 24.



Notes to the financial statements for the year ended 31 August 2021

10. Trustees' and officers' insurance

In accordance with normal commercial practice, the Academy purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions whilst on Academy business. For the year 2020/21, the Academy opted into the Department for Education's Risk Protection Arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. It is not possible to quantify the Trustees' and officers' indemnity element from the overall cost of the RPA scheme. (In 2019/20, commercial insurance provided cover up to £5,000,000 and the cost for the period ended 31 August 2020 was £199). The cost of this insurance is included in the total insurance cost.

11. Intangible fixed assets

	Computer software £'000
Cost	
At 1 September 2020	36
Additions	10
At 31 August 2021	<u>46</u>
Amortisation	
At 1 September 2020	21
Charge in year	10
At 31 August 2021	<u>31</u>
Carrying amount	
At 31 August 2021	<u>15</u>
At 31 August 2020	15

12. Tangible fixed assets

	Freehold land and buildings £'000	Assets under construction £'000	Furniture and equipment £'000	Computer equipment £'000	Total £'000
Cost					
At 1 September 2020	13,339	313	825	425	14,902
Transfers	313	(313)	-	-	-
Additions	509	-	37	97	643
At 31 August 2021	<u>14,161</u>	<u>-</u>	<u>862</u>	<u>522</u>	<u>15,545</u>
Depreciation					
At 1 September 2020	2,888	-	523	354	3,765
Charge in year	537	-	99	41	677
At 31 August 2021	<u>3,425</u>	<u>-</u>	<u>622</u>	<u>395</u>	<u>4,442</u>
Net book values					
At 31 August 2021	<u>10,736</u>	<u>-</u>	<u>240</u>	<u>127</u>	<u>11,103</u>
At 31 August 2020	10,451	313	302	71	11,137



Notes to the financial statements for the year ended 31 August 2021

13. Debtors

	2021 £'000	2020 £'000
Trade debtors	17	22
Prepayments and accrued income	123	771
VAT debtor	20	62
Other debtors	1	20
	161	875

14. Investments

	2021 £'000	2020 £'000
COIF Charities Investment Fund	46	39

The investments comprise 2,298 units in COIF Charities Investment Fund Income Units. They are held by Fayerman Scholarships which is a registered charity in England and Wales, registration number 307763.

The investments, together with cash at bank of £46,000 (2020: £45,000), are consolidated in the Academy's financial statements as the Academy is the sole trustee and administers the charity. Fayerman Scholarships is therefore considered a connected charity under 8.3 of the Academies Accounts Direction 2020 to 2021. Its activities are the advancement of education of the public, including by the provision of scholarships and other financial assistance to pupils or former pupils of Tonbridge Grammar School. Its total assets at 31 August 2021 were £92,000 (2020: £84,000), its income for the year ended 31 August 2021 was £1,000 (2020: £2,000) and its expenditure for the year ended 31 August 2021 was £1,000 (2020: £nil). There was a liability of £1,000 to the Academy (2020: none).

15. Creditors: amounts falling due within one year

	2021 £'000	2020 £'000
Trade creditors	135	338
Taxation and social security	106	-
Other creditors	104	25
Accruals and deferred income	105	222
Loans (see note 16)	48	41
	498	626
Deferred income		
Deferred income at 1 September	131	266
Resources deferred in the year	50	131
Amounts released from previous years	(131)	(266)
Deferred income at 31 August	50	131

At the balance sheet date the Academy was holding funds received in advance for ESFA funding of National Non-Domestic Rates, Devolved Formula Capital grant in respect of 2021/22 and income received in the year for school trips which had not yet taken place.



Notes to the financial statements for the year ended 31 August 2021

16. Creditors: amounts falling due after more than one year

	2021 £'000	2020 £'000
Loans	249	297
	249	297
Analysis of loans		
Wholly repayable within ten years	297	338
Less: included in current liabilities (note 15)	(48)	(41)
Amounts included above	249	297
Loan maturity		
Debt due in one year or less	48	41
In more than one year but not more than two years	48	48
In more than two years but not more than five years	132	137
In more than five years	69	112
	297	338

There were no new loans during the year ended 31 August 2021. The interest rates and repayment terms of the loans are as follows:

