



**Report and Financial Statements  
for the year ended 31 July 2025**

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## Key Management Personnel, Board of Governors and Professional advisers

### Key management personnel

Key management personnel are defined as members of the Group Leadership Board and were represented by the following in 2024/25:

Name	Role	New role/status	Effective dates
Graham Razey	Chief Executive officer, accounting officer	Left the organisation	21/04/2025
Lucy McLeod	Deputy Chief Executive Officer	Chief executive Officer, Accounting Officer	Appointed: 22/04/2025
Victoria Copp-Crawley	Executive Principal	Deputy Chief Executive Officer	Appointed: 22/4/2025
Chris Legg	Chief Financial Officer	Left the organisation	30/04/2025
Ian Rule	Interim Chief Financial officer	Left the organisation	Appointed: 22/04/2025 09/06/2025
Matthew Cooper	Chief Financial Officer		Appointed: 10/06/2025
Paul Sayers	Chief Information and Strategy Officer	Assistant CEO, Information and Strategy	Appointed: 22/04/2025
Daniel Shelley	Chief Infrastructure and Transformation officer	Assistant CEO, Infrastructure and Transformation	Appointed: 22/24/2025
Nick Holbrook-Sutcliffe	Chief Education Officer	Assistant CEO, Education	Appointed: 22/04/2025
Kerry Hickmott	Chief People Officer	N/A	
Lindsey Biggs	Chief Business Officer	Chief Innovation and Skills Officer	Appointed: 01/08/2024
Jamie Weir	Chief Communications Officer	N/A	

### Board of Governors

A full list of Governors is given on pages 20 to 22 of these financial statements.

Sharon Hollingsworth served as Group Director of Governance and Clerk to the Corporation until 30<sup>th</sup> April 2025, Jack Collison Group Director of Corporate services and Governance was appointed 1<sup>st</sup> May 2025.

**Principal and Registered Office**, Ramsgate Road, Broadstairs, Kent, CT10 1PN

### Professional advisers

#### Financial statements auditors and reporting accountants:

Buzzacott Audit LLP  
130 Wood Street  
London  
EC2V 6DL

#### Internal auditors:

Azets  
35 Station Road  
Ashford  
Kent  
TN23 1PP

**Bankers:**

Santander  
3<sup>rd</sup> Floor, Santander House  
100 Ludgate Hill  
London  
EC4M 7RE

**Solicitors:**

Birketts LLP  
Providence House,  
141-145 Princes Street,  
Ipswich,  
Suffolk,  
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Gillian Howard Associates  
C/o Howard & Howard Solicitors  
43 Wimpole Street  
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1 Wood St  
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## Introduction

Over the past Academic Year, we have continued to see our Group go from strength to strength in a number of areas. Alongside pleasing growth in student numbers, we have also seen a number of our key new projects move forward, with exciting developments set to come to fruition as we progress into the new academic year.

During the 2024 to 2025 Academic Year, we have delivered a number of new projects that are already having a demonstrable, positive effect on the diverse communities we proudly serve. Amongst these is our Alternative Provision, located in Aylesham, where we have delivered a £150,000 new capital project to help transition young learners at risk of becoming NEET (not in employment, education or training), back into the main college environment. Over its first year, we have had 18 students in this provision, and I am pleased to say that following the full year, we have had 16 positive progressions with these students either gaining employment, progressing within the provision, or returning to the main colleges.

Alongside our work at Aylesham, we have also delivered an exciting new capital development within our Broadstairs hotel, The Yarrow. Following a substantial amount of work to understand business needs in East Kent, we committed to a £250,000 capital investment in our new EKC Innovation Kitchen within the hotel. This new development enables micro and small businesses working within the food and drinks production sector to access an industry standard production environment, with expert advice also available, so that they can develop their offer and learn how to upscale production. This has been tremendously well received by the sector, with partners such as Produced in Kent stating it will enable many fledgling businesses to grow, helping to power up economic growth in this important sector.

Working in partnership with the Kent Invicta Chamber of Commerce and delivering against skills requirements in the care sector, we have also launched our Assistive Technology classrooms, which will help develop the Health and Social Care practitioners of the future. Strategically located across the Group's Colleges in Broadstairs, Canterbury, and Folkestone, the fully equipped suites proudly showcase innovative technology, empowering care professionals to engage in real-life scenarios, ensuring they are always prepared for a range of care situations. Some of the technology, which aims to assist those living with health conditions such as dementia, includes home security systems like automatic door locks, motorised blinds/ curtains, and smart software. We worked in partnership with other colleges in Kent to develop learning environments equipped with assistive technologies as part of the Government's Local Skills Improvement Fund.

The Group's exciting range of Levelling Up Fund (LUF) projects have also taken significant steps forward during the past year. Both our EKC Sheppey College extension and EKC Broadstairs College Margate Digital Campus have broken ground, with the two projects expected to be completed and serving their communities in the new Academic Year. These exciting projects will unlock additional provision for both Sheppey and Broadstairs, enabling the colleges to deliver new courses that meet skills needs within their localities. Alongside this, the Dover Levelling Up Fund project at Bench Street has broken ground, with an expected completion date in the next

Academic Year. The project will deliver a new creative facility that is able to act as the anchor to creative regeneration within the town, offering a new visual arts curriculum to students, whilst also co-locating creative businesses and housing a gallery space within it.

We have also worked hard to improve our existing infrastructure over the past year. As part of our work to deliver improvements for colleagues and learners across the Group, we have accelerated our digital replacement schedule for staff and student digital devices, with £200,000 spent on new devices for staff alone. In fact, our work to ensure that staff have an outstanding environment has, indeed, won an award in the past year. I'm extremely proud that we won the Kent Invicta Chamber's Employer of the Year Award for the work we undertake to ensure that colleagues across the Group have an exceptional experience. As an organisation we recognise that our people are the key ingredient that make us what we are, this independent endorsement of our work as testament to the work we are doing with our team.

However, the Chamber's award was not our only celebration over the year. We also won this year's Association of Colleges Beacon Award in the Widening Participation category. This prestigious sector award was won by our Eastchurch Centre, which is an adult learning centre that provides training to prisoners. The centre aims to equip individuals with the skills necessary to secure employment upon their release from prison. The open-prison status also allows inmates to participate in courses and, in some cases, engage in paid employment through the Release on Temporary Licence scheme. Since the Group began delivering provision there, the Centre has experienced significant growth in both enrolments and successful outcomes. It achieved an overall success rate of 95.1 per cent in 2024-2025 with the provision helping to deliver training courses that have a real impact on the learners. The prison now boasts the lowest reoffending rate in England, showing the valuable impact that this training provision delivers.

We have seen some tremendous student successes over the past year also. Chief amongst these were our two EKC Canterbury College learners who took Gold and Bronze medal positions in this year's national WorldSkills UK competition in the graphic design category. One of the students even made WorldSkills history after achieving a perfect score at the event. This kind of student performance underlines the impact our provision has on learners, helping drive them towards achieving their ambitions, and ultimately working to fulfil our organisation's mission.

Over the past year we have also been busily developing our new Strategic Plan which will launch in the new Academic Year. This will guide the Group's direction for the next four-year period, helping to ensure that we are able to balance and deliver on our ambitions within the communities we serve. We have worked with stakeholders, staff, our governing body members and students to develop and refine this, and I look forward to beginning our delivery of it as we move into the forthcoming academic year.

This year has also seen a significant change in our leadership, with a new Chief Executive Officer, Lucy McLeod, appointed and taking the reins in April 2025 following a competitive and open recruitment for the role which made use of an external executive search agency. Her appointment, and that of our new Deputy CEO, Victoria Copp-Crawley, bring a new chapter in the Group's story and I would like to take this opportunity to congratulate both of them and welcome them into their new roles.

In delivering this year's financial results, I would like to take the opportunity to thank all members of our East Kent Colleges Group's community which includes colleagues, students, governors, alumni, partners and stakeholders. We have an incredible community of people who help to drive our Group onward, and it remains an absolute pleasure to work as one of them in delivering positive impacts within the communities that we continue to proudly serve.

Charles Buchanan



Chair of Governors

## Strategic Report of the Governing Body

### Objectives and Strategy

The Governors present their report and the audited financial statements for the year ended 31 July 2025.

### Legal status

The Corporation was established under The Further and Higher Education Act 1992 for the purpose of conducting East Kent Colleges Group. The Group is an exempt charity for the purposes of the Charities Act 2011. The Group has two wholly owned subsidiary companies, The Folkestone College Restaurant Ltd (dormant) incorporated 3 May 2021 and the Yarrow Hotel Ltd incorporated 8 July 2021.

### Mission

To play a leading role for East Kent in developing the economic and social prosperity of the communities we serve.

### Resources

The Group has various resources that it can deploy in pursuit of its strategic objectives. The Group invests a significant amount of time and resources working with local employers to ensure the curriculum is aligned with local skills needs. The most recent Ofsted inspection endorsed this work as being exemplary and stands out as a national leader in this work.

#### *Tangible*

Tangible resources include the main College sites, currently stated at a net book value of £166,836,000; equipment, plant and machinery with a net book value of £9,771,000; and assets under construction with a net book value of £17,912,000.

#### *Financial*

The Group has £125,836,000 of net assets after recognising long-term debt of £14,650,000.

#### *People*

The Group employs 1,580 people, of whom 1,012 are teaching staff.

### Stakeholders

From its inception East Kent Colleges Group has worked in a highly collaborative and innovative manner with its network of partners for the benefit of our communities. This has remained a core strength of the Group, with the development and consolidation of strategic partnerships with a large number of organisations from a wide range of sectors and areas. The Group will continue to work closely with a range of key stakeholders to achieve our strategic objectives. Amongst East Kent Colleges Group's stakeholders we have a number of core partners including those below:

- students;
- funding bodies;
- staff;
- local employers;
- local schools;
- Local Authorities;
- Representative bodies such as the chambers of commerce;
- local media providers;
- community and voluntary organisations;
- other FE institutions;
- Trade Unions; and
- professional bodies

The Group recognises the importance of these relationships and has formed a range of strategic partnerships with its key stakeholders. Alongside this, it has a range of Memoranda of Understanding with key employers and stakeholders that provide opportunities and benefits to our students. The Group has also put in place a structure to manage relationships with our district and borough councils, ensuring that we are able to continue to build strong partnership working arrangements with them to the benefit of the local communities we serve.

### **Public Benefit**

East Kent Colleges Group is an exempt charity under Part 3 of the Charities Act 2011 and is regulated by the Secretary of State for Education. The members of the Governing Body who are trustees of the exempt charity are disclosed on pages 20-22.

In setting and reviewing the Group's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate explicitly that their aims are for the public benefit.

In delivering its mission, the Group provides the following identifiable public benefits through the advancement of education:

- high-quality teaching;
- widening participation and tackling social exclusion;
- strong links with the communities the Group serves;
- excellent employment and progression opportunities for students, including apprenticeships;
- strong student support systems; and
- partnerships with employers, industry and commerce.

### **Implementation of strategic plan**

The Group has worked to deliver against a number of strategic priorities. These priorities feed into the delivery of the Group's main Strategic Plan which has the following core goals:

- Create a revolutionary model of education, delivering a new range of nationally recognised education solutions for the benefit of East Kent and beyond;
- Deliver inspirational, inclusive and purposeful education that enables young people and adults to achieve their ambitions and meet the needs of East Kent;
- Successfully integrate Ashford College and Spring Lane into the East Kent Colleges Group family, developing the provision to enable the Group to truly meet the needs of the whole of East Kent;
- Continue to invest in industry-standard facilities and first-class Group services that support our business units to deliver aspirational, relevant and high-quality learning experiences;
- Ensure that East Kent Colleges Group is an employer of choice and responds appropriately to the social, ethical and moral issues of its communities, supporting the development of well-rounded and responsible young people.

These goals are underpinned by objectives with a number of performance indicators being used to track and measure performance against them.

As part of its work to deliver its mission and strategic priorities, the Group works closely with key stakeholders on a range of national and local priorities, including Local Skills Improvement Plans, delivery of Levelling Up Fund projects, and UK Shared Prosperity Fund.

This year the Group has been developing a new Strategic Plan for 2025-29, in consultation with stakeholders. This will be published in October 2025.

### **Curriculum developments**

In 2024/25, the Group had 7,335 students on 16-19 study programmes across 16 subject areas, 2,312 students on funded Adult Education provision, 668 High Needs students, 673 T-level students.

In addition to our broad study programmes, the new Sixth Form provision at Canterbury College delivered to over 466 young people and we celebrated the introduction of further T Level starters across 8 Routes, 12 Pathways

and 19 Occupational Specialisms, and 123 students studying on unique 14-16 programmes that transform the lives of young people who have been home educated or not previously succeeded in a school setting.

To coordinate the increased breadth of curriculum across the Group, and in response to a significant shift in curriculum focus, the Group implemented a commissioning model for curriculum development, so it retained a clear view about curriculum intent across its family of business units and could be confident in the meritorious allocation of resources.

- Developing the last wave of T Levels for September 2025/26 that will take the Group to 10 Routes, 15 Pathways and 21 occupational specialisms;
- The Group has produced a Level 4+ strategy and roadmap in response to government policy and will need to be reviewed as more is understood about the implications of the Lifelong Learning Entitlement and the upcoming Post-16 White Paper;
- We have contributed to, and await the results of, the Curriculum and Assessment Review;
- Significant investment in capital and revenue through the T Level 'Specialist Equipment Allocation', a successful 'Skills Accelerator Development Fund' and a 'Higher Technical Education Growth Fund'. Those projects and funds that have been audited to-date have all passed and been signed off;
- Implementation of the third cohort of a new 'curriculum flow' which incorporates a 2-year level 2 model; and,
- The East Kent Colleges Group curriculum approach has influenced DfE, Gatsby and a broad range of stakeholders.

