

COMPANY REGISTRATION NUMBER: 1489366
CHARITY REGISTRATION NUMBER: 280688

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED
Company Limited by Guarantee
Financial Statements
31 August 2025

EDMUND CARR LLP
Chartered Accountants & Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Financial Statements

Year ended 31 August 2025

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ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

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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 financial statements of the charity for the year ended 31 August 2025.

Reference and administrative details

Registered charity name	ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED
Charity registration number	280688
Company registration number	1489366
Principal office and registered office	198 Hadleigh Road Leigh-on-Sea Essex SS9 2LP

The trustees

The trustees who served the charity during the year were as follows:

Mr S Mills	
Mrs F Evans	
Mr M Stennett	Chair of Governors
Dr V Shaw	Resigned 23 September 2024
Fr D Wylie	
Mr F Macleod	
Mr T Holdcroft	
Mr W Parnell	
Mrs H Tetchner	
Mrs S Minnis	Resigned 3 September 2024
Mrs D Harris	Appointed 25 November 2024
Mr T Sawyer	Resigned 15 October 2024

Company secretary Karen Orwell

Auditor Edmund Carr LLP
Chartered Accountants & Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

Bankers HSBC Bank PLC
48 High Street
Rayleigh
Essex
SS6 7JH

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Structure, governance and management

The Governors of St. Michael's School (Leigh-on-Sea) Limited, being a Charity, present their annual report and audited accounts for the year ended 31st August 2025 and confirm they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the trust deed and the Charities SORP 2005.

Governing Document

Founded as a school and charity in 1922, St Michael's is governed by its Memorandum and Articles of Association updated on 31st July 2019.

The School premises and Chapel are the subject of a scheme between The Chelmsford Diocesan Board of Finance Limited and the School, including the appointment of Trustees and vesting, and was registered with the Charity Commissioners on 1st November 1976.

Governing Body

The structure of the Charity consists of not more than four nominated Governors and not more than eight co-opted Governors. Of the four nominated Governors, not more than two shall be appointed by the Diocesan Education Committee for the Diocese of Chelmsford; the Vicar of St Margaret's Church, Leigh on Sea, as appointed by the Chelmsford Diocese, shall always be a member of the Governing Body; one shall be the Chairman of the Governing Body, being nominated by the Parochial Church Council of St Margaret's Church, Leigh on Sea. Of the co-opted Governors at least three shall be appointed from among persons for the time being on the electoral roll of St. Margaret's Church, Leigh-on-Sea.

Recruitment and Training of Governors

The Charity's elected Governors are appointed at a Meeting of the Governors based on nominations received either from the Diocese, St. Margaret's Church or the Governors themselves. A formal interview with the Nominations Committee ensures that candidates have the necessary skill sets to join the Board. New Governors are inducted into the workings of the Charity and School. When recruiting new trustees, the Governors consider the skills and experience of the individual and what they may bring to complement the existing skill set of the Governing Body. Of paramount importance is they have a passion for the working of the school and an understanding of education as a holistic and rounded experience of personal growth. The diversity of the current board of governors ensures that all Committees are attended or chaired by people with a knowledge or level of expertise. All Governors receive guidance notes from a range of external services and sources, including The Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA), The Independent Association of Prep Schools (IAPS), the Independent School's Association (ISA) and the Independent Schools Council (ISC).

Organisational Management

The Governors, as trustees of the Charity, are legally responsible for the overall management and control of the School and meet at least three times per year. The day to day running of the school is delegated to the Headmaster, supported by the Bursar, Deputy Head and Senior Leadership Team. However, key policy and strategic decisions are taken by the Board.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

Relationships

St Michael's School is a member of the IAPS, ISC, ISA, AGBIS and ISBA for the promotion, maintenance and the delivery of excellence in education. We are also members of the Southend Primary Schools Sports Partnership (SPSSA), an organisation dedicated to the promotion of sports in primary schools across the borough, together with Energize Essex, a high-quality sports and fitness programme for out of school hours and in school holidays. The School actively contributes to the local community as detailed below under Public Benefit.

Risk Management

The Governors and the Senior Management Team continue to keep the School's activities under review, particularly about any major risks that may arise from time to time, as well as systems and procedures established to manage them. They monitor the effectiveness of the system of internal controls, including the extent of insurance cover, by which those risks already identified can best be mitigated. The key risks are reviewed regularly.

Public benefit aims, objectives and principal activities

Charitable Objects, Aims and Intended Impact

The object for which the Charity is established is to advance the education of the public and to provide for the education of pupils based on Christian principles.

The School's strategic aims are:

- to provide the highest standards of teaching and learning;
- to fulfil