SEEF loan for LED lighting £113,000 0% interest, maturity September 2026

Salix loan for CIF Windows £21,000 0% interest maturity March 2027

Salix loan for CIF Heating Phase 1 £82,000, 0% interest maturity March 2028

CIF loan for CIF Heating £17,000 1.96% interest, maturity August 2024

CIF loan for CIF Tech Boilers £27,000 1.95% interest, maturity August 2031

CIF loan for CIF Heating Phase 2 £37,000 1.95% interest, maturity August 2031



Notes to the financial statements for the year ended 31 August 2021

17. Funds

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
Restricted general funds					
. General annual grant (GAG)	10	5,932	(5,678)	(162)	102
. Pupil premium	10	13	(8)	(10)	5
. Catch-up premium	-	72	(23)	-	49
. Other DfE/ESFA Covid-19 funding	-	35	(35)	-	-
. Other Covid-19 funding	-	42	(42)	-	-
. Other grants and donations	447	518	(581)	5	389
. Pension reserve	(2,485)	-	(301)	(181)	(2,967)
	<u>(2,018)</u>	<u>6,612</u>	<u>(6,668)</u>	<u>(348)</u>	<u>(2,422)</u>
Restricted fixed asset funds					
. Transfer on conversion	7,238	-	(208)	-	7,030
. DfE Group capital grants	3,178	26	(272)	41	2,973
. Capital expenditure from GAG	193	-	(65)	127	255
. Private sector capital sponsorship	801	23	(166)	6	664
	<u>11,410</u>	<u>49</u>	<u>(711)</u>	<u>174</u>	<u>10,922</u>
Total restricted funds	<u>9,392</u>	<u>6,661</u>	<u>(7,379)</u>	<u>(174)</u>	<u>8,500</u>
Unrestricted funds					
. General fund	581	233	(198)	-	616
. Designated funds	1,208	5	(601)	-	612
Total unrestricted funds	<u>1,789</u>	<u>238</u>	<u>(799)</u>	<u>-</u>	<u>1,228</u>
Total funds	<u>11,181</u>	<u>6,899</u>	<u>(8,178)</u>	<u>(174)</u>	<u>9,728</u>

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

Restricted general funds

General annual grant (GAG)

Under the funding agreement with the Secretary of State, the Academy was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

Pupil premium

This represents Pupil Premium Grant receipts and the spending of that grant on eligible pupils.

Catch-up premium

This represents Catch-up premium received from the Department for Education for pupils in years 7 to 11 and the spending of that grant on post pandemic catch-up.

Other DfE/ESFA Covid-19 funding

This represents funding for National Tutoring Programme, Tuition Fund for Post 16 and Summer School.
Funds (continued)



Notes to the financial statements for the year ended 31 August 2021

17. Funds (continued)

Other Covid-19 funding (non-DfE/ESFA)

This represents funding received from Covid-19 mass testing in school and contact testing pilot scheme and the Coronavirus Statutory Sick Pay Rebate Scheme.

Other grants and donations

This represents other grants including Sixth Form Bursary grant, Local authority grants and other grants as well as the Voluntary Fund for school trips, Fayerman Scholarships and the Academy's own fundraising initiatives.

Pension reserve

The pension reserve represents the Academy's share of the LGPS Pension Fund deficit.

Restricted fixed asset funds

The restricted fixed asset fund represents the net book value of fixed assets plus the unspent element of capital funds including the Academy's own fundraising initiatives for development projects. When assets are purchased the fund is increased and depreciation charges reduce the fund.

Unrestricted funds

Unrestricted funds represent balances held at the period end that can be applied at the discretion of the Trustees, to support any of the Academy's charitable purposes. These funds may be general or designated by the Trustees for a particular purpose. In 2018, the Academy received a legacy of £1,150,000 and a further legacy of £39,500 was received from the same estate in 2019. The Trustees designated the legacy to provide student bursaries and for other educational purposes, including a project to improve disabled access and dining facilities. In 2020/21 a separate Charitable Incorporated Entity, The Debney Endowment Trust was established and registered with the Charity Commission, registration number 1195105, the objects of which are the advancement of education by support of the School or students, former students, and potential students of the School, in particular but not exclusively by a) the promotion of social inclusion b) the provision of bursaries and prizes and c) the provision of items, services and facilities. £601,000 from the designated legacy fund, along with £69,000 student bursary restricted funds, were transferred to the Debney Endowment Trust. The Trustees do not have control over The Debney Endowment Trust which is therefore not consolidated in the Trust's accounts.

Transfers of funds

Fixed asset purchases of £127,000 and energy efficiency savings to repay Salix loans of £35,000 were funded from GAG; these amounts have been transferred from GAG to the restricted fixed asset fund.