Overall, there has been an unprecedented drive toward occupational standards at all levels. As the main thrust of this shift, East Kent Colleges Group has been at the forefront of major national curriculum developments, enabling us to shape how they progress.

## **FINANCIAL POSITION**

### **Financial Objectives**

The Group financial objectives are:

- to achieve the budgeted EBITDA outcome for the year;
- to improve working capital to cover expenditure with a minimum current ratio of 1.4:1; and
- to control expenditure on staff salaries so that the total cost represents no more than 65% of income.

These objectives have been monitored throughout the year by the Governors and the Group's Leadership Team. The Group over-performed against its budgeted EBITDA outcome of £5,659,000 for the year, with an EBITDA of £7,963,000, over-performed against the current ratio objective for the year ended 31 July 2025 with an adjusted current ratio of 2.4:1 and came in above the 65% target level of staff costs as a percentage of income at 68%.

The Group has had a strong year financially, primarily due to significant 16-19 student growth being delivered through only marginal increases in pay expenditure, despite another year of under-performance across most of the key adult income streams, which under-performed against target by £1.07million. Expenditure savings and improvements in other income-generation have off-set these shortfalls in income, resulting in the EBITDA being above budget by a significant £2,304,000.

### **Financial Results**

The Group reports an operating surplus of £4,490,000 after pensions adjustments (-£1,012,000) have been taken into the Statement of Comprehensive Income. At 31 July 2025, the Group had accumulated income and expenditure reserves before pension reserve of £126,233,000 and a cash at bank balance of £17,756,000. The impact of the pension surplus on the Local Government Pension Scheme has been incorporated into the balance sheet at a nil asset value.

Tangible fixed asset additions during the year amounted to £17,709,000. This expenditure was across a number of projects, with the more significant capital projects during the year being the completion of Ashford Phase 2 (£8.1m), Broadstairs Motor Vehicle Rebuild and Future Building extension (£3.4m), digital upgrades (£950k), Inspire Double Glazing (£500k). Margate Digital (£3m) and Sheppey Extension (£2.7m) are ongoing projects at year-end.

## Cash flow and liquidity

The net cash inflow for the year is £1,052,000 (2023/24: net cash inflow of £8,490,000). This is predominantly made up of an operating cash inflow of £15,731,000 (2023/24: £14,687,000), capital expenditure of £12,289,000 (2023/24: £7,006,000), new DFE loan financing of £218,000 (2023/24 (£3,300,000) and loan capital repayments of £681,000 (2023/24: £142,000).

## Developments

The Group has worked in partnership with several local authorities in East Kent to secure Levelling-up Funds to provide new educational facilities in Margate, Sheerness and Dover. These projects are due to be completed during 2025/26.

The Group also received grant funding in-year and still has £3.1million remaining at the year-end of Transformation Fund projects to complete during the 2027/28 academic year.

## Reserves

The Group continues to be reliant on its core government grant funding, which continues to see annual real-term funding reductions.

At 31 July 2025, the Group had substantial positive unrestricted reserves of £125,836,000 which is predominantly fixed asset holdings.

The financial strategy still focuses on improving the Group's underlying cash holdings to deliver an underlying current ratio of between 1.2:1 and 1.4:1, whilst continuing to invest in improvements to the Group estate and technology. The current cash balance of £17,756,000 is a significant improvement on previous levels of cash holdings, although more than £3million is being held on account for capital programmes yet to be delivered.

## Sources of income

The Group has significant reliance on the education sector funding bodies for its principal funding source, largely from recurrent grants. In 2024/25, reliance on DfE income was 84.3% (2023/24: 84.3%).

## PRINCIPAL RISKS AND UNCERTAINTIES

The Group strives to continuously develop and improve its systems and processes for internal controls, particularly risk management.

The Group has an established risk control system that links the identified high risks to the Group's strategic aims and objectives, with progress being monitored by the key performance indicators. This direct linkage brings a sharp focus to key risks and has ensured that all actions are mitigating these.

The current risks include:

### 1. Government funding and policy

The Group has a dependency on government funding of 84.3% (2024;84.3%). This is lower than the benchmarked average for general further education colleges. The Group has been following the strategy below to diversify its income:

- To develop a broader portfolio in the Group's specialisms, evidenced by the Group's 14-16 Junior Colleges, nursery provision, and the Group's commercial services;
- To grow the commercial income by maximising income streams relating to surplus rooms and buildings; and
- To be outstanding in all aspects of our work to raise the Group's profile with employers and stakeholders.

The decision by the Office for National Statistics on 29 November 2022 to reclassify further education colleges into the public sector has also created risks for the Group, including being unable to access commercial loans. The Group has successfully mitigated this by securing a government loan to support the now completed Ashford College Phase 2 extension with repayments of these loans commencing in April 2025.

## **2. Maintain adequate funding of pension liabilities**

The financial statements report the share of the Local Government Pension Scheme on the Group's balance sheet in line with the requirements of FRS102. The risk is that the Group will need to pay higher contributions to the Local Government Pension Scheme to help fund any deficit that is forecasted by the scheme actuaries in the future, which is unlikely to be covered by any increases in funding income.

The employers' contribution rate payable against Teachers Pension Scheme members increased in April 2024, however this increase has been funded by a corresponding increase to Colleges' funding settlements, so the financial risk is minimal.

## **3. Student experience**

With growing choice and competition for students, the experience that is delivered is often the determinant to differentiate between providers. East Kent Colleges Group is managing this with the following key strategies:

- To deliver outstanding teaching and learning making the learning experience relevant, coherent and attractive.
- To deliver an outstanding, innovative study programme co delivered with employers, which encompasses; English, mathematics, work experience, social action, and skills competitions, alongside the main qualification aim. All students also have the opportunity within each part to develop their digital skills, employability skills, sustainability knowledge and study approaches.
- To build an estate that is safe, current and fit for the delivery of outstanding teaching and learning.
- To provide increased commercial opportunities that reflect industry standards and practices and to ensure links with employers provide relevant experience and insight.
- To deliver support services that remove all barriers to learning and embrace individuality and provide inclusivity by putting learners at the heart of decision-making.
- To support students in making the right life choices for them to achieve positive progression into employment/higher level study.
- To stretch and challenge students to be the best they possibly can be.

## **4. Challenges for our communities**

Whilst the pandemic ended in March 2023, this has had a lasting impact on students, staff and our communities, compounded by the rising cost of living. We will continue to focus our bursary and other support funds to ensure that we remove barriers to learning for our students. We have also piloted an alternative provision for young people who are not yet ready for a college environment, with the aim of rolling this out to further centres in key areas of need across our communities. These centres will also include a community provision for adult learners.

## **5. Cybersecurity**

The risk of cyber-attacks has increased significantly, including examples of significant attacks in the further education sector. The Group has clear plans in place to manage this risk and has achieved Cyber Essentials Plus accreditation. Additional investment in new firewalls in 2024/25 and increased use of Multi Factor Authentication (MFA) for staff and students will support the Group to maintain a high level of cyber security.

## **6. Capital investment in the Group's estate**

It is critical that the Group continues to invest in its estate to ensure that there are fit for purpose learning environments with industry standard equipment. The 2019-25 Property Strategy has been completed with over £55m of investment secured from a range of funding sources.

The Full Governing Body approved the 2025-29 Property Strategy in July 2025, which ensures that there are a clear set of objectives and priorities for capital investment in the estate, including taking advantage of opportunities for external grant funding.

A key focus of the new Property Strategy is the refurbishment of existing buildings deploying the Department of Education's Further Education Transformation Fund (FETF) alongside Group finances to focus on improvements across the existing estate.

Project governance arrangements are in place to manage the delivery risks of the capital programme, including a monthly report tracking progress from a financial and programme delivery perspective that is shared with the Business Committee alongside standing agenda items on these projects at that committee to ensure Governors have strong oversight.

## **7. Carbon Emissions Reporting**

The Group is now required to include carbon emissions in our financial statements and, with a commitment to be carbon neutral by 2040, we are pleased to provide this.

We have used DfE guidance to identify our annual Kilowatt hours (KWh) used in gas, purchased electricity and an estimation of the tonnes of carbon dioxide created from the Group's transport costs from mileage claims and our fleet of minibuses.

These are compared to the previous three years in the table below and they show an overall increase of 4% in emissions in the 2024/25 Academic Year with a total tonnes of CO<sub>2</sub> (tCO<sub>2</sub>e) generated across the four areas to 2,779 tCO<sub>2</sub>e from 2,609 tCO<sub>2</sub>e. However, this remains lower than the baseline figure of 2,925 tCO<sub>2</sub>e for 2022/23.

We have also calculated the tCO<sub>2</sub>e per staff member using headcount at the 31 July of each year. This shows that this has increased by 3% from the previous year.

We used the following methodologies to calculate the tonne of Co<sub>2</sub>:

- Gas – KWh x 0.18290 (2024 fuels, natural gas conversion factor)
- Electricity – KWh x 0.20705 (2024 UK electricity conversion factor)
- Staff travel – miles x 0.16450 (2024, managed assets vehicles, average car conversion rate)
- Minibuses – miles x 0.18832 (2024 managed assets vehicles, van class 2 conversion rate)

<b>Emissions Calculations for EKC Group</b>		<b>2022/23</b>		<b>2023/24</b>		<b>2024/25</b>	
<b>Energy</b>		<b>KWh</b>	<b>t CO<sub>2</sub>e</b>	<b>KWh</b>	<b>t CO<sub>2</sub>e</b>	<b>KWh</b>	<b>t CO<sub>2</sub>e</b>
Electricity		6,030,014	1,249	5,771,561	1,195	5,897,021	1,221
Gas		8,614,697	1,576	7,201,919	1,317	7,910,031	1,447
<b>Total</b>		14,644,711	2,824	12,973,480	2,512	13,807,052	2,668
<hr/>							
<b>Transport</b>		<b>Miles</b>	<b>t CO<sub>2</sub>e</b>	<b>Miles</b>	<b>t CO<sub>2</sub>e</b>	<b>Miles</b>	<b>t CO<sub>2</sub>e</b>
Staff Mileage		363,552	96	343,861	91	390,132	103
Minibus		15,993	4.85	18,421	5.58	24,786	7.51
<b>Total t CO<sub>2</sub>e</b>			<b>2,925</b>		<b>2,609</b>		<b>2,779</b>
<hr/>							
<b>Total t CO<sub>2</sub>e per staff member</b>		1368	<b>2.14</b>	1451	<b>1.80</b>	1496	<b>1.86</b>

The gas and electricity elements are further broken down by college site in the tables below and show the differences between each site in terms of usage and emissions. We will be reviewing the previous year's data for gas usage at Broadstairs as this appears to be significantly out of kilter with prior and subsequent years.

<b>ELECTRICITY (kWh)</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>24/25 - 23/24 difference %</b>
<b>Ashford</b>	308,714	336,004	317,954	-5%
<b>Broadstairs</b>	1,950,583	1,858,166	1,819,391	-2%
<b>Canterbury</b>	2,814,222	2,700,180	2,838,694	5%
<b>Dover</b>	252,698	244,208	217,871	-11%
<b>Folkestone</b>	502,812	448,407	502,670	12%
<b>Sheppey</b>	178,912	170,431	176,576	4%
<b>Total</b>	<b>6,007,941</b>	<b>5,757,396</b>	<b>5,873,157</b>	<b>2%</b>

<b>ELECTRICITY (tCO2e)</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>24/25 - 23/24 difference %</b>
<b>Ashford</b>	63.9	69.6	65.8	-5%
<b>Broadstairs</b>	403.9	384.7	376.7	-2%
<b>Canterbury</b>	582.7	559.1	587.8	5%
<b>Dover</b>	52.3	50.6	45.1	-11%
<b>Folkestone</b>	104.1	92.8	104.1	12%
<b>Sheppey</b>	37.0	35.3	36.6	4%
<b>Total</b>	<b>1,244</b>	<b>1,192</b>	<b>1,216</b>	<b>2%</b>

<b>Gas (kWh)</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>24/25 - 23/24 difference %</b>
<b>Ashford</b>	326,446	336,948	323,785	-4%
<b>Broadstairs</b>	2,835,063	1,291,429	2,099,811	63%
<b>Canterbury</b>	2,803,055	2,905,459	3,112,952	7%
<b>Dover</b>	502,012	659,538	485,632	-26%
<b>Folkestone</b>	1,007,033	1,035,380	886,148	-14%
<b>Sheppey</b>	136,877	222,817	179,197	-20%
<b>Total</b>	<b>7,610,486</b>	<b>6,451,570</b>	<b>7,087,525</b>	<b>10%</b>

<b>Gas (tCO2e)</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>24/25 - 23/24 difference %</b>
<b>Ashford</b>	59.7	61.6	59.2	-4%
<b>Broadstairs</b>	518.5	236.2	384.1	63%
<b>Canterbury</b>	512.7	531.4	569.4	7%
<b>Dover</b>	91.8	120.6	88.8	-26%
<b>Folkestone</b>	184.2	189.4	162.1	-14%
<b>Sheppey</b>	25.0	40.8	32.8	-20%
<b>Total</b>	<b>1,392</b>	<b>1,180</b>	<b>1,296</b>	<b>10%</b>

We have undertaken several measures to improve energy efficiency in the academic year, that should bear fruit with reductions across the forthcoming academic year. These have included:

- Rolling out LED lighting across 90% of the Group estate
- Refurbished Dover College campus with new glazing, LED lights and roofs with a solar array to make our buildings more efficient and reduce our reliance on gas for heating
- Replaced twelve less efficient gas boilers in two of our largest building at Canterbury College
- Installed an air source heat pump at Folkestone College
- Working on energy efficiency campaigns with staff and students to ensure that they consider their usage whilst on campus
- Developed an active travel campaign to encourage staff and students to walk, cycle or use public transport rather than rely on cars. This included establishing a salary sacrifice scheme for e-bikes and including bikes as part of the student bursary travel options.

