

COMPANY REGISTRATION NUMBER: 6709949

CHARITY REGISTRATION NUMBER: 1132261

Kings Reach Limited
Company Limited by Guarantee
Trustees' Report and Accounts
For the year ended
31 August 2025

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Year ended 31 August 2025

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Trustees' Annual Report (Incorporating the Director's Report)
Year ended 31 August 2025

The trustees, who are also the directors for the purposes of company law, present their report and the Trustees' Report and Accounts of the charity for the year ended 31 August 2025.

Reference and administrative details

Registered charity name	Kings Reach Limited
Charity registration number	1132261
Company registration number	6709949
Principal office and registered office	Office FF10, Brooklands House 58 Marlborough Road Lancing BN15 8AF West Sussex

The trustees

R King	
S Gray	
A Young	(Appointed 7 November 2024)

Head	P Kirrage
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Company secretary	Richard King
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Auditor	TC Group The Courtyard Shoreham Road Upper Beeding Steyning BN44 3TN
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Structure, governance and management

The Board of Trustees are the proprietors of King's Reach Education. During the year, the Board met six times with the Chief Executive Officer (CEO) and the Head of School. The Board has overall responsibility for the effective governance of both the charity and the school. Day to day management and the delivery of short and long term strategy are delegated to the CEO and the Head of School. The Senior Leadership Team (SLT) supports this work by implementing the agreed strategies through a school improvement plan, which guides ongoing development and improvement across the school.

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Year ended 31 August 2025

Objectives and activities

Governing document

In planning our activities, the trustees have considered the Charity Commission's guidance on public benefit. This guidance has been used to review our aims and objectives and to ensure that our work continues to benefit the public.

Charitable Objects

As set out in the Memorandum and Articles of Association, the charity's objects are:

- To relieve unemployment for the benefit of the public, including providing support to help people find employment.
- To help and support young people, particularly (but not exclusively) those at risk of becoming victims or perpetrators of crime, by providing information, support, and activities to help them become mature and responsible members of society.
- To provide mediation and support for families affected by the breakdown of family relationships.
- To relieve poverty and advance education.
- To provide, or help provide, facilities that promote social welfare through recreation and leisure activities for individuals who need such support due to youth, age, disability, financial hardship, or social circumstances, with the aim of improving their quality of life.
- To carry out any other charitable activities that the trustees consider beneficial to the local community.

How King's Reach Delivers Its Support

King's Reach delivers its charitable objectives through the following provision:

- An independent special school, offering bespoke education for students who have been unable to succeed in other educational placements.
- The Reach Out Programme, a transition and alternative provision offering education for students who are not yet able to access a school environment.
- The Woodlands Programme, a developing provision that provides a different environment in which young people can learn, grow, and re engage with education.

Ethos and Approach

King's Reach is built on a Christian ethos of hope and love. Our mission is to give every young person the greatest gift: time. Time to heal, time to grow, and time to discover their potential, particularly for those who have not yet had the opportunity to thrive. At the heart of our work is the Future Me programme, a unique and transformative approach that supports young people on a focused journey of personal growth. Through this programme, we aim to equip them with the practical and emotional skills needed to move towards independence, free from the barriers of their past and ready to face the future with confidence. We remain flexible in our approach, adapting and developing new ways of

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working to break down barriers and find lasting solutions. We place a strong emphasis on building trusting relationships, remaining committed to every young person, and continually reviewing our practice. Through this commitment, we seek to ensure that hope and opportunity are realised and that young people are placed in the best possible position to learn, grow, and thrive.

King's Reach Education - Independent Special School

Overview

King's Reach Education is a registered Independent Special School operating from our Senacre site in Maidstone. The school is registered with Ofsted and was judged Good at its most recent inspection in June 2023.

Due to the size of the building, the school is currently registered for up to 10 students. At present, all places are full and there is a waiting list for new admissions.

The school exists to provide education for young people who have been unable to succeed in other local educational settings. We specialise in supporting students with Social, Emotional and Mental Health (SEMH) needs, Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), and Foetal Alcohol Spectrum Disorder (FASD). As a trauma informed school, we work in a highly individualised and flexible way to give every student the opportunity to thrive where they have previously struggled.