Fixed asset purchases of £12,000 were funded from other restricted funds and were transferred to the restricted fixed asset fund.

Equipment of £35,000 to provide more catering outlets was funded by School Fund; this amount has been transferred from Other restricted funds to the restricted fixed asset fund.

Reserves held

The Trust is carrying a net surplus of £1,161,000 (2020: £1,048,000) on restricted general funds (excluding pension reserve) plus unrestricted general funds for the reasons set out in the Reserves policy on page 24.



Notes to the financial statements for the year ended 31 August 2021

17. Funds (continued)

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

	Balance at 1 September 2019 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2020 £'000
Restricted general funds					
. General annual grant (GAG)	-	5,619	(5,431)	(178)	10
. Pupil premium	10	14	(8)	(6)	10
. Other grants and donations	420	821	(759)	(35)	447
. Pension reserve	(2,050)		(242)	(193)	(2,485)
	<u>(1,620)</u>	<u>6,454</u>	<u>(6,440)</u>	<u>(412)</u>	<u>(2,018)</u>
Restricted fixed asset funds					
. Transfer on conversion	7,446	-	(208)	-	7,238
. DfE Group capital grants	2,617	719	(183)	25	3,178
. Capital expenditure from GAG	94	-	(60)	159	193
. Private sector capital sponsorship	936	26	(201)	40	801
	<u>11,093</u>	<u>745</u>	<u>(652)</u>	<u>224</u>	<u>11,410</u>
Total restricted funds	<u>9,473</u>	<u>7,199</u>	<u>(7,092)</u>	<u>(188)</u>	<u>9,392</u>
Unrestricted funds					
. General fund	529	122	(65)	(5)	581
. Designated funds	1,203	5	-	-	1,208
Total unrestricted funds	<u>1,732</u>	<u>127</u>	<u>(65)</u>	<u>(5)</u>	<u>1,789</u>
Total funds	<u>11,205</u>	<u>7,326</u>	<u>(7,157)</u>	<u>(193)</u>	<u>11,181</u>



Notes to the financial statements for the year ended 31 August 2021

18. Analysis of net assets between funds

Fund balances at 31 August 2021 are represented by:

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed assets fund £'000	2021 Total funds £'000	2020 Total funds £'000
Intangible fixed assets	-	-	15	15	15
Tangible fixed assets	-	-	11,103	11,103	11,137
Current assets	1,228	937	159	2,324	3,437
Current liabilities	-	(392)	(106)	(498)	(626)
Non—current liabilities	-	-	(249)	(249)	(297)
Pension scheme liability	-	(2,967)	-	(2,967)	(2,485)
Total net assets	1,228	(2,422)	10,922	9,728	11,181

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

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed assets fund £'000	2020 Total funds £'000
Intangible fixed assets	-	-	15	15
Tangible fixed assets	-	-	11,137	11,137
Current assets	1,789	782	866	3,437
Current liabilities	-	(315)	(311)	(626)
Non-current liabilities	-	-	(297)	(297)
Pension scheme liability	-	(2,485)	-	(2,485)
Total net assets	1,789	(2,018)	11,410	11,181

	2021 £'000	2020 £'000
Contracted for, but not provided in the financial statements	31	509

At 31 August 2021, the Academy had contracted for Fitness Suite equipment which had not been delivered (2020: CIF remaining works £440,000 for the Heating project phase 2 and £69,000 for the Tech Block Boiler project).



Notes to the financial statements for the year ended 31 August 2021

Operating leases

At 31 August 2021, the total of the Academy's future minimum lease payments under non-cancellable operating leases was as follows:

	2021 £'000	2020 £'000
Amounts due within one year	18	23
Amounts due between one and five years	1	17
	19	40

All operating leases relate to equipment.

21. Contingent liabilities

In accordance with the contract for the provision of catering services, the catering services provider has invested in catering facilities for the Academy, which have a net book value of £4,000 at 31 August 2021 (2020: £7,000). Should the Academy terminate the catering contract before the end of the term on 31 March 2022, the Academy will be liable to repay an amount equal to the net book value of these catering facilities, at the date of termination. On the basis of current and past performance under the contract, the Academy does not intend to terminate the contract early, therefore the amount has been disclosed as a contingent liability and not included as a provision on the Balance Sheet.

22. 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.

23. Pension and similar obligations

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 Kent County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

Contributions amounting to £104,000 were payable to the schemes at 31 August 2021 (2020: £18,000 and are included within creditors.