## KEY PERFORMANCE INDICATORS

The Group has an established and comprehensive suite of college performance indicators (CPIs), which are used by managers and Governors at both full and Local Board to track and monitor performance against set targets. Monthly progress reports are issued for all indicators and are scrutinised at respective Management and Governor Committees. The performance indicators cover a range of measures including; student recruitment, finance, quality, staffing, safety, safeguarding and Governor membership/attendance.

A Governor Education Committee was formed during 2019-20 adding a further layer of scrutiny to academic performance and tracking of the Group's improvement plan.

### Student numbers

In 2024/25, the Group has delivered activity that produced £60,798,000 in funding body main allocation funding (2023/24 - £56,993,000). The Group had approximately 11,012 funded and 683 non-funded students (2023/24: 11,034 funded and 1,004 non-funded students).

### Student achievements

In 2024/25 the recently re-established curriculum offer continued to grow with academic qualifications such as T levels and A levels still in their early stages, as well as the introduction of the Alternative Provision. Students have secured strong results across our broad offer of T level subjects with excellent results in Business, Accounting, Health and Construction in particular. Students in the sixth form gained strong results with a high proportion achieving well against their starting point with the majority securing their first choice offer university place, and many going onto a range of other options such as higher apprenticeships and work. GCSE results indicate that we continue to perform well with English 8% and Maths 11% above national averages.

Apprenticeships similarly showed significant improvements in achievement rates compared to the national average reaching over 70%.

### Ofsted Result

The Group was last inspected by Ofsted in March 2023 against the Education Inspection Framework and the grades awarded were:

Aspect	Grade
<b>Overall effectiveness</b>	Outstanding
<b>Quality of Education</b>	Outstanding
<b>Behaviour &amp; Attitudes</b>	Outstanding
<b>Personal Development</b>	Outstanding
Leadership & Management	Outstanding
Education programmes for Young People	Outstanding
Adult learning programmes	Outstanding
Apprenticeships	Outstanding
Provision for learners with high needs	Outstanding

<i>Overall effectiveness at last Inspection</i>	<i>Good</i>
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Key findings by Ofsted included:

"Leaders and governors are passionate about tackling social inequality through education and training. They rightly pride themselves in offering a range of inclusive, accessible and challenging learning opportunities to the communities in East Kent."

"Governors, leaders and staff are highly ambitious for all learners and apprentices irrespective of their starting points, particularly for those with high needs or from disadvantaged groups. They place a high priority on learning and progression to ensure that learners and apprentices complete their studies and move on to their desired next steps, which most do."

"Leaders, managers and staff use their extensive links with employers effectively to plan and teach curriculums that contribute to plugging local and regional skills gaps."

"Managers and staff carefully consider the needs of their learners when planning courses. Staff have planned and teach curriculums in the specialist supported learning programmes which are highly ambitious for learners."

"Leaders and managers work extremely well with employers to plan and teach a range of apprenticeships that respond to local needs. Employers highly value that their employees develop the exact knowledge, skills and behaviours that they need for their current and future job roles."

"Leaders and managers have designed ambitious and adaptable adult learning courses in a variety of pathways. Learners with a wide range of starting points gain the skills and knowledge they need to access university courses, return to the workplace or settle in the UK."

"Leaders, managers and teachers have developed an extensive and high-quality range of social, voluntary and community activities at all colleges that enhance learners' curriculums."

"Leaders and managers carry out frequent observations of teaching and learning sessions to assure themselves of the quality of teaching that learners and apprentices experience. They have a secure understanding of the many strengths and the areas they want to improve further. Leaders and managers continuously review their offer to ensure that it comprehensively meets the needs of learners and the communities the colleges serve. They redesigned the curriculum for school leavers and introduced a level 2 pathway across two years. This has resulted in a significant increase in the number of learners who are able to study at this level, almost all of whom are continuing with their studies."

"Governance is highly effective. Governors on the local boards at each college and the group board have the breadth of skills and expertise necessary to challenge leaders effectively. They share senior leaders' strategic goals, such as the successful integration of Ashford College and the Spring Lane campus into the Group and support them to implement them. Governors scrutinise the work of leaders closely and challenge them robustly to ensure that they continue to lead quality improvement at all the colleges in the group."

"Senior leaders and governors have exceptional links with a wide range of stakeholders. They work with them very well to understand local and regional skills needs."

## **Payment Performance**

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95 per cent. The Group does not have the ability to accurately monitor this KPI, but it does estimate that it pays the vast majority of its invoices within 30 days. The Group incurred no interest charges in respect of late payment for this period.

## **Employer Engagement**

Employer engagement has always been a significant activity for the Group to ensure there is strong involvement from business in the development and delivery of our curriculum provision. The Group has been recognised by Ofsted as being 'Strong' at meeting skills needs. As an anchor institution within the communities we serve, the Group is committed to delivering the skills which will power the local economy. In line with this commitment, the Group's Colleges and EKC Training arm have continued to develop partnerships with employers across East Kent. Our EKC Training business unit continues to develop and deliver community-based employability provision that is able to deliver dynamically to help meet employer needs and has worked with a range of key employers to help retrain and upskill the unemployed to meet skills gaps. Employer engagement has also been crucial as the Group continues its ambitious rollout of T Levels.

The Group has worked closely with the two other Kent FE Colleges and Kent Invicta Chamber of Commerce to deliver three Local Skills Improvement Fund projects, focused on Social Care, Construction (green skills), and Engineering. The Group has developed its capacity to provide a business innovation offer, including the launch of an Innovation Kitchen to support micro and small businesses.

## **Taxation**

As an exempt charity for the purposes of the Charities Act 2011 the Group is not liable to Corporation Tax.

## **EQUALITY AND DIVERSITY**

### **Equal Opportunities**

East Kent Colleges Group is fully committed to ensuring equality of opportunity for all who learn and work here. Our equality, diversity and inclusion agenda will always form a key part of our overall People Strategy, and within this strategy we will set out clear plans to deliver on our overall commitment to the creation of a workplace that provides equity of opportunity for everyone, and that embraces and welcomes the differences in all of our people.

The Group will continually strive to remove the blockers and conditions that place people at a disadvantage, and as part of our overall commitment to the equality, diversity and inclusion agenda, we have set out a number of key objectives and priorities as part of the wider strategy development activity, and these have been shared with our staff and key stakeholders. These include the launch of a number of staff led network groups.

East Kent Colleges Group is a Disability Confident Employer and welcomes applications for employment from people from all backgrounds and disabilities. Where an existing employee becomes disabled, every effort will be made to ensure that East Kent Colleges Group employment can continue in liaison with our Occupational Health provider.

The Group is fully committed to provide training, career development and opportunities for promotion that are accessible to all our staff, and we will continue to regularly discuss our overall inclusion agenda.

### **Disability Statement**

East Kent Colleges Group will, as a minimum conform to the requirements set out in the Equality Act 2010 and in particular makes the following commitments:

- as part of the redevelopment and provision of new buildings it has installed lifts and ramps so that most of the facilities allow wheelchair access to those who need it;
- there is a significant stock of specialist equipment, such as lighting for audio facilities, which the Group can make available for use by students;
- the student admissions policy ensures all needs are fully assessed prior to the start of the course ensuring full inclusivity and any appeals against a decision not to offer a place are dealt with under the admissions policy;

- the Group has made a significant investment in the appointment of specialist staff to support students with learning difficulties and/or disabilities. There are a number of student support roles who can provide a variety of support for learning. There is also a continuing programme of staff development to ensure the provision of a high level of appropriate support for students who have learning difficulties and/or disabilities;
- specialist programmes are described in programme information guides, and achievements and destinations are recorded and published; and
- counselling and welfare services are readily available for staff and students.

## Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the Group to publish information on facility time arrangements for trade union officials at the Group

Numbers of employees who were relevant union officials during the period	FTE employee number
12	9.80

Percentage of time spent on facility time      Number of employees

0%	-
1-50%	12
51-99%	-
100%	-

Total cost of facility time	£36,613
Total pay bill	£49,357,000
Percentage of total bill spent on facility time	0.074%

Time spent on paid trade union activities as a percentage of total paid facility time	8.6
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## Gender pay gap reporting

The Group has continued with its efforts to lessen the Gender Pay Gap, implementing a number of initiatives as part of our Gender Pay Gap Action Plan. Included within this is our work to establish support mechanisms to encourage more women into leadership positions, the development of a more balanced male and female ratio in the lower and middle pay quartiles, and the promotion of our support mechanism for women.

Year ending 31 March 2025

Mean gender pay gap	8.27%
Median gender pay gap	17.17%
Mean bonus gender pay gap	N/A
Median gender bonus gap	N/A
Proportion of males/females receiving a bonus	N/A

The proportion of males and females in each quartile of the pay distribution are:

	Males	Females
1 - Lower quartile	29.05%	70.95%
2	30.73%	69.27%
3	45.53%	54.47%
4 – Upper quartile	42.46%	57.54%

The Group publishes its annual gender pay gap report.

## **GOING CONCERN**

The financial statements have been prepared on a going concern basis. The Group continues to deliver a strong level of EBITDA and significantly exceeded budget in this regard in 2024/25. The Group still maintains a significant underlying operating cash inflow and finished the 2024/25 year with an adjusted current ratio of 2.4:1.

The Group's debt structure, which now involves both Santander and DfE facilities, ensured having adequate financing in place to support the capital programme.

The Group has prepared a three-year financial plan, including a cash-flow forecast, which shows that the Group will be able to meet its debts as they fall due, can deliver a positive EBITDA position in every year of the plan and can maintain a satisfactory level of cash throughout. It should also be noted that the level of EBITDA that the Group continues to deliver is maintained at a level significantly ahead of sector norms. It is therefore appropriate for these financial statements to be prepared on a going concern basis.

## **FUTURE DEVELOPMENT AND PERFORMANCE**

To further the achievement of the Group's new Strategic Plan 2025-29, a number of annual priorities have been agreed by the Governing Body. Our priorities include focusing on a curriculum that continues to meet local needs, developing an Artificial Intelligence strategy, further development of our offer to employers, enhancing our collaboration with the engineering sector, positioning the Group for expected local government reorganisation and devolution, and improving our student refectories.

We will build on our existing strong collaboration with the Kent FE Colleges, the Chamber of Commerce and employers to meet the priorities in the Local Skills Improvement Plan. This includes continuing the implementation of our Local Skills Improvement Fund projects, focused on Construction, Health and Social Care, and teacher shortages in Engineering and Manufacturing. We will also be delivering an improved adult course offer to support their career and skills development.

We will continue to work with Kent County Council, DWP / Jobcentre Plus, the NHS, and other partners to deliver a programme to support adults that are furthest away from being economically active, linking this to Connect to Work and other initiatives. This will support more individuals to access employment and increase social mobility.

We will continue to work with local stakeholders, including local authorities and businesses, to deliver a range of ambitious Levelling Up Fund projects. This includes the opening of new engineering and creative provision in our Sheppey College extension and the launch of a new Junior College. We will also be opening of Margate Digital in the town's high street in autumn 2025, which will offer a range of high quality creative and digital provision for young people.

## **STAFF AND STUDENT INVOLVEMENT**

### **Students**

During 2024/25, East Kent Colleges Group had Student Union Presidents for each College. Students were able to provide feedback on College progress through regular student question times with Senior Managers, three student experience reviews a year and the student class representative structure. There is also a Student Governor that represents the voice of students at Governance level.

Student Union Presidents were also members of the Local College Boards where they actively engaged in shaping the future direction of respective Colleges. Student presidents and officers engaged in various training to support them in their role as well as a leadership and teamwork trip to Bali where they gained work experience as a team, embraced different cultures and built a range of life skills to build resilience and confidence.

Community Social Action is a fundamental part of East Kent Colleges Group where staff get involved in supporting the community and support every student be involved in both local and group-wide community weeks, with many

running throughout the year. Community Social Action enables students to apply their learnt skills to support those in the community that need support, and this also provides confidence and a sense of belonging for our students in their community. These activities played a large part enabling students to have the skills for their futures.

All students also participate in competitions that enables them to refine their skills and showcase their talent. All colleges had representation at the KFE Skills Competition with many placing in the medals and some winning their categories.

Students can engage in a wide variety of trips, visits and engage with employers throughout the year. This may involve supporting their skills and direction for their next career steps and also enables students to have the opportunity to try new activities, explore their talents and build strong social connections with their peers as part of college life.

All vulnerable students are supported by Student Progression Mentors, Learning Support specialist staff for those with SEND and a counselling service that is offered across all the colleges.