Each student follows a bespoke curriculum designed around their individual needs, strengths, and aspirations. We work intentionally to remove barriers to learning and life chances, enabling students to achieve both academically and personally.

Our work is delivered by a highly skilled, committed, and passionate staff team, who provide targeted interventions and support throughout each student's journey.

Objectives

Our key objectives for King's Reach Education are:

- To establish a strong culture and identity that underpins everything we do, ensuring clarity around who we are, what we do, and why we do it.
- To equip students with the skills, resilience, and confidence needed to thrive beyond King's Reach, not simply to survive.
- To ensure that every student makes the maximum possible progress during their time at the school.
- To create a strong sense of belonging through a "family" model, which nurtures and supports both students and staff.
- To continually develop our capacity to respond to increasingly complex needs and barriers faced by students and their families.
- To embed strong and effective governance through an expanded trustee board and the development of advisory boards.
- To strengthen and deepen the Christian ethos that underpins all aspects of school life.

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Summary of Main Achievements

Over the past year, King's Reach Education has focused on consolidating its identity and clarifying the unique role it plays within the education sector. We have reviewed where there are unmet needs locally and considered how our provision can continue to meet the needs of students that other establishments are unable to support.

The school's core purpose remains unchanged: to work with young people for whom mainstream and other specialist provisions have not been successful.

A Deputy Headteacher was appointed during the year and took responsibility for overseeing the newly developed House structure. This has enabled students to be supported within smaller, more consistent teams, creating an even more child centred and nurturing school environment.

There has been significant growth in the breadth of the curriculum offered. Most notably, we are now able to offer GCSE qualifications to students who are ready to access learning at this level. Leavers' outcomes continue to be exceptionally strong and reflect the significant progress the school has made over recent years.

Governance has also strengthened during the year, with a larger and more structured trustee board in place. The appointment of an Executive Headteacher as a trustee has provided valuable additional expertise, enabling more rigorous scrutiny of teaching quality and improved focus on educational outcomes.

Key achievements during the year include:

- A full review and redesign of the Behaviour Policy to reflect the school's ethos and values, adopting a clear and compassionate approach to behaviour.
- Improved careers education and access, led by one of the House leads.
- The introduction of more robust tracking systems to improve clarity around student outcomes.
- The establishment of fortnightly Team Around the Child (TAC) meetings for every student, ensuring targeted and coordinated interventions.
- The launch and effective use of a new safeguarding system.
- The purchase and implementation of the Arbor system for data management.
- The creation of a dedicated CPD lead role to strengthen staff development and training.
- An expanded therapeutic offer, providing increased support for both parents and carers.

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Year ended 31 August 2025

Objectives and activities *(continued)*

Outcomes and Impact

Despite working with students who have high levels of vulnerability and complex needs, academic outcomes at King's Reach compare extremely favourably with national data, particularly for pupils with Education, Health and Care Plans (EHCPs).

In all examined subjects, students achieved strong results, with many significantly exceeding national averages for pupils with similar needs. While cohort sizes remain small, outcomes demonstrate the impact of highly personalised teaching and intensive support.

Leavers' data further highlights the effectiveness of the provision, with 100% of students moving into further education or employment, compared to national rates of 88% for pupils with EHCPs. As one parent reflected:

"It's not just our son that has changed - we have all changed since he came to King's Reach."