Notes to the financial statements for the year ended 31 August 2021

23. Pension and similar obligations (continued)

Teachers' Pension Scheme

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

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify 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 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- ◆ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £669,000 (2020: £639,000).

A full copy of the valuation report and supporting documentation can be found on the [Teachers' Pension Scheme website](#).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above the information available on the scheme.

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £235,000 (2020: £217,000), of which employer's contributions totalled £178,000 (2020: £165,000) and employees' contributions totalled £57,000 (2020: £52,000). The agreed contribution rates are 21.0% for employers to 31 March 2022 (22.5% from 1 April 2022) and between 5.5% and 12.5% for employees.



Notes to the financial statements for the year ended 31 August 2021

23. Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy trust closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

At the 2019 valuation, the Academy pool in which the School participates had a funding deficit on the ongoing basis adopted for the 2019 valuation. The contributions certified for the School include a contribution towards the deficit of the pool in an aim to return the pool to a fully funded position over a period of 14 years from 1 April 2020.

Principal Actuarial Assumptions	At 31 August 2021 %	At 31 August 2020 %
Rate of increase in salaries	3.90	3.30
Rate of increase for pensions in payment / inflation	2.90	2.30
Discount rate for scheme liabilities	1.65	1.60
Inflation assumption (CPI)	2.90	2.30
Commutation of pensions to lump sums	50.00	50.00

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

	At 31 August 2021	At 31 August 2020
<i>Retiring today</i>		
Males	21.6	21.8
Females	23.6	23.8
<i>Retiring in 20 years</i>		
Males	22.9	23.2
Females	25.1	25.2

The sensitivity analysis of the present value of defined benefit obligations was as follows:

	At 31 August 2021 £'000	At 31 August 2020 £'000
Discount rate +0.1%	(148)	(123)
Discount rate -0.1%	152	126
Mortality assumption – 1 year increase	(246)	(189)
Mortality assumption – 1 year decrease	256	196
CPI rate +0.1%	141	117
CPI rate -0.1%	(138)	(114)



Notes to the financial statements for the year ended 31 August 2021

23. Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

The Academy's share of the assets in the scheme were 0.04% and were:

	Fair value at 31 August 2021 £'000	Fair value at 31 August 2020 £'000
Equities	2,236	1,817
Gilts	19	19
Corporate bonds	474	363
Property	351	309
Cash and other liquid assets	98	86
Investment funds	238	214
Total market value of assets	3,416	2,808

The actual return on scheme assets was £417,000 (2020: £184,000).

Amounts recognised in Statement of Financial Activities	2021 £'000	2020 £'000
Current service costs	438	370
Interest income	(46)	(46)
Interest cost	85	82
Administrative expenses	2	1
Total amount recognised in the SOFA	479	407

Changes in the present value of defined benefit obligations:	2021 £'000	2020 £'000
At 1 September	5,293	4,435
Current service cost	438	370
Interest cost	85	82
Employee contributions	57	52
Actuarial loss	552	375
Benefits paid	(42)	(21)
At 31 August	6,383	5,293

Changes in the fair value of the Academy's share of scheme assets:	2021 £'000	2020 £'000
At 1 September	2,808	2,385
Interest income	46	46
Actuarial gain	371	182
Administration expenses	(2)	(1)
Employer contributions	178	165
Employee contributions	57	52
Benefits paid	(42)	(21)
At 31 August	3,416	2,808



Notes to the financial statements for the year ended 31 August 2021

24. Related party transactions

Owing to the nature of the Academy's operations 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 Academies Financial Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining approval where required, and with the Academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

The following related party transactions took place in the financial period:

Income Related Party Transactions

During the year, sponsorship of £423 (2020: £250 sponsorship) was received from Warners Solicitors. Warners Solicitors is a related party as Mark Davis, a Member from 19 February 2021, is a partner of Warners Solicitors. There were no amounts outstanding at 31 August 2021 (2020: £nil).

The aggregate value of donations from Trustees was £1,623 including gift aid (2020: £3,342).

Expenditure Related Party Transactions

There were no expenditure related party transactions other than certain trustees' remuneration and expenses already disclosed in note 9.

25. Agency arrangements

The Academy trust distributes vulnerable bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2021 the academy trust received £1,200 and disbursed £1,200 from the fund. There are no undistributed funds that are repayable to ESFA. Comparatives for the accounting period ending 31 August 2020 are £nil received, £nil disbursed and £nil included in other creditors.