## **Staff**

As an organisation we have had a key focus on our people agenda over the past year, working hard to develop an organisation that is as focussed on staff wellbeing as it can be.

The beginning of the year saw our Group Leadership Board develop task and finish groups to explore key areas that were identified in the last year's staff survey. A focus on developing clear plans to deliver against these agenda items was put in place, with colleagues surveyed on their views, and outcomes developed. Key amongst these were resources for staff and students, with an additional sum of capital funding identified to accelerate the organisation's IT devices replacement schedule. We also took the opportunity to improve common areas within the Group's estate, enhancing these for staff to mix in. Our Group also explored its communications with staff, setting out a clear schedule of communications so that colleagues would know when to expect bulletins and updates delivered in both written and presentation formats.

Our staff numbers plateaued after last year's growth, with limited additional roles required. However, areas of the organisation are set to grow in future years, with a new Junior College being delivered in 2025 – 2026, as well as our new Margate provision.

As a Group we have made a clear commitment to supporting our colleagues who are on the lowest pay points within the organisation. We proudly continue to be a National Living Wage Foundation employer, with a belief that this is the right thing to do for colleagues across the Group.

We have seen staff turnover fall following a number of initiatives to retain colleagues within the organisation. These have seen staff turnover drop by 2.7 per cent from 14.8 per cent in the previous Academic Year to 12.1 per cent in 2024 – 2025. We also spent a substantial amount of time developing an enhanced internal continuing professional development programme for colleagues across the Group. Within this there has been an increased focus on supporting and developing line managers and we have also introduced new hiring manager and investigation training along with the reintroduction of our Aspiring Leaders programme. These have ensured that colleagues have greater awareness of the organisation's core processes and policies, developing knowledge in the Group and its ways of working.

Our Chief Executive has changed during the Academic Year, and we are therefore exploring new ways in which we can reach our staff. However, for the first nine months of the academic year, we continued to hold staff forums, and explore other ways in which colleagues could give us their thoughts on the Group's direction of travel, and continued development.

We have also seen our Gender Pay Gap close, with the Mean Hourly Rate of Pay now dropping from 8.98 per cent to 8.27 per cent. The Median has also decreased from 18.80 per cent to 17.17 per cent. It is also pleasing to see that female representation has evened out in the upper pay quartile, moving from 58.97 per cent to 57.54 per cent.

## DISCLOSURE OF INFORMATION TO AUDITORS

The Governors who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the Group's auditors are unaware; and each Governor has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the Group's auditors are aware of that information.

**Approved by order of the members of the Governing Body on 9 December 2025 and signed on their behalf by:**



Charles Buchanan

**Chair of Governors**

## Statement of Corporate Governance and Internal Control

The following statement is provided to enable readers of the annual report and financial statements of East Kent Colleges Group to obtain a better understanding of its governance and legal structure. This statement covers the period from 1 August 2024 to 31 July 2025 and up to the date of approval of the annual report and financial statements.

### Governance Code

East Kent Colleges Group endeavours to conduct its business in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) and in accordance with the guidance outlined in the Association of Colleges Further Education Code of Good Governance.

The Group is committed to exhibiting best practice in all aspects of corporate governance. This summary describes the manner in which the Group has applied the principles set out in the Code. Its purpose is to help the reader of the accounts understand how the principles have been applied.

In the opinion of the Governors, the Group complies with all the provisions of the Code, and it has complied throughout the year ended 31 July 2025. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of the Association of Colleges Further Education Code of Good Governance, including the Senior Post Holder Remuneration Code adopted by the Board in February 2019.

In September 2023, East Kent Colleges Group Governing Body commissioned The Education Training Foundation to undertake an independent review of the board as required by the Department of Education in the 2021 Skills for jobs white paper. FE Corporations Boards are required to undertake an external review of governance every 3 years.

The Final External Board Review report by The Education Training Foundation was formally presented to the Governing Body on 26 March 2024. The report concluded:

- The East Kent Colleges Group is well served by an extremely effective and impactful Board and Executive team.
- There is strong leadership from the CEO, and he is supported by the Chair of Governors. The governors show a strong commitment to the East Kent region, with a bottom-up strategy for skills and economic

development. The Governing Body has a broad range of skills, and they bring their 'lived and professional experiences' to support East Kent Colleges Group.

- The Governing Body is dynamic in its approach to governance, operates by consensus, and brings in the appropriate expertise and external stakeholders where it feels this will add value to their decision-making processes.
- Throughout the review, there was concern from Governing Body members that the achievement of 'outstanding', should not lead to complacency and that there was room for further improvements.
- This strong appetite for excellence, open debate, development, focusing on learner needs, is admirable and in-keeping with the values and behaviours required for the Group to achieve an outstanding Ofsted Inspection.
- A key factor moving forward, will be its ability to adequately replace key Governing Body members and staff over the next two to three years as part of its succession planning. There is strong confidence within the organisation, which is supported by an evidence-based strategy and a central focus on improving the learner experience and outcomes.
- Having the right leadership in place, to continue that drive of excellence and the continued improvements in learner experience, will be extremely important for the East Kent region.

In March 2024 the Search and Governance Committee reviewed the report in detail and actions have been taken to address the recommendations outlined within the report.

The Group is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

In September 2022 and in January 2023 the Charity Commission for England and Wales authorised the remuneration of a trustee for work undertaken for the Group under the power given in section 105 of the Charities Act 2011. The orders are for the Chair of Governors and have been approved up until September 2024. Subsequently, in May 2024, the Charity Commission for England and Wales issued a further Order which provides approval to continue to remunerate the Chair of Governors up until 31 August 2025. A further request was sent to the charity commission to continue to remunerate the Group Chair on the basis that the role of chair is high demand in terms of time and skills because of the size and complexity of the corporation and attempts to recruit an unpaid chair have been unsuccessful (as outlined in the FE and sixth-form college corporations: governance guide). This request was rejected by the commission and the DfE and as such the Chair's remuneration payment will cease in August 2025.

### The Governing Body

The composition of the Governing Body is set out in the table below. The Governing Body operated under a traditional committee structure during the period.

It is the Governing Body's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

Name	Date of appointment / re-appointment	Term of office	Date of resignation	Status of appointment	Committees served	Corporation Attendance	Meeting Attendance
Charles Buchanan (Chair of Governors)	Re-appointed 01.09.2025	1 year 31.08.2026		Independent member	Business, Search and Governance, Remuneration	100%	96.6%
Gail Clarke	Re-appointed 01.09.2023	4 years 31.08.2027		Independent member	Business (Chair)	75%	91%

					Search and Governance, Remuneration		
Miranda Chapman	Re-appointed 01.09.2025	4 years 31.08.2026		Independent member	Business, Search & Governance, (Chair) Remuneration (Chair)	100%	100%
John Korzeniewski	Re-appointed 01.09.2025	1 year 31.08.2026		Independent member	Education (Chair), Remuneration	75%	78%
Peter Cheney	Re-appointed 01.09.2023	4 years 31.08.2027		Independent member	Audit (Chair), Remuneration, Search and Governance	100%	76%
Joanna Worby	Re-appointed 01.09.2022	4 years 31.08.2026		Independent member	Business, Remuneration	75%	85%
Ella Sandall	Re-appointed 01.09.2025	4 years 31.08.2029		Independent member	Education	100%	92%
Jason Howard	Re-appointed 01.09.2025	4 years 31.08.2029		Independent member	Education	100%	89%
Natalie Garner	Re-appointed 01.09.2022	4 years 31.08.2026		Independent member	Education	75%	75%
Carmel Togher	Re-appointed 01.08.2023	4 years 31.07.2027		Independent member	Audit	100%	100%
Helen Hammond	Re-appointed 01.08.2023	4 years 31.07.2027	12.05.2025	Independent member	Education	67%	100%
Sam Lawrence-Rose	Reappointed 01.08.2023	4 years 31.07.2027		Independent member	Education	100%	75%
Graham Razey	Appointed 01.02.2018	ended 21.04.2025		Chief Executive Officer	Business, Education, Search and Governance	100%	85%
Lucy McLeod	Appointed 22.04.2025	n/a		Chief Executive Officer	Business, Education, Search and Governance	100%	100%
Tammy Mitchell	Appointed 01.04.2023	4 years 31.03.2027		Independent member	Education	100%	100%
John Oliphant	Appointed 01.09.23	4 years		Independent member	Audit	75%	83%

		31.08.2027					
Evie Kuschel	Appointed 18.12.24	31.07.2025		Student Governor	Education	33%	33%
Francesca Lashmar	01.04.2024	2 years 31.04.2026		Staff Governor	Business	100%	100%

### Board Diversity

Male	43.75%	Female	56.25%
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### Senior Officers Attending

Name	Date of appointment	Date of resignation	Status of appointment	Committees served	Attendance
Chris Legg	01.02.2018	30.04.2025	Chief Financial Officer	Audit, Business	100%
Ian Rule	22.04.2025	09.06.2025	Interim Chief Financial Officer	Audit, Business	100%
Matthew Cooper	10.06.2025	N/A	Chief Financial Officer	Audit, Business	100%
Paul Sayers	01.02.2018	N/A	Assistant CEO Information & Strategy Officer	Audit	100%
Lucy McLeod	01.11.2020	N/A	Chief Executive Officer (Deputy CEO until 22.04.2025)	Education (as Deputy CEO) Remuneration (as CEO)	100% 100%
Dan Shelley	01.01.2022	N/A	Assistant CEO, Infrastructure & Transformation	Business	100%
Nick Holbrook-Sutcliffe	05.06.2023	N/A	Assistant CEO, Education	Education	100%
Kerry Hickmott	01.02.2018	N/A	Chief People Officer	Business	100%
Victoria Copp-Crawley	05.06.2023	N/A	Deputy Chief Executive Officer	Education	100%
Sharon Hollingsworth	01.02.2018	01.04.2025	Group Director of Governance	All	100%
Jack Collison	01.04.2025	N/A	The Group Director of Corporate Services and Governance	All	100%
Claire Banks	03.02.2025	N/A	Governance Officer	All	100%

The Governing Body is provided with regular and timely information on the overall financial performance of the Group together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel related matters such as health and safety and environmental issues. The Governing Body meets at least four times per academic year.

During the 2024/25 academic year the Governing Body conducted its business through a traditional committee governance structure. These committees are Audit, Remuneration, Search and Governance, Education, and Business. Each committee has clearly defined devolved responsibilities from the Governing Body, and each has terms of reference, which have been approved by the Governing Body. Full minutes of all meetings, except those deemed to be confidential by the Governing Body, are available by writing to 'The Group Director of Governance, East Kent Colleges Group, Ramsgate Road, Broadstairs, Kent, CT10 1PN or from the Group's website at <https://www.ekcgroup.ac.uk/group/about-us/governance>

The Group Director of Corporate Services and Governance maintains a register of financial and personal interests of the Governors. The register is available for inspection at the above address.

All Governors are able to take independent professional advice in furtherance of their duties at the Group's expense and have access to the Governance Professional to the Governing Body, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Governance Professional are matters for the Governing Body as a whole.

Formal agendas, papers and reports are supplied to Governors in a timely manner, prior to Board meetings. Briefings are also provided on an ad-hoc basis.

The Group Director of Corporate Services and Governance is a senior postholder. The Board ensures that they receive appropriate development throughout the year including attendance at relevant governance conferences, webinars and training, including the DfE active support for college leadership 'Just One Thing' events. The postholder will also complete the Governance Professionals Induction Programme run by the Education and Training Foundation.

The Board has a dedicated budget for training and development and governors are provided with regular updates and opportunities to enrol on external development sessions. Governors receive Group updates and sector briefings throughout the academic year. Training is provided to cover areas identified as requiring development, there is an induction programme for new governors, a Governor and Executive Engagement programme, and a Governing Body Committees Observation scheme.

Training has included in 2024/2025, the AoC Governance Finance Masterclass Series, AoC Finance and Audit and Curriculum and Quality Committee Chairs Networks, Chairs and Vice-Chairs Q&A External Board Reviews feedback, KFE Governors Conference, Audit Committee development session and the AoC Governors Summit. Governors also have access to the ETF Governance Development Programme (as below) various modules have been completed:

- Understanding sector, policy and inspection,
- Effective Teaching, Learning and Assessment,
- Culture, People and Development,
- Peer-to-Peer Online Sexual Harassment; A Governance Perspective,
- Understanding sector, policy and inspection,
- Developing educational character, supporting effective risk management,
- Supporting improvements in teaching, learning and assessment,
- Understanding your role and the role of the board,
- Trustee Duties,
- Leading a committee,
- Strategic financial management and understanding funding,
- Audit for audit committee members,
- Board assurance frameworks,
- Financial management for board members,
- Introduction to audit,
- Financial management for board members,
- EDI: current developments and emerging trends for the sector, delivered by Eversheds Sutherland and
- Governance code updates and advice for Further Education colleges, delivered by ESFA and Buzzacott.

The Chair has attended additional training events, these include the AoC Annual Leadership Conference and NLG/NLFE away day event. The Chair attends National Chairs Network meetings is a National Leader of

Governance and has completed the Chair's Leadership Programme run by the Institute of Directors in conjunction with ETF.

During this period, the staff governor attended the AoC Staff Governors Conference and network meetings.