Performance Compared to National Averages

GCSE and Functional Skills Data	National - All Pupils	National - Boys	National - Pupils with an EHCP	King's Reach
% of pupils achieving Grade 4+ in Maths	70.5%	67.5%	7.5%	100% (2 pupils)
% of pupils aged 17+ achieving Grade 4+ in Maths	17.1%	17%	4.5%	100% (2 pupils)
% of pupils achieving Grade 7+ in Maths	23%	22%	0.8%	50% (2 pupils)
% of pupils achieving Maths Functional Skills Level 1	57%	55.5%	29%	100% (1 pupil)
% of pupils achieving Grade 4+ in English Language	59.7%	56%	18.5%	100% (2 pupils)
% of pupils aged 17+ achieving Grade 4+ in English Language	20.9%	19.5%	11%	100% (2 pupils)
% of pupils achieving Grade 7+ in English Language	18%	14.5%	1.75%	50% (2 pupils)
% of pupils achieving English Functional Skills Level 1	70%	68.5%	41%	100% (1 pupil)
% of pupils achieving Grade 4+ in Biology	89%	87%	28%	100% (1 pupil)
% of pupils achieving Grade 7+ in Biology	47%	44%	5%	100% (1 pupil)
% of pupils achieving Grade 4+ in Chemistry	90%	88%	30%	100% (1 pupil)
% of pupils achieving Grade 7+ in Chemistry	48%	45%	6%	100% (1 pupil)
% of pupils achieving Grade 4+ in Physics	88%	86%	29%	100% (1 pupil)

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Objectives and activities *(continued)*

% of pupils achieving Grade 7+ in Physics	46%	44%	4%	100% (1 pupil)
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Leavers Data

	National - All Pupils	National - Pupils with an EHCP	King's Reach
Staying in Education or Entering Employment	94%	88%	100%

"It's not just our son that has changed, we have all changed since he came to King's Reach"
Quote from school parent

Ongoing Objectives

Target 1: To improve the school's buildings so they are welcoming, nurturing, and supportive of the social, emotional, and mental health needs of our boys, while ensuring they are safe, well-maintained, and able to accommodate more learners.

Target 2: To broaden the curriculum so that it meets the diverse needs, interests, and aspirations of our students, while ensuring that progress is carefully monitored and tracked to support both academic achievement and personal development.

Target 3: To successfully achieve the Ofsted-approved material change that allows the school to increase its Pupil Admission Number (PAN) from 10, ensuring that all required standards are met and that provision remains high-quality, safe, and nurturing for our students.

Target 4: To develop a consistent, transparent, and data-informed approach to tracking, analysing, and reporting student progress, ensuring that all staff, students, parents and carers clearly understand progress and next steps.

Target 5: To introduce a whole-school appraisal system, underpinned by the principles of conscious leadership and collective responsibility, that supports staff professional growth and, in turn, positively impacts the development, wellbeing, and outcomes of our students.

Target 6: To embed the new staged approach ensuring consistency and clarity across the school so that students are supported at every stage of their journey and are well prepared for independence and life beyond King's Reach.

Target 7: To improve reading outcomes for our students through a carefully structured, supportive, and engaging whole-school approach.

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Achievements and performance

Reach Out Programme

The Reach Out Programme was developed in partnership with Kent County Council to support young people who are currently unable to access a school environment. This may be for a range of reasons, including previous disengagement, anxiety, or complex social and emotional needs.

The programme is designed as a longer term transition into a learning environment, supporting young people at a pace that is right for them. As with all King's Reach provision, Reach Out is fully bespoke, meeting each young person where they are and building engagement gradually and safely.

Objectives

In line with King's Reach's wider approach, the Reach Out Programme provides a personalised education offer that is shaped around the individual needs of each child. Its key objectives are to:

- Provide transitional education for young people who have historically disengaged from education, helping them to cope with learning in an environment outside their home.
- Work with some of the most vulnerable young people across Kent, offering educational opportunities that have previously been unavailable to them.
- Address a recognised gap in local authority provision by offering an alternative pathway back into learning.

Main Achievements

A key achievement of the Reach Out Programme this year has been its ability to grow while maintaining the same ethos, values, and quality seen across the wider charity. The programme has supported an increased number of students and has successfully provided a safe and stable environment for a young person who would otherwise have lost their school place due to disengagement.

By working closely with dedicated local authority case managers, King's Reach has been able to advocate strongly for some of the most vulnerable young people in Kent. This collaboration has enabled meaningful and lasting change and given the charity opportunities to support young people it had not been able to reach in previous years.