Governors received legal refresher training on 8 July 2025 to address gaps highlighted by the Skills Audit. This session was facilitated by Tom Morrison of Stone King, focussing on Governors' key legal obligations as charity trustees, the regulatory framework in which Governors operate and the implications of those for governance in practice. Tom also shared the early findings from Stone King's governance reviews conducted across the sector over recent years, highlighting key emerging themes and suggested indicators for healthy governance. Tom is the Head of Further Education, a Partner and Deputy Chair at the education law firm Stone King. He has supported the sector for over 25 years and is ranked by independent legal directories as one of the leading lawyers in FE.

The Governing Body has a strong and independent non-executive element, and no individual or group dominates its decision-making process. The Governing Body considers that each of its non-executive members is independent of management and free from any business or other relationship that could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the role of the Chair of the Governing Body and Group Chief Executive Officer of the Group are separate.

## **APPOINTMENTS TO THE GOVERNING BODY**

Any new appointments to the Governing Body are a matter for the consideration of the Governing Body as a whole. The Governing Body has a Search and Governance Committee, which is comprised of five members: the Chair of Search and Governance Committee, the Chair of the Governing Body, the Group Chief Executive Officer and two additional members from the Corporation. This Committee is responsible for the selection and nomination of any new members for the Governing Body's consideration and ensuring that appropriate training is provided in accordance with a continuing review of the skills profile of the Governing Body.

Members of the Governing Body are appointed for a term of office not exceeding four years.

## **CORPORATION PERFORMANCE**

Governance at East Kent Colleges Group is strong and highly effective. The Governing Body plays a key role in challenging the senior management to ensure that the Group aims are achieved. Through the traditional committee governance structure, the Governors are particularly focused on a devolved approach to governance and the timely accurate reporting trajectory of this model ensures that Governors are able to support and challenge effectively. Through this model, the Board receives considerable assurance that governance was robust and appropriately structured to support delivery of the strategic plan and on-going improvements to the Group.

The Board considers its individual performance over the year at the strategic events and through Governor self-evaluation and 1-to-1 meetings with the Chair. Further assurance is gained from both external parties and the College Performance Indicators (CPIs). These indicators cover all aspects of the Group's operations including teaching and learning, student outcomes, satisfaction and leadership and management. The CPIs form a sound basis from which managers and Governors can judge performance and progress. The annual and three-year targets are based on historical performance trends and comparative data from within and outside the Group (where appropriate), and targets are set to be both challenging but achievable.

## **REMUNERATION COMMITTEE**

The Remuneration Committee comprises; the Chair of the Remuneration Committee, the Chair of the Governing Body and two additional members from the Corporation. The Group Chief Executive Officer is a reporting Officer in line with the schedule of delegation for Senior Postholders. The Committee's responsibilities are to approve the remuneration and benefits of the Group Chief Executive Officer and Senior Postholders of the organisation and approve the remuneration and employment terms and conditions of the remunerated Chair. In accordance with the findings and recommendations of recent intervention reports by the FE commissioner the terms of

reference for Remuneration Committee were changed to recommend remuneration for Board approval rather than the committee having delegated authority to approve. The new terms of reference will be used for meetings in the 2025/2026 academic year.

Details of remuneration for the year ended 31 July 2025 are set out in note 7 to the financial statements.

### **AUDIT COMMITTEE**

The Audit Committee comprises the Chair of the Audit Committee and three independent members of the Governing Body (excluding the Group Chief Executive Officer and Chair of Governors). The Committee operates in accordance with written terms of reference approved by the Governing Body. Its purpose is to advise the Governing Body on the adequacy and effectiveness of the Group's systems of internal control and its arrangements for risk management, control and governance processes.

The Audit Committee meets three times per year and provides a forum for reporting by the Group's financial statements auditors, who have access to the Committee for independent discussion, without the presence of management.

The Governing Body manages internal audit under the freedom and flexibilities of the Framework for auditors and reporting accountants of colleges and the Financial handbook for independent training providers to procure a wider range of internal audit services, focused on added-value improvement reviews linked to key risks and new developments. The Audit Committee has responsibility for reviewing these reports.

The Committee also receives and considers reports from the main FE funding bodies as they affect the Group's business. Management is responsible for the implementation of agreed recommendations and internal audit undertake periodic follow up reviews to ensure recommendations have been implemented.

The Audit Committee also advises the Governing Body on the appointment of internal, regularity and financial statements auditors and their remuneration for both audit and non-audit work, as well as reporting annually to the Governing Body.

The Audit Committee met three times in the year to 31 July 2025. The members of the Committee and their attendance records are shown below:

<b>Committee member</b>	<b>Meetings attended</b>
Peter Cheney	3 of 3
Jason Howard	2 of 3
Carmel Togher	3 of 3
John Oliphant	1 of 1

### **INTERNAL CONTROL**

#### **Scope of responsibility**

The Governing Body is ultimately responsible for the Group's system of internal control and for reviewing its effectiveness. 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 Governing Body has delegated the day-to-day responsibility to the Chief Executive Officer as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of East Kent Colleges Group policies, aims and objectives, whilst safeguarding the public funds and assets for which she is personally responsible, in accordance with the responsibilities assigned to her in the Financial Memorandum between the Group and the funding bodies. She is also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

#### **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 East Kent Colleges Group 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 Group's financial regulations were updated following the ONS reclassification to meet the guidance initially distributed by the DfE in meeting the Managing Public Money requirements. The system of internal control has been in place within East Kent Colleges Group for the year ended 31 July 2025 and up to the date of approval of the annual report and financial statements.

### **Capacity to handle risk**

The Governing Body has reviewed the key risks to which East Kent Colleges Group is exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Governing Body is of the view that there is a formal ongoing process for identifying, evaluating and managing East Kent Colleges Group's significant risks that has been in place for the period ended 31 July 2025 and up to the date of approval of the annual report and financial statements. This process is reviewed regularly by the Governing Body.

### **The risk and control framework**

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

- a comprehensive budgeting and forecasting system, which is reviewed and agreed by the Governing Body;
- regular reviews by the Governing Body of periodic and annual financial reports which indicate financial performance against forecasts;
- setting targets to measure financial and other performance by use of Group Performance Indicators;
- clearly defined capital investment control guidelines; and
- the adoption of formal project management disciplines, where appropriate.

East Kent Colleges Group procures a service to carry out financial management and controls internal audits, supplemented by additional work provided by other industry practitioners. The scope of this work is informed by an analysis of the risks to which the Group is exposed. The analysis of risks and the internal audit plans are endorsed by the Governing Body on the recommendation of the Audit Committee. The Chair of the Audit Committee provides the Governing Body with a report on internal audit activities and will include the independent opinions on the adequacy and effectiveness of the Group's system of risk management, controls and governance processes.

### **Review of effectiveness**

As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. The Chief Executive Officer's review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors;
- the work of the Group Leadership Board within East Kent Colleges Group who have responsibility for the development and maintenance of the internal control framework; and
- comments made by East Kent Colleges financial statements auditors, the regularity auditors and the appointed funding auditors in their management letters and other reports.

The Chief Executive Officer has been advised on the implications of the results of her review of the effectiveness of the system of internal control by the Audit Committee which oversees the work of the internal auditor and other independent advisers and approves plans to address weaknesses and ensure continuous improvement of the control systems.

The Group Leadership Board receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The Group Leadership Board and the Audit Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement.

The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Governing Body's agenda includes regular consideration of risk and control and receives reports thereon from the Group Leadership Board and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

Based on the advice of the Audit Committee and the Chief Executive Officer, the Governing Body is of the opinion that East Kent Colleges Group has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the safeguarding of the assets".

### **Risks faced by the East Kent Colleges Group**

East Kent Colleges Group has a Risk Management Policy and Procedures in place which describes how the corporation identifies, evaluates, and manages risk, including an impact and likelihood evaluation of key operational, financial, compliant, and other risks. The Policy outlines East Kent Colleges Group's approach to risk management and internal control, the role of the Governing Body and Committees, the role of the Group's Risk, Audit and Compliance Committee and the role of senior management and staff across the Group.

### **Control weaknesses identified**

The internal auditors did not identify any areas of significant weakness in the internal controls in operation for the areas reviewed and in their opinion the Group has adequate and effective management, control and governance processes in the areas examined.

### **Responsibilities under funding agreements**

The funding agreements with the funding body set out very clear guidelines to adhere to. The Group directly employs a team to deal with meeting these guidelines and has developed a suite of internal reporting to ensure compliance to operate alongside the existing suite of reports provided by the funding body to undertake a comprehensive set of data checks.

### **Statement from the Audit Committee**

The Audit Committee has advised the Governing Body that the Group has an effective framework for governance and risk management in place. The Audit Committee believes the Corporation has effective internal controls in place. The specific areas of work agreed and undertaken by the Audit Committee in 2024/25 and up to the date of the approval of the financial statements are:

- Financial management and controls – no areas of significant weaknesses in the internal controls in the operation of the Group were identified.
- Exams Process Assurance Audit - no areas of significant weakness were identified.

Approved by the Governing Body on 9 December 2025 and signed on their behalf by:

Charles Buchanan  
**Chair of Governors**

Lucy McLeod  
**Chief Executive Officer**

  
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## **Statement on the Group's Regularity, Propriety and Compliance**

### **Statement of the Chief Executive Officer**

As accounting officer of the corporation of East Kent Colleges Group I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the college's accountability agreement with DfE, and the requirements of the College Financial Handbook. I have also considered my responsibility to notify the Governing Body's board of governors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding.

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

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



Lucy Mcleod  
**Chief Executive Officer and Accounting Officer**  
9 December 2025

## Statement of Responsibilities of the Members of the Governing Body

The members of the Governing Body are required to present audited financial statements for each financial year.

Within the terms and conditions of the Group's accountability agreement, funding agreements and contracts with DfE, the Group is required to prepare financial statements which give a true and fair view of the financial performance and position of the Group for the relevant period. The Group must also prepare a strategic report which includes an operating and financial review for the year. The bases for the preparation of the financial statements and strategic report are the Statement of Recommended Practice – Accounting for Further and Higher Education, DfE's College Accounts Direction and the UK's Generally Accepted Accounting Practice.

In preparing the financial statements, the Group is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess whether the corporation is a going concern, noting the key supporting assumptions, qualifications or mitigating actions, as appropriate (which must be consistent with other disclosures in the accounts and auditor's report)
- prepare financial statements on the going concern basis unless it is inappropriate to assume that the Group will continue in operation.

The Governing Body is also required to prepare a strategic report, in accordance with paragraphs 3.23 to 3.27 of the FE and HE SORP, that describes what it is trying to do and how it is going about it, including information about the legal and administrative status of the Group.

The Governing Body is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the corporation and which enable it to ensure that the financial statements are prepared in accordance with relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011, and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard its assets and to prevent and detect fraud and other irregularities.

The Governing Body is responsible for the maintenance and integrity of its website; the work carried out by auditors does not involve consideration of these matters and, accordingly, auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Governing Body are responsible for ensuring that expenditure and income are applied for the purposes intended and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from DfE, and any other public funds, are used only in accordance with the accountability agreement, funding agreements and contracts and any other conditions, that may be prescribed from time to time by DfE, or any other public funder, including that any transactions entered into by the corporation are within the delegated authorities set out in the College Financial Handbook. On behalf of the Group, the chair of the board of Governors is responsible for discussing the accounting officer's statement of regularity, propriety and compliance with the accounting officer. Members of the Group must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and ensure they are used properly. In addition, members of the Governing Body are responsible for securing economic, efficient and effective management of the Groups resources and expenditure so that the benefits that should be derived from the application of public funds from DfE and other public bodies are not put at risk.

Approved by order of the Governing Body on 9 December 2025 and signed on their behalf by:



Charles Buchanan  
**Chair of Governors**

## Independent Auditor's Report to the Governing Body of East Kent Colleges Group

### Opinion

We have audited the financial statements of East Kent Colleges Group (the 'College') and its subsidiary (collectively the 'Group') for the year ended 31 July 2025 which comprise the Consolidated Statements of Comprehensive Income and Expenditure, the Consolidated and College Statement of Changes in Reserves and Balance sheets, the Consolidated 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 and 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) and the College Accounts Direction 2024 to 2025 issued by the Department for Education (DfE).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group and the College's affairs as at 31 July 2025 and of its financial performance and cash flows for the year then ended;
- have been prepared in accordance with UK Generally Accepted Accounting Practice, the Statement of Recommended Practice: Accounting for Further and Higher Education and the College Accounts Direction 2024 to 2025 issued by the DfE;
- In all material respects, funds from whatever source administered by the Group and the College for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- in all material respects, funds provided by the OfS, UK Research and Innovation (including Research England) and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of OfS's accounts direction have been met.

### 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 Group and the College 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 members of the Governing Body's 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 Group and the College'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 members of the Governing Body with respect to going concern are described in the relevant sections of this report.

## Other information

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

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

We have nothing to report in this regard.

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

In the light of the knowledge and understanding of the Group and the College and its environment obtained in the course of the audit, we have not identified material misstatements in the annual report.

We have nothing to report in respect of the following matters in relation to which the Framework and guide for external auditors and reporting accountants of colleges issued by the DfE requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns; or
- all the information and explanations required for the audit were not received.

We have nothing to report in respect of the following matter in relation to which the Office for Students requires us to report to you, if in our opinion:

- The College's grant and fee income, as disclosed in note 2 to these financial statements has been materially misstated.