The Reach Out Programme continually challenges the organisation to take its "bespoke" approach even further. Staff have been increasingly creative and flexible, thinking differently about how education can be delivered. This learning is already influencing practice across other areas of the charity and will continue to do so over time.

As one parent shared:

"This is the first time I haven't had to fight for my child, because I know that you care for him and truly empathise with our situation."

Ongoing Objectives

Looking ahead, the primary aim for the Reach Out Programme is to strengthen its links with King's Reach Education. This will become more achievable once additional property is secured, enabling the programme to be more closely connected to the school.

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This closer alignment will provide young people with clearer and more supportive pathways into structured education, offering the best possible opportunity for successful transition and continued growth in the next stage of their journey.

Woodlands

Overview

King's Reach owns a 10 acre woodland site on the outskirts of Maidstone. Part of the site is designated as ancient woodland, with the remaining area made up of mixed trees and shrubs. Together, these create a calm and natural environment that is well suited to outdoor wellbeing and educational activities.

Over the past few years, sections of the woodland have been lightly coppiced. Ongoing and more dedicated maintenance is now required to ensure the site remains safe, sustainable, and accessible for all those using it, while protecting its natural features.

Objectives

The charity's woodland is a valuable resource that can be further developed to support young people who find indoor learning environments challenging. Our aim is to continue developing a safe, well managed space that allows a range of programmes to be delivered and enables a wide variety of users to benefit from the natural environment. Our current objectives are to:

- Create a safe, usable, and welcoming outdoor space where individuals and groups can benefit from a therapeutic learning environment.
- Make effective use of local resources by upcycling material from coppiced woodland.
- Work in partnership with local schools to offer group forest school and outdoor learning activities.

Main Achievements

During the year, the charity successfully appointed an Outdoor Learning Manager. This role is focused on developing a skilled team, creating a clear woodland management plan, and designing high quality outdoor learning programmes that can be accessed by Kent County Council and local schools.

The woodland team has undertaken a range of specialist training, enabling them to safely deliver activities to a wide range of service users. This includes training in the use of woodland tools and chainsaws, allowing the site to be managed safely and in line with agreed plans.

The woodland has already been used by several local schools, with groups accessing the space for outdoor learning and wellbeing activities, demonstrating the potential value of this provision within the local area.

Ongoing Objectives

Looking ahead, the woodland team aims to promote and expand the programmes now in development, helping to address a gap in local educational and wellbeing provision.

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The charity intends to continue developing a range of outdoor learning programmes that schools and other organisations can access, creating a unique resource for the local community that does not currently exist at this scale.

Partnerships and Community

King's Reach has continued to benefit from strong partnerships within the local community. Our relationships with The Vine Church and Jubilee Church remained active throughout the year and continued to provide encouragement and practical support.

Futureneers again supported students through careers advice, helping them to explore a wider range of future pathways and opportunities. Talbot and Sons generously donated a real Christmas tree, which was enjoyed by students and staff and contributed positively to the school community.

The charity has also been supported by a number of volunteers who gave their time and skills in areas including site and woodland maintenance, woodwork, electronics, and German language learning.

We worked with a range of local charities and businesses to support student engagement within the wider community. These included Buttercups Goat Sanctuary, Demons Boxing Studio, YMCA, Creepy Claws, Spadeworks, MADM, Princess Christian Farm, and Squirrels Riding School.

The main focus of King's Reach community work continues to be outreach, advocacy, and direct support for young people and families. Dave King MBE and Stewart King (CEO) remain actively involved in this work and collaborate with external agencies when needed. Although this aspect of our work receives no external funding, the charity has continued to provide meaningful support to young people and local families throughout the year.

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Financial review

Principal funding sources

The charity's main source of income is funding received from Kent County Council for commissioned services and activities. During the period under review, total income amounted to £1,388,177 (2024 £1,033,252) (excluding interest).

King's Reach also received both regular and one off charitable donations during the year, totalling £2,639 (2024 £8,248).

Reserve policy

It is the charity's policy to maintain unrestricted reserves (that are not designated for a specific purpose) at a level equivalent to three months' expenditure, in line with Charity Commission guidance.

Due to increased referrals and funding during the year, the charity was able to maintain reserves equivalent to between three and six months' expenditure. The trustees consider this level of reserves to be appropriate, ensuring that the charity can continue its activities in the event of a temporary reduction in income while alternative funding options are explored.

Asset cover for funds

Note 16 to the financial statements provides an analysis of the assets attributable to each fund, together with a description of those funds. The trustees are satisfied that the charity holds sufficient assets to meet its obligations on a fund by fund basis.

Responsibilities of the Trustees

The trustees, who are also the directors of King's Reach Limited for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. The trustees have chosen to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

The trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the charity's financial position and of its income and expenditure for the period.

In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles set out in the Charities SORP.
- Make judgements and accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures which are disclosed and explained.
- Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charity will continue in operation.

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Year ended 31 August 2025

The trustees are responsible for keeping adequate accounting records which accurately explain the charity's transactions and disclose its financial position at any time. They are also responsible for safeguarding the charity's assets and for taking reasonable steps to prevent and detect fraud and other irregularities.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the Trustees' Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare Trustees' Report and Accounts for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these Trustees' Report and Accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the Trustees' Report and Accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

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The trustees' annual report was approved on 15 May 2026 and signed on behalf of the board of trustees by:

R King
Trustee

A handwritten signature in black ink, appearing to read 'R King', followed by a long horizontal line extending to the right.

Richard King
Charity Secretary

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Independent Auditor's Report to the Members of Kings Reach Limited

Year ended 31 August 2025

Opinion

We have audited the Trustees' Report and Accounts of Kings Reach Limited (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Trustees' Report and Accounts:

- give a true and fair view of the state of the charity's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 trustees' report and accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the Trustees' Report and Accounts 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 Trustees' Report and Accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the Trustees' Report and Accounts 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 charity's ability to continue as a going concern for a period of at least twelve months from when the Trustees' Report and Accounts are authorised for issue.

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

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Independent Auditor's Report to the Members of Kings Reach Limited *(continued)*

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Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the Trustees' Report and Accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the Trustees' Report and Accounts in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

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Independent Auditor's Report to the Members of Kings Reach Limited *(continued)*

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Responsibilities of trustees

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

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

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Independent Auditor's Report to the Members of Kings Reach Limited *(continued)*

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Auditor's responsibilities for the audit of the trustees' report and accounts

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Companies Act 2006) and the relevant tax compliance regulations in the UK;
- We considered the nature of the industry, the control environment and business performance, including the key drivers for management's remuneration;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those procedures and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and inquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further

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Independent Auditor's Report to the Members of Kings Reach Limited *(continued)*

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removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Other matters

There was no requirement to audit the financial statements for the year ended 31 August 2023 as the company was below the audit thresholds for that year. As such, the corresponding figures are unaudited.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Sarah Johnson ACA (Senior Statutory Auditor)

For and on behalf of
TC Group
The Courtyard
Shoreham Road
Upper Beeding
Steyning
BN44 3TN

19 ~~15~~ May 2026

Kings Reach Limited
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)
Year ended 31 August 2025

		Unrestricted funds	2025 Restricted funds	Total funds	2024 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	4	2,639	–	2,639	8,248
Charitable activities	5	1,388,177	–	1,388,177	1,033,252
Investment income	6	–	–	–	1
Total income		<u>1,390,816</u>	<u>–</u>	<u>1,390,816</u>	<u>1,041,501</u>
Expenditure					
Expenditure on charitable activities	7,8	1,145,256	–	1,145,256	826,717
Total expenditure		<u>1,145,256</u>	<u>–</u>	<u>1,145,256</u>	<u>826,717</u>
Net income and net movement in funds		<u>245,560</u>	<u>–</u>	<u>245,560</u>	<u>214,784</u>
Reconciliation of funds					
Total funds brought forward		607,659	10,000	617,659	402,875
Total funds carried forward		<u>853,219</u>	<u>10,000</u>	<u>863,219</u>	<u>617,659</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 21 to 30 form part of these Trustees' Report and Accounts.