## Responsibilities of the Governing Body

As explained more fully in the statement of responsibilities of members of the Governing Body on page 26, the members of the Governing Body 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 members of the Governing Body 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 members of the Governing Body are responsible for assessing the Group and the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the Governing Body either intend to liquidate the Group and the College 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 it 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.

**The extent to which the audit was considered capable of detecting irregularities, including fraud**

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 Group and the College through discussions with management, and from our knowledge and experience of the Further Education sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group and the College, including the College Accounts Direction 2024 to 2025 issued by the DfE, the Accounts Direction issued by the OfS, Further and Higher Education Act 1992, funding agreements with the DfE and associated funding rules, DfE regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- 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 assessed the susceptibility of the Group and the College's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of Governing Body meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the College's legal advisors (although none was noted as being received by the College).

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the Governing Body, as a body, in accordance with the College's Articles of Government. Our audit work has been undertaken so that we might state to the Governing Body 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 College and the Governing Body as a body, for our audit work, for this report, or for the opinions we have formed.

*Buzzacott Audit LLP*

Buzzacott Audit LLP  
Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 11 December 2025

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## Independent Reporting Accountant's Assurance Report on Regularity

### To: The Governing Body of East Kent Colleges Group and the Secretary of State for Education

In accordance with the terms of our engagement letter dated 11 June 2025 and further to the requirements of Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Colleges, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by East Kent Colleges Group and its subsidiary (collectively the 'Group') during the period 1 August 2024 to 31 July 2025 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

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

### Respective responsibilities of East Kent Colleges Group and the reporting accountant

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

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

### Approach

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

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

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

The work undertaken to draw our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the College's and its subsidiary'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 1 August 2024 to 31 July 2025 has not been applied to purposes intended by Parliament, and the financial transactions do not conform to the authorities that govern them.

*Buzzacott Audit LLP*

Buzzacott Audit LLP  
Chartered Accountants  
130 Wood Street  
London  
EC2V 6DL

Date: 11 December 2025

## Consolidated Statements of Comprehensive Income and Expenditure

	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
		Group	College	Group	College
		£'000	£'000	£'000	£'000
<b>INCOME</b>					
Funding body grants	2	70,800	70,800	64,778	64,778
Tuition fees and education contracts	3	6,866	6,866	6,422	6,422
Other grants and contracts	4	1,245	1,245	457	457
Other income	5	4,524	2,857	4,337	2,637
Endowment and investment income	6	1,590	1,587	1,497	1,491
<b>Total income</b>		<b>85,025</b>	<b>83,355</b>	<b>77,491</b>	<b>75,785</b>
<b>EXPENDITURE</b>					
Staff costs	7	55,203	54,193	49,099	48,023
Fundamental restructuring costs	7	1	1	52	52
Other operating expenses	8	17,928	17,291	16,765	16,105
Depreciation	10	6,581	6,581	6,129	6,129
Interest and other finance costs	9	805	805	739	739
<b>Total expenditure</b>		<b>80,518</b>	<b>78,871</b>	<b>72,784</b>	<b>71,048</b>
<b>Surplus before other gains and losses</b>		<b>4,507</b>	<b>4,484</b>	<b>4,707</b>	<b>4,737</b>
Loss on disposal of assets		(17)	(17)	(15)	(15)
<b>Surplus for the year</b>		<b>4,490</b>	<b>4,467</b>	<b>4,692</b>	<b>4,722</b>
Actuarial (loss) gain in respect of pension schemes	19	(998)	(998)	(1,300)	(1,300)
<b>Total Comprehensive Income for the year</b>		<b>3,492</b>	<b>3,469</b>	<b>3,392</b>	<b>3,422</b>
Represented by:					
<b>Unrestricted Comprehensive Income</b>		<b>3,492</b>	<b>3,469</b>	<b>3,392</b>	<b>3,422</b>

The current and prior year results shown above are in respect of continuing activities.

**Consolidated and College Statement of Changes in Reserves**

<b>College</b>	<b>Income and expenditure account</b>	<b>Revaluation reserve</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Balance at 1 August 2023</b>	<b>116,374</b>	<b>2,750</b>	<b>119,124</b>
Surplus from the income and expenditure account	4,722	-	4,722
Actuarial loss in respect of pension schemes (note 19)	(1,300)	-	(1,300)
Transfers between revaluation and income and expenditure reserves	150	(150)	-
<b>Total comprehensive expenditure for the year</b>	<b>3,572</b>	<b>(150)</b>	<b>3,422</b>
<b>Balance at 31 July 2024</b>	<b>119,946</b>	<b>2,600</b>	<b>122,546</b>
Surplus from the income and expenditure statement	4,467	-	4,467
Actuarial loss in respect of pension scheme	(998)	-	(998)
Transfers between revaluation and income and expenditure reserves	150	(150)	-
<b>Total comprehensive expenditure for the year</b>	<b>3,619</b>	<b>(150)</b>	<b>3,469</b>
<b>Balance at 31 July 2025</b>	<b>123,565</b>	<b>2,450</b>	<b>126,015</b>
<b>Group</b>			
<b>Balance at 1 August 2023</b>	<b>116,202</b>	<b>2,750</b>	<b>118,952</b>
Surplus from the income and expenditure account	4,692	-	4,692
Actuarial loss in respect of pension schemes (note 19)	(1,300)	-	(1,300)
Transfers between revaluation and income and expenditure reserves	150	(150)	-
<b>Total comprehensive expenditure for the year</b>	<b>3,542</b>	<b>(150)</b>	<b>3,392</b>
<b>Balance at 31 July 2024</b>	<b>119,744</b>	<b>2,600</b>	<b>122,344</b>
Surplus from the income and expenditure statement	4,490	-	4,490
Actuarial loss in respect of pension scheme	(998)	-	(998)
Transfers between revaluation and income and expenditure reserves	150	(150)	-
<b>Total comprehensive expenditure for the year</b>	<b>3,642</b>	<b>(150)</b>	<b>3,492</b>
<b>Balance at 31 July 2025</b>	<b>123,386</b>	<b>2,450</b>	<b>125,836</b>

## Balance sheets as at 31 July

	Note	Group 2025 £'000	College 2025 £'000	Group 2024 £'000	College 2024 £'000
<b>Non-current assets</b>					
Tangible fixed assets	10	194,519	194,519	188,831	188,831
		<b>194,519</b>	<b>194,519</b>	<b>188,831</b>	<b>188,831</b>
<b>Current assets</b>					
Stocks		59	15	51	3
Trade and other receivables	11	3,193	2,252	3,316	2,557
Short-term deposits		3,699	3,699	2,039	2,039
Cash and cash equivalents	16	14,057	13,831	13,005	12,810
		<b>21,008</b>	<b>19,797</b>	<b>18,411</b>	<b>17,409</b>
<b>Creditors – amounts falling due within one year</b>	12	(10,749)	(9,359)	(11,647)	(10,443)
<b>Net current assets before liabilities</b>		<b>10,259</b>	<b>10,438</b>	<b>6,764</b>	<b>6,966</b>
<b>Total assets less current liabilities</b>		<b>204,778</b>	<b>204,957</b>	<b>195,595</b>	<b>195,797</b>
<b>Creditors – amounts falling due after more than one year</b>	13	(78,598)	(78,598)	(72,874)	(72,874)
<b>Provisions</b>					
Defined benefit obligations	19	-	-	-	-
Other provisions	15	(344)	(344)	(377)	(377)
<b>Total net assets</b>		<b>125,836</b>	<b>126,015</b>	<b>122,344</b>	<b>122,546</b>
<b>Unrestricted Reserves</b>					
Income and expenditure account		123,386	123,565	119,744	119,946
Revaluation reserve		2,450	2,450	2,600	2,600
<b>Total unrestricted reserves</b>		<b>125,836</b>	<b>126,015</b>	<b>122,344</b>	<b>122,546</b>

The financial statements on pages 36 to 56 were approved and authorised for issue by the Governing Body on 9 December 2025 and were signed on its behalf on that date by:




Charles Buchanan  
 Chair of Governors

Lucy McLeod  
 Chief Executive Officer

## Consolidated Statement of Cash Flows

	Notes	2025 £'000	2024 £'000
<b>Cash flow from operating activities</b>			
Surplus for the year		4,490	4,692
<b>Adjustment for non-cash items</b>			
Depreciation	10	6,581	6,129
(Increase) in stocks		(8)	(2)
Decrease in debtors	11	123	426
Increase/(decrease) in creditors due within one year	12	(1,449)	1,130
Increase in creditors due after one year	13	6,738	3,280
Increase/(decrease) in provisions	15	(33)	7
Pensions costs less contributions payable	19	(998)	(1,300)
<b>Adjustment for investing or financing activities</b>			
Investment income	6	(535)	(429)
Interest payable	9	805	739
Loss on sale of fixed assets		17	15
<b>Net cash flow from operating activities</b>		<b>15,731</b>	<b>14,687</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of fixed assets		3	-
Investment income	6	535	429
Short-term deposits		(1,660)	(2,039)
Payments made to acquire fixed assets	10	(12,289)	(7,006)
		<b>(13,411)</b>	<b>(8,616)</b>
<b>Cash flows from financing activities</b>			
Interest paid	9	(805)	(739)
New DFE loans	14	218	3,300
Repayments of amounts borrowed	14	(681)	(142)
		<b>(1,268)</b>	<b>2,419</b>
<b>Increase in cash and cash equivalents in the year</b>		<b>1,052</b>	<b>8,490</b>
 Cash and cash equivalents at 1 August	16	13,005	4,515
 Cash and cash equivalents at 31 July	16	14,057	13,005

## Notes to the Accounts

### 1. Statement of accounting policies and estimation techniques

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

#### Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further & Higher Education 2019 (the 2019 FE HE SORP), the DfE's College Accounts Direction for 2024 to 2025 and in accordance with Financial Reporting Standard 102 – "The Financial Reporting Standard applicable in the United Kingdom & Republic of Ireland" (FRS 102). The Group is a public benefit entity and has therefore applied the relevant FRS 102 public benefit requirements.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Group's accounting policies.

#### Basis of accounting

The financial statements are prepared in accordance with the historical cost convention as modified by the use of previous valuations as deemed cost on 1 August 2014, 1 February 2018 and 1 April 2020 for certain non-current assets, due to the transfer in of assets from other colleges on these dates.

#### Basis of consolidation

The consolidated financial statements include the college and its subsidiaries, Yarrow Hotel Limited and Folkestone College Restaurant Limited, controlled by the group. Control is achieved where the group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Under the purchase method of accounting, the results of subsidiary and associated undertakings acquired or disposed of during the year are included in the consolidated income and expenditure account from or up to the date on which control of the undertaking passes. Intra-group sales and profits are eliminated fully on consolidation.

In accordance with FRS 102, the activities of the student union have not been consolidated because the Group does not control those activities.

#### Going concern

The financial statements have been prepared on a going concern basis. The Group continues to deliver a strong level of EBITDA and exceeded budget in this regard in 2024/25. The Group still maintains a significant underlying operating cash inflow and finished the 2024/25 year with an adjusted current ratio of 2:4.

The Group's new debt structure, which now involves both Santander and DfE facilities, ensured having adequate financing in place to support the capital programme.

The Group has prepared a three-year financial plan, including a cash-flow forecast, which shows that the Group expects to be able to meet its debts as they fall due, to deliver a positive EBITDA position in every year of the plan and can maintain a satisfactory level of cash throughout. It is therefore appropriate for these financial statements to be prepared on a going concern basis.

#### Recognition of income

Government revenue grants include funding body recurrent grants and other grants and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the income stream involved. Any under or over achievement for the Adult Education Budget is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. 16-19 funding is not normally subject to reconciliation and is therefore not subject to contract adjustments.

The recurrent grant from OFS represents the funding allocations attributable to the current financial year and is credited direct to the Statement of Comprehensive Income and Expenditure.

Where part of a government grant is deferred, the deferred element is recognised as deferred income within creditors and appropriately allocated between creditors due within one year and creditors due after more than one year.

Grants (including research grants) from non-government sources are recognised in income when the Group is entitled to the income and performance related conditions have been met. Income received in advance of performance-related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Government capital grants are capitalised, held as deferred income and recognised in income over the expected useful life of the asset, under the accrual model as permitted by FRS 102. Other non-governmental capital grants are recognised in income when the Group is entitled to the funds subject to any performance-related conditions being met.

Income from tuition fees is recognised in the period in which it is received and includes all fees payable by students or their sponsors.

All income from short-term deposits is credited to the income and expenditure account in the period in which it is earned on a receivable basis.

### **Accounting for post-employment benefits**

Post-employment benefits to employees of the Group are principally provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit plans, which are externally funded and contracted out of the State Second Pension.

The TPS is an unfunded scheme. Contributions to the TPS are calculated to spread the cost of pensions over employees' working lives with the Group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries based on valuations using a prospective benefit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs, as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Comprehensive Income 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 interest and other finance costs.

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

### **Short term employment benefits**

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the Group. Any unused benefits are accrued and measured as the additional amount the Group expects to pay because of the unused entitlement.

### **Enhanced Pensions**

The actual cost of any enhanced on-going pension to a former member of staff is paid by a college annually. An estimate of the expected future cost of any enhancement to the ongoing pension of a former member of staff is charged in full to the Group's income in the year that the member of staff retires. In subsequent years, a charge is made to provisions in the balance sheet using the enhanced pension spreadsheet provided.

### **Non-current Assets - Tangible fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Assets acquired through merger are recognised at fair value as at the date of acquisition.