Kings Reach Limited
Company Limited by Guarantee
Statement of Financial Position
31 August 2025

	Note	2025 £	£	2024 £
Fixed assets				
Tangible fixed assets	14		451,900	236,899
Current assets				
Debtors	15	2,861		414,333
Cash at bank and in hand		686,148		475,095
		689,009		889,428
Creditors: amounts falling due within one year	16	91,222		421,123
Net current assets			597,787	468,305
Total assets less current liabilities			1,049,687	705,204
Creditors: amounts falling due after more than one year	17		186,468	87,545
Net assets			863,219	617,659
Funds of the charity				
Restricted funds			10,000	10,000
Unrestricted funds			853,219	607,659
Total charity funds	20		863,219	617,659

These Trustees' Report and Accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Trustees' Report and Accounts were approved by the board of trustees and authorised for issue on 15 May 2026, and are signed on behalf of the board by:

R King
Trustee



Company Registration Number: 6709949

The notes on pages 21 to 30 form part of these Trustees' Report and Accounts.

Kings Reach Limited
Company Limited by Guarantee
Statement of Cash Flows
Year ended 31 August 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income	245,560	214,784
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	8,363	11,115
Other interest receivable and similar income	–	(1)
Interest payable and similar charges	1,636	673
Accrued expenses/(income)	22,692	(11,732)
<i>Changes in:</i>		
Trade and other debtors	388,780	(86,348)
Trade and other creditors	(367,290)	58,289
Cash generated from operations	299,741	186,780
Interest paid	(1,636)	(673)
Interest received	–	1
Net cash from operating activities	<u>298,105</u>	<u>186,108</u>
Cash flows from investing activities		
Purchase of tangible assets	(223,364)	(4,633)
Proceeds from sale of tangible assets	–	(1)
Net cash used in investing activities	<u>(223,364)</u>	<u>(4,634)</u>
Cash flows from financing activities		
Proceeds from borrowings	136,312	(9,422)
Net cash from/(used in) financing activities	<u>136,312</u>	<u>(9,422)</u>
Net increase in cash and cash equivalents	211,053	172,052
Cash and cash equivalents at beginning of year	475,095	303,043
Cash and cash equivalents at end of year	<u>686,148</u>	<u>475,095</u>

The notes on pages 21 to 30 form part of these Trustees' Report and Accounts.

Kings Reach Limited
Company Limited by Guarantee
Notes to the Trustees' Report and Accounts
Year ended 31 August 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Office FF10, Brooklands House, 58 Marlborough Road, Lancing, BN15 8AF, West Sussex.

2. Accounting policies

Basis of preparation

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statement have been prepared under the historical cost convention.

Going concern

The financial statements have been prepared on a going concern basis, on the basis that no material uncertainties exist that cast significant doubt upon the charity's ability to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

Consolidation

Consolidated financial statements have not been prepared on the basis that the inclusion of the dormant subsidiary would not make a material difference.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2021 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, as such income or gains are applied exclusively to charitable purposes.

Kings Reach Limited
Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

2. Accounting policies *(continued)*

Fund accounting

The charity maintains different types of funds to distinguish between unrestricted and restricted resources:

Unrestricted General Funds: These represent resources which may be used at the discretion of the Trustees in furtherance of the general objects of the charity and which have not been designated for other purposes

Restricted Funds: These are funds subject to specific restrictive conditions imposed by donors or by the terms of an appeal. These funds can only be used for the purposes for which they were given.

Incoming resources

The following specific policies are applied to particular categories of income:

All income is recognised once the charity has entitlement to that income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

School fee income is accounted for on a receivable basis and consists of charges billed for the school year ended 31 August, less bursaries and allowances. Fees received for education to be provided in future years are carried forward as deferred income.

Investment income is accounted for in the period in which the school is entitled to receipt.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure includes any VAT which cannot be recovered, and is reported as part of the expenditure to which it relates.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for the beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the external scrutiny fees and costs linked to the strategic management of the charity.

Administration costs comprise service costs incurred in support of the charity.

Deferred income

Deferred income relates to monies received in advance of the school term they relate to. The income is recognised at the start of the term.

Kings Reach Limited

Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

2. Accounting policies *(continued)*

Tangible assets

All fixed assets are initially recorded at cost.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Land and buildings	-	2% On buildings, land is not depreciated
Plant and machinery	-	over five years
Equipment	-	between three and five years

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Debtors

Debtors (including trade debtors and other debtors) are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable (such as Gift Aid) are included at the best estimate of the amounts receivable at the balance sheet date. Provision is made for any specific debts which the Trustees believe may be irrecoverable. All debts are reviewed regularly for impairment, and any losses are recognised in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the charity's cash management. The charity monitors cash balances held for **restricted purposes** separately within the accounting system to ensure these funds are only used in accordance with the specific terms of the donor or appeal.

Kings Reach Limited

Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

2. Accounting policies *(continued)*

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. **Accruals** are included for expenditure relating to the current financial year for which invoices have not yet been received. **Deferred income** is included where the charity has received resources but has not yet met the criteria for income recognition (e.g., a grant received in advance for a future period).

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

3. Limited by guarantee

The company is limited by guarantee and each member of the company, in the event of the winding up of the company, undertakes to contribute to the assets of the company, a maximum of £1.

4. Donations and legacies

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Donations				
Donations	2,639	2,639	8,248	8,248

Kings Reach Limited

Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

5. Charitable activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Pupil fees	<u>1,388,177</u>	<u>1,388,177</u>	<u>1,033,252</u>	<u>1,033,252</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	<u>–</u>	<u>–</u>	<u>1</u>	<u>1</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Direct costs in relation to charitable activity	811,980	811,980	579,454	579,454
Support costs	<u>333,276</u>	<u>333,276</u>	<u>247,263</u>	<u>247,263</u>
	<u>1,145,256</u>	<u>1,145,256</u>	<u>826,717</u>	<u>826,717</u>

8. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2025 £	Total fund 2024 £
Direct costs in relation to charitable activity	811,980	311,521	1,123,501	805,663
Governance costs	<u>–</u>	<u>21,755</u>	<u>21,755</u>	<u>21,054</u>
	<u>811,980</u>	<u>333,276</u>	<u>1,145,256</u>	<u>826,717</u>

9. Analysis of support costs

	Support costs £	Total 2025 £	Total 2024 £
Staff costs	103,158	103,158	70,785
Premises	78,039	78,039	34,889
Communications and IT	5,201	5,201	4,248
General office	77,227	77,227	72,865
Finance costs	1,636	1,636	673
Governance costs	21,067	21,067	21,054
Support costs - Other costs	<u>46,518</u>	<u>46,518</u>	<u>42,749</u>
	<u>332,846</u>	<u>332,846</u>	<u>247,263</u>

Kings Reach Limited
Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

10. Net income

Net income is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	<u>8,363</u>	<u>11,115</u>

11. Auditors remuneration

	2025	2024
	£	£
Fees payable for the audit of the financial statements	<u>8,500</u>	<u>9,600</u>

Non audit fees payable to the auditors in the year were £nil.

12. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	<u>815,301</u>	<u>567,883</u>
Social security costs	<u>71,314</u>	<u>43,540</u>
Employer contributions to pension plans	<u>18,187</u>	<u>12,229</u>
	<u>904,802</u>	<u>623,652</u>

The average head count of employees during the year was 34 (2024: 32). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Number of staff	<u>34</u>	<u>32</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2025	2024
	No.	No.
£60,000 to £69,999	<u>1</u>	<u>–</u>

13. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees (2024: Nil).