### ***Land and buildings***

Land and buildings inherited from the Local Education Authority are stated in the balance sheet at valuation based on depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. The difference between depreciation charged on the historic cost of assets and the actual charge for the year calculated on the revalued amount is released to the income and expenditure account on an annual basis.

Building improvements made since 1994 are included in the balance sheet at cost. Freehold land is not depreciated as it is considered to have an infinite useful life. Freehold buildings are depreciated over their expected useful economic life to the Group of between 40 and 60 years.

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred income account within creditors and are released to the income and expenditure account over the expected useful economic life of the related asset on a systematic basis consistent with the depreciation policy. The deferred income is allocated between creditors due within one year and those due after more than one year.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

On adoption of FRS 102, the Group followed the transitional provision to retain the book value of land and buildings, as deemed cost but not to adopt a policy of revaluations of these properties in the future.

### ***Assets under construction***

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs, incurred to 31 July. They are not depreciated until they are brought into use.

### ***Equipment***

Equipment costing less than £2,000 per individual item is recognised as expenditure in the period of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated on a straight-line basis over its remaining useful economic life as follows:

- General Equipment 7 years
- IT Equipment 3-5 years

### ***Borrowing costs***

Borrowing costs are recognised as expenditure in the period in which they are incurred.

### ***Leased assets***

Costs in respect of operating leases are charged on a straight-line basis over the lease term to the Statement of Comprehensive Income. Any lease premiums or incentives relating to leases signed after 1 August 2014 are spread over the minimum lease term. The Group has taken advantage of the transitional exemptions in FRS 102 and has retained the policy of spreading lease premiums and incentives to the date of the first market rent review for leases signed before 1 August 2014.

### ***Inventories***

Inventories are stated at the lower of their cost and net realisable value, being selling price less costs to complete and sell. Where necessary, provision is made for obsolete, slow-moving and defective items.

### ***Cash and cash equivalents***

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of 3 months or less from the date of acquisition.

## Financial liabilities and equity

Financial liabilities and equity are classified per the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All loans, investments and short-term deposits held by the Group are classified as basic financial instruments in accordance with FRS 102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost). FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the Group has calculated that the difference between the historical cost and amortised cost basis is not material and so these financial instruments are stated on the balance sheet at historical cost. Loans and investments that are payable or receivable within one year are not discounted.

## Taxation

The Group is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Group is potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The Group is partially exempt in respect of Value Added Tax (VAT), so that it can only recover a minor element of the VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets, where the inputs themselves are tangible fixed assets.

## Provisions and contingent liabilities

Provisions are recognised when the Group has a present legal or constructive obligation because of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the Statement of Comprehensive Income in the period it arises.

A contingent liability arises from a past event that gives the Group a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the balance sheet but are disclosed in the notes to the financial statements.

## Agency arrangements

The Group acts as an agent in the collection and payment of certain discretionary support funds. Related payments received from the funding bodies, where the Group is exposed to minimal risk or enjoys minimal economic benefit related to the transaction. These amounts and subsequent disbursements to students are excluded from the Income and Expenditure Account of the Group and are shown separately in Note 21, except for the 5 per cent of the total grant received which is available to the Group to cover administration costs relating to those funds.

## Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, management have made the following judgements:

- Determine whether leases entered into by the Group either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease-by-lease basis.
- Determine whether there are indicators of impairment of the Group's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.
- Determine the appropriateness of preparing the financial statements on a going concern basis.

*Other key sources of estimation uncertainty*

*Tangible fixed assets*

Tangible fixed assets are depreciated over their useful economic lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values. Valuation estimates used in the financial statements, particularly with respect to the fair value of tangible fixed assets are subject to a greater degree of uncertainty.

*Local Government Pension Scheme*

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 19, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 July 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
<b>2 Funding body grants</b>				
<b>Recurrent grants</b>				
Department for Education – adult	9,928	9,928	10,066	10,066
Department for Education - 16 -18	50,743	50,743	46,752	46,752
Office for Students	127	127	115	115
<b>Specific grants</b>				
Education and Skills Funding Agency	7,605	7,605	5,329	5,329
Releases of government capital grants	2,397	2,397	2,516	2,516
<b>Total</b>	<b>70,800</b>	<b>70,800</b>	<b>64,778</b>	<b>64,778</b>
<b>3 Tuition fees and education contracts</b>				
	2025	2024		
	Group £'000	College £'000	Group £'000	College £'000
Adult education fees	703	703	810	810
Apprenticeship fees and contracts	26	26	51	51
Fees for HE loan supported courses	280	280	398	398
Fees for FE loan supported courses	406	406	638	638
<b>Total tuition fees</b>	<b>1,415</b>	<b>1,415</b>	<b>1,897</b>	<b>1,897</b>
Education contracts	5,451	5,451	4,525	4,525
<b>Total</b>	<b>6,866</b>	<b>6,866</b>	<b>6,422</b>	<b>6,422</b>
<b>4 Other grants and contracts</b>				
	2025	2024		
	Group £'000	College £'000	Group £'000	College £'000
Other grants and contracts	1,245	1,245	457	457
<b>Total</b>	<b>1,245</b>	<b>1,245</b>	<b>2,113</b>	<b>2,113</b>

**5 Other income**

	2025		2024	
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Catering and residences	2,423	1,027	2,884	1,328
Other income generating activities	2,101	1,830	1,453	1,309
<b>Total</b>	<b>4,524</b>	<b>2,857</b>	<b>4,337</b>	<b>2,637</b>

**6 Investment income**

	2025		2024	
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Net interest on defined pension liability	1,055	1,055	1,068	1,068
Other interest receivable	535	532	429	423
<b>Total</b>	<b>1,590</b>	<b>1,587</b>	<b>1,497</b>	<b>1,491</b>

**7 Staff costs – Group and College**

The average number of persons (including key management personnel) employed by the Group (expressed as head count) during the year was:

	2025		2024	
	Group	College	Group	College
	No.	No.	No.	No.
Teaching staff	1,012	1,012	979	979
Non-teaching staff	568	527	535	501
<b>Total</b>	<b>1,580</b>	<b>1,539</b>	<b>1,514</b>	<b>1,480</b>

**Staff costs for the above persons**

	2025		2024	
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Wages and salaries	41,848	40,874	38,169	37,128
Social security costs	4,222	4,197	3,382	3,358
Other pension costs (note 19)	8,949	8,938	7,310	7,299
<b>Payroll sub total</b>	<b>55,019</b>	<b>54,009</b>	<b>48,861</b>	<b>47,785</b>
Contracted out staffing services	184	184	238	238
Fundamental restructuring costs - contractual	1	1	52	52
<b>Total Staff costs</b>	<b>55,204</b>	<b>54,194</b>	<b>49,151</b>	<b>48,075</b>

**Severance payments for all staff**

The Group paid 1 severance payment in the year, disclosed in the following bands:

0 - £25,000	1
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### Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group and are represented by the Group Executive Team which comprises the CEO, Deputy CEO, Executive Principal, Chief Financial Officer, Chief Information & Strategy Officer, Chief Education Officer, Chief Infrastructure & Transformation Officer and Chief Innovation & Skills Officer, Chief Communications Officer and Chief People Officer.

#### Emoluments of key management personnel, Chief Executive Officer and other higher paid staff

	2025		2024	
	Group No.	College No.	Group No.	College No.
The number of key management personnel including the CEO was:	12	12	10	10

The number of key management personnel and other staff who received annual emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, in the following ranges was:

	Key management personnel		Other Staff	
	2025	2024	2025	2024
	No.	No.	No.	No.
£55,001 to £60,000 p.a.	n/a	n/a	n/a	n/a
£60,001 to £65,000 p.a.	-	-	4	6
£65,001 to £70,000 p.a.	-	-	1	1
£70,001 to £75,000 p.a.	-	1	2	2
£75,001 to £80,000 p.a.	1	1	4	3
£80,001 to £85,000 p.a.	-	-	4	5
£85,001 to £90,000 p.a.	-	1	2	-
£90,001 to £95,000 p.a.	-	-	1	-
£95,001 to £100,000 p.a.	2	-	-	-
£100,001 to £105,000 p.a.	1	-	-	-
£105,001 to £110,000 p.a	-	3	-	-
£110,001 to £115,000 p.a.	-	-	-	-
£115,001 to £120,000 p.a	-	1	-	-
£120,001 to £125,000 p.a.	3	-	-	-
£125,001 to £130,000 p.a	1	1	-	-
£130,001 to £135,000 p.a.	-	-	-	-
£140,001 to £145,000 p.a	-	1	-	-
£160,001 to £165,000 p.a	1	-	-	-
£200,001 to £205,000 p.a	-	-	-	-
£210,001 to £215,000 p.a.	1	1	-	-
	<b>10</b>	<b>10</b>	<b>18</b>	<b>17</b>

The Group employs 2 additional members of staff, who received less than £60,000 in the year, but would have earned at least £60,000 had they been in post for the full year. One is part of the senior key staff and paid in the £130,001 to £135,000 banding and the other is in 'other staff' and paid in the £60,001 to £65,000 banding. The Group also paid an external consultant during the year as interim CFO, who would have earned over £60,000 if they had been employed for a full year and was paid in the £125,001 to £130,000 banding.

Key management personnel compensation is made up as follows:

	<b>2025</b>	<b>2024</b>
	Group £'000	College £'000
	Group £'000	College £'000
Salaries	1,298	1,298
Employers National Insurance	168	168
Benefits in kind	3	3
	<b>1,468</b>	<b>1,468</b>
Pension contributions	278	278
Total key management personnel emoluments	<b>1,746</b>	<b>1,746</b>
	<b>1,542</b>	<b>1,542</b>

There were no amounts due to key management personnel that were waived in the year, nor any salary sacrifice arrangements in place.

The above compensation includes amounts payable to the Chief Executive Officer (who is also the highest paid officer) of:

	<b>2025</b>	<b>2024</b>
	Group £'000	College £'000
	Group £'000	College £'000
Salaries	277	277
Benefits in kind	1	1
	<b>278</b>	<b>278</b>
Pension contributions	72	72
	<b>350</b>	<b>350</b>
	<b>255</b>	<b>255</b>

The above figures represent the total of £275k emoluments paid to Graham Razey, who occupied the role between August 2024 and July 2025 and £75k emoluments paid to Lucy McLeod for the period April 2025 to July 2025. The Governing Body adopted the Association of College's Senior Staff Remuneration Code in July 2019 and assesses pay in line with its principles.

The remuneration package of key management staff, including the Chief Executive Officer, is subject to annual review by the Remuneration Committee of the Governing Body who justify the remuneration by taking into account the value delivered, sector benchmarking and the context in which the Group is operating.

The members of the Governing Body, other than the Chair of the Governing Body, who received a salary of £25,000 for the year, the Chief Executive Officer and the Staff Governors did not receive any payment from the Group other than the reimbursement of travel and subsistence expenses incurred in the course of their duties. Benefits in kind relate to the provision of health insurance.

#### **Relationship of Chief Executive Officer pay and remuneration expressed as a multiple**

	<b>2025</b>	<b>2024</b>
CEO's basic salary as a multiple of the median of all staff	6.8	7.1
CEO's total remuneration as a multiple of the median of all staff	7.3	7.5

**8 Other operating expenses**

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
Teaching costs	3,033	3,033	2,788	2,791
Non-teaching costs	10,323	9,665	9,586	8,921
Premises costs	4,572	4,593	4,391	4,393
<b>Total</b>	<b>17,928</b>	<b>17,291</b>	<b>16,765</b>	<b>16,105</b>

**Other operating expenses include:**

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
Auditors' remuneration:				
Financial statements audit	50	45	39	38
Other services provided by the external auditors	18	18	28	28
Internal audit	22	22	9	9
Hire of assets under operating leases	221	220	264	264

**9 Interest and other finance costs – Group & College**

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
On bank loans, overdrafts and other loans:				
Net interest on defined pension liability (note 19)	-	-	-	-
<b>Total</b>	<b>805</b>	<b>805</b>	<b>739</b>	<b>739</b>

**10 Tangible fixed assets (Group and College)**

	Land and buildings	Equipment	Assets in the course of construction	Total
Cost or valuation	£'000	£'000	£'000	£'000
At 1 August 2024	191,618	23,893	23,332	238,843
Transfers	10,723	1,836	(12,559)	-
Disposals	(16)	(291)	-	(307)
Additions	1,696	3,454	7,139	12,289
<b>At 31 July 2025</b>	<b>204,021</b>	<b>28,892</b>	<b>17,912</b>	<b>250,825</b>
At 1 August 2024	33,343	16,669	-	50,012
Charge for the year	3,727	2,733	-	6,581
Disposals	(6)	(281)	-	(287)
<b>At 31 July 2025</b>	<b>37,185</b>	<b>19,121</b>	<b>-</b>	<b>56,306</b>
<b>Net book value at 31 July 2025</b>	<b>166,836</b>	<b>9,771</b>	<b>17,912</b>	<b>194,519</b>
Net book value at 31 July 2024	158,275	7,224	23,332	188,831

Land and buildings were valued in 1996 at depreciated replacement cost by a firm of independent chartered surveyors. Other tangible fixed assets inherited from the LEA at incorporation have been valued by the Group on a depreciated replacement cost basis with the assistance of independent professional advice.

Fixed assets transferred from K College on 1 August 2014, fixed assets transferred from Canterbury College on 1 February 2018 and fixed assets transferred from Hadlow Group on 1 April 2020 were valued by a firm of independent chartered surveyors on a depreciated replacement cost basis in order to assess the fair value at the point of transferring the assets into the Group. These assets have been transferred in at fair value and then used as deemed cost.

Ashford Borough Council holds a charge over the Cumming House property in Ashford in relation to the first £950,000 of net sale proceeds for a period of 25 years from the date of transfer (1 April 2020).

The education administrators of the Corporation of West Kent and Ashford College hold a charge over the Ashford College sites and the education administrators of the Corporation of Hadlow College hold a charge over the Spring Lane, Canterbury site, both for a period of 40 years from the date of transfer (1 April 2020).

**11 Trade and other receivables**

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
Amounts falling due within one year:				
Trade receivables	135	133	654	777
Prepayments and accrued income	2,758	1,143	2,421	1,191
Amounts owed by subsidiaries	-	676	-	348
Amounts owed by the ESFA	300	300	241	241
<b>Total</b>	<b>3,193</b>	<b>2,252</b>	<b>3,316</b>	<b>2,557</b>

**12 Creditors: amounts falling due within one year**

	2025		2024	
	Group £'000	College £'000	Group £'000	College £'000
Bank loans and overdrafts (note 14)				
Bank loans and overdrafts (note 14)	1,218	1,218	667	667
Trade payables	1,127	1,096	2,711	2,687
Other taxation and social security	965	955	784	778
Accruals and deferred income	4,790	3,441	3,998	2,822
Employee holiday pay	147	147	257	257
Deferred income - government capital grants	1,698	1,698	1,698	1,698
Amounts owed to the ESFA	804	804	1,532	1,534
<b>Total</b>	<b>10,749</b>	<b>9,359</b>	<b>11,647</b>	<b>10,443</b>

**13 Creditors: amounts falling due after one year**

	2025		2024	
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Loans (note 14)	13,432	13,432	14,446	14,446
Deferred income – government capital grants	65,166	65,166	58,428	58,428
<b>Total</b>	<b>78,598</b>	<b>78,598</b>	<b>72,874</b>	<b>72,874</b>

**14 Maturity of debt**

<b>Loans and overdrafts</b>	<b>2025</b>	<b>2024</b>
	£'000	£'000
Loans and overdrafts are repayable as follows:		
In one year or less	1,218	667
Between one and two years	1,216	1,192
Between two and five years	4,657	4,723
In five years or more	7,559	8,531
<b>Total</b>	<b>14,650</b>	<b>15,113</b>

Bank loan at fixed interest rate of 4.73% repayable by instalments falling due between 1 August 2017 and 31 August 2028 and is secured over the Canterbury College estate.

Two DfE loans, both at fixed interest rates of 5.6%, are repayable by instalments commencing in April 2025 until January 2037.

<b>15 Provisions (Group &amp; College)</b>	<b>Enhanced pensions</b>	<b>Total</b>
	£'000	£'000
At 1 August 2024	377	377
Net expenditure in the period	(33)	(33)
<b>At 31 July 2025</b>	<b>344</b>	<b>344</b>

The enhanced pension provision relates to the cost of staff who have already left the Group's employ and commitments for reorganisation costs from which the Group cannot reasonably withdraw at the balance sheet date. This provision has been recalculated in accordance with guidance issued by the funding bodies.

The principal assumptions for this calculation are:

	<b>2025</b>	<b>2024</b>
Price inflation	2.70%	2.80%
Discount rate	5.50%	4.80%

**16 Movement in net debt**

	At 1 August 2024	Cash flows	At 31 July 2025
	£'000	£'000	£'000
Cash and cash equivalents	13,005	1,052	14,057
Short-term deposits	2,039	-	2,039
Bank loans	(15,113)	463	(14,650)
<b>Total Net Debt</b>	<b>(69)</b>	<b>1,515</b>	<b>1,446</b>

**17 Capital and other commitments**

	2025	2024
	£'000	£'000
Commitments contracted for at 31 July	3,764	13,586

The commitments relate to the delivery of the Property Strategy with major projects across many of the Group's College sites including Ashford, Broadstairs, Canterbury, Spring Lane and Dover.

**18 Lease obligations**

At 31 July, the Group and College had minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£'000	£'000
<b>Future minimum lease payments due</b>		
<b>Land and buildings</b>		
Not later than one year	92	76
Later than one year and not later than five years	142	60
	<b>234</b>	<b>136</b>
<b>Other</b>		
Not later than one year	51	51
Later than one year and not later than five years	107	158
	<b>158</b>	<b>209</b>
<b>Total lease payments due</b>	<b>392</b>	<b>345</b>

## 19 Defined benefit obligations (Group & College)

The Group's employees belong to two principal post-employment benefit plans: 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 plans.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2020 and of the LGPS 31 March 2022.

Total pension cost for the year	2025 £'000	2024 £'000
Teachers' Pension Scheme: contributions paid	5,411	4,428
Local Government Pension Scheme:		
Contributions paid	6,574	3,199
FRS 102 (28) charge	(53)	(328)
Charge to the Statement of Comprehensive Income	6,521	2,871
<b>Total Pension Cost for Year within staff costs</b>	<b>11,932</b>	<b>7,299</b>

Contributions amounting to £403,041.98 (2024: £377,756.73) were payable to the scheme at 31 July 2025 and are included within creditors.

### Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group from the anticipated contribution rates.

The valuation of the TPS is carried out in line with regulations made under the Public Service Pension Act 2013. Valuations credit the teachers' pension account with a real rate of return assuming funds are invested in notional investments that produce that real rate of return.

The latest actuarial review of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education (the Department) in April 2020. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222.2 billion giving a notional past service deficit of £39.8 billion.

As a result of the last scheme valuation, based on 2020 data, employer contributions were increased in April 2024 from a rate of 23.6% to 28.6%. Employers also pay a charge equivalent to 0.08% of pensionable salary costs to cover administration expenses. The next valuation, based on 2024 data, is expected to take effect in 2027.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website. The pension costs paid to TPS in the year amounted to £5,411,336 (2023/24: £4,427,889).

### Local Government Pension Scheme

The LGPS is a funded defined-benefit plan, with the assets held in separate funds administered by Kent County Council Local Authority. The total contribution made for the year ended 31 July 2025 was £4,775,727, of which employer's contributions totalled £3,574,424 and employees' contributions totalled £1,201,303. The agreed contribution rates for future years are 18.4% for employers and range from 5.5% to 12.5% cent for employees, depending on salary. The next scheme valuation of the LGPS will be 31 March 2025, with the new employer contribution rates applicable from 1 April 2026.

### Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 31 July 2025 by a qualified independent actuary.

	At 31 July 2025	At 31 July 2024
Rate of increase in salaries	2.85%	2.90%
Future pensions increases	2.85%	2.90%
Discount rate for scheme liabilities	5.80%	5.05%
Inflation assumption (CPI)	2.85%	2.90%

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

	At 31 July 2025	At 31 July 2024
	years	years
<b><i>Retiring today</i></b>		
Males	21.4	20.7
Females	23.7	23.3
<b><i>Retiring in 20 years</i></b>		
Males	23.0	22.0
Females	25.4	24.7

The Group's share of the assets in the plan at the balance sheet date were:

	Fair Value at 31 July 2025	Fair Value at 31 July 2024
	£'000	£'000
Equity instruments	73,185	64,341
Gilts	6,872	7,965
Bonds	17,760	16,371
Property	9,726	10,043
Cash	3,183	3,557
Target Ratio Portfolio	6,096	5,693
Infrastructure	5,786	5,179
<b>Total fair value of plan assets</b>	<b>122,608</b>	<b>113,149</b>
<b>Actual return on plan assets</b>	<b>7,924</b>	<b>6,811</b>

The amount included in the balance sheet in respect of the defined benefit pension plan and enhanced pensions benefits is as follows:

	2025 £'000	2024 £'000
Fair value of plan assets	122,608	113,149
Present value of plan liabilities	(89,116)	(93,962)
Present value of unfunded liabilities	(25)	(28)
<b>Net pensions asset</b>	<b>33,467</b>	<b>19,159</b>

For reporting purposes on the Balance Sheet, no asset value is shown for the Group's share of the LGPS pension asset. The impact of this is a £25,000 reduction adjustment in the Group reserves.

Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

	2025 £'000	2024 £'000
<b>Amounts included in staff costs</b>		
Current service cost	3,441	2,832
Past service cost	-	71
<b>Total</b>	<b>3,441</b>	<b>2,903</b>

Amount recognised in Other Comprehensive Income

	2025 £'000	2024 £'000
Return on pension plan assets	2,155	1,365
Experience gains arising on defined benefit obligations	(901)	410
Changes in assumptions underlying the present value of plan liabilities	12,056	(3,100)
<b>Amount recognised in Other Comprehensive Income</b>	<b>13,310</b>	<b>(1,325)</b>

Movement in net defined liability during year

	2025 £'000	2024 £'000
Net defined benefit liability in scheme at 1 August	19,159	19,184
Movement in year:		
Current service cost	(3,441)	(2,832)
Employer contributions	3,484	3,226
Administration expenses	(105)	(96)
Past service cost	-	(71)
Unfunded pension payments	5	5
Net interest on the defined liability	1,055	1,068
Actuarial (loss) gain	13,310	(1,325)
<b>Net defined benefit asset at 31 July</b>	<b>33,467</b>	<b>19,159</b>

### Asset and Liability Reconciliation

<b>Changes in the present value of defined benefit obligations</b>	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Defined benefit obligations at 1 August</b>	93,990	85,879
Current Service cost	3,441	2,832
Interest cost	4,700	4,378
Contributions by Scheme participants	1,166	1,062
Experience gains and losses on defined benefit obligations	901	(410)
Changes in financial assumptions	(12,056)	3,100
Past Service Costs	-	71
Estimated benefits paid	(2,996)	(2,917)
Unfunded pension payments	(5)	(5)
<b>Defined benefit obligations at 31 July</b>	<b>89,141</b>	<b>93,990</b>
<hr/>		
<b>Changes in fair value of plan assets</b>	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Fair value of plan assets at 1 August</b>	113,149	105,063
Interest on plan assets	5,755	5,446
Return on plan assets	2,155	1,365
Actuarial Gain	-	-
Employer contributions	3,489	3,231
Administration expenses	(105)	(96)
Contributions by Scheme participants	1,166	1,062
Estimated benefits paid	(3,001)	(2,922)
<b>Fair value of plan assets at 31 July</b>	<b>122,608</b>	<b>113,149</b>
<hr/>		

The other financial and demographic assumptions adopted to calculate the past service cost are the same as those used to calculate the overall scheme liability. Adopting different assumptions or making other adjustments to reflect behavioural changes stemming from the judgment, would be expected to change the disclosed past service cost.

Similarly, allowing for variations in individual members' future service or salary progression is expected to produce higher costs. The past service cost is particularly sensitive to the difference between assumed long term general pay growth and the CPI. If the long-term salary growth assumptions were 0.5% pa lower, then the past service cost disclosed here would be expected to reduce by 50% and conversely a 0.5% p.a. increase would increase the estimated cost by 65%.

**20 Related party transactions**

Due to the nature of the Group's operations and the composition of the Governing Body being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Governing Body may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Group's financial regulations and procurement procedures.

The total expenses paid to or on behalf of the Governors during the year was £2,235.25; 9 Governors (2024: £2,862.59; 6). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending Governor meetings and charity events in their official capacity. No Governor, other than the Chair of the Governing Body has received any remuneration or waived payments from the College during the year (2024 None). The annual remuneration of the Chair of the Governing Body is £25,000 (2024; £25,000).

Balances due from the subsidiary companies at 31 July 2025 are shown in note 11. Transactions for the year between East Kent Colleges Group and the Yarrow Hotel totalled £328,000, being recharge of salary costs. At 31<sup>st</sup> July 2025, amounts owing from the Yarrow Hotel to the Group are £328,230 and amounts owed by the Group to the Yarrow Hotel are £3,379. EKC Group has a debtor of £348,000 owed by the Folkestone College restaurant, which is currently a dormant company.

**21 Amounts disbursed as agent**

**Learner support funds**

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Funding body grants – 16-19 Bursary Support and Vulnerable Bursary	1,873	1,771
Funding body grants – Advanced Learner Loans Bursary	121	97
	<hr/>	<hr/>
	1,994	1,868
Disbursed to students - 16-19	(1,621)	(1,544)
Disbursed to students – Vulnerable	(156)	(97)
Disbursed to students - Advanced Learner Loan	(22)	(42)
Administration costs	(83)	(79)
Balance unspent as at 31 July	<hr/>	<hr/>
	112	106
	<hr/>	<hr/>

The Group distributes 16-19 discretionary and vulnerable bursaries and free meals in further education (FEFM) funds to students.

In the accounting period ended 31 July 2025, the Group received a total of £2,281,465 and disbursed £1,948,000 from DfE 16-19 discretionary and vulnerable bursaries and FEFM funding after charging £89,615 for administration costs.

At 31<sup>st</sup> July 2025, the cumulative unspent 16-19 discretionary and vulnerable bursary funds and FEFM funding is £255,947, of which £228,108 relates to funds that in the scope to be returned to DfE in March 2026.

Comparatives for the accounting period ended 31<sup>st</sup> July 2024 are £2,147,868 received from DfE, £1,995,604 disbursed to learners after charging £94,927 for administration costs, and total cumulative unspent funds of £58,167, of which £3,983 was repaid to DfE.