Kings Reach Limited
Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

14. Tangible fixed assets

	Land and buildings £	Plant and machinery £	Equipment £	Total £
Cost				
At 1 September 2024	236,672	–	20,828	257,500
Additions	214,717	794	7,853	223,364
At 31 August 2025	<u>451,389</u>	<u>794</u>	<u>28,681</u>	<u>480,864</u>
Depreciation				
At 1 September 2024	8,800	–	11,801	20,601
Charge for the year	5,059	106	3,198	8,363
At 31 August 2025	<u>13,859</u>	<u>106</u>	<u>14,999</u>	<u>28,964</u>
Carrying amount				
At 31 August 2025	<u>437,530</u>	<u>688</u>	<u>13,682</u>	<u>451,900</u>
At 31 August 2024	<u>227,872</u>	<u>–</u>	<u>9,027</u>	<u>236,899</u>

15. Debtors

	2025 £	2024 £
Trade debtors	–	365,833
Prepayments and accrued income	2,861	48,391
Other debtors	–	109
	<u>2,861</u>	<u>414,333</u>

16. Creditors: amounts falling due within one year

	2025 £	2024 £
Bank loans and overdrafts	34,042	9,653
Trade creditors	7,526	6,510
Accruals and deferred income	13,600	379,433
Social security and other taxes	22,472	13,427
Other creditors	13,582	12,100
	<u>91,222</u>	<u>421,123</u>

Other creditors comprises an interest free loan which is a preferential creditor

Kings Reach Limited
Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

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

	2025	2024
	£	£
Bank loans and overdrafts	124,361	12,438
Other creditors	62,107	75,107
	<u>186,468</u>	<u>87,545</u>

Bank loans incurs interest at a rate of 2.5% and 3% per annum which is applied on a fixed basis. Repayments are made in monthly instalments, comprising both capital and interest over a term ending on 8 August 2031.

Other creditors comprises an interest free loan which is a preferential creditor.

18. Deferred income

	2025	2024
	£	£
Amount deferred in year	–	365,833

There is no deferred income as no advance payments were made in the year.

19. Pensions and other post retirement benefits

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £18,187 (2024- £12,229).

20. Analysis of charitable funds

Unrestricted funds

	At 1 September 2024 £	Income £	Expenditure £	At 31 August 20 25 £
General funds	<u>607,659</u>	<u>1,390,816</u>	<u>(1,145,256)</u>	<u>853,219</u>

	At 1 September 2023 £	Income £	Expenditure £	At 31 August 20 24 £
General funds	<u>392,875</u>	<u>1,041,501</u>	<u>(826,717)</u>	<u>607,659</u>

Kings Reach Limited
Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

20. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 September 2024 £	Income £	Expenditure £	At 31 August 20 25 £
Minibus	<u>10,000</u>	<u>—</u>	<u>—</u>	<u>10,000</u>

	At 1 September 2023 £	Income £	Expenditure £	At 31 August 20 24 £
Minibus	<u>10,000</u>	<u>—</u>	<u>—</u>	<u>10,000</u>

King's Reach received a £10K grant from the National Lottery in the year to 30 November 2016, which was part funding for a new mini bus to assist our education provision. Kings Reach is seeking to attain further funding for the provision of the mini bus.

21. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Tangible fixed assets	451,900	—	451,900
Current assets	679,009	10,000	689,009
Creditors less than 1 year	(91,222)	—	(91,222)
Creditors greater than 1 year	(186,468)	—	(186,468)
Net assets	<u>853,219</u>	<u>10,000</u>	<u>863,219</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	236,899	—	236,899
Current assets	879,428	10,000	889,428
Creditors less than 1 year	(421,123)	—	(421,123)
Creditors greater than 1 year	(87,545)	—	(87,545)
Net assets	<u>607,659</u>	<u>10,000</u>	<u>617,659</u>

22. Analysis of changes in net debt

	At 1 Sep 2024 £	Cash flows £	At 31 Aug 2025 £
Cash at bank and in hand	475,095	211,053	686,148
Debt due within one year	(9,653)	(24,389)	(34,042)
Debt due after one year	(87,545)	(98,923)	(186,468)
	<u>377,897</u>	<u>87,741</u>	<u>465,638</u>

Kings Reach Limited

Company Limited by Guarantee

Notes to the Trustees' Report and Accounts *(continued)*

Year ended 31 August 2025

23. Related parties

During the year salaries and expenses totalling £93,928 (2024: £79,271) have been paid to family members and connected persons who work within the school. Donations of £600 (2024: £4,000) have been received from trustees and family members during the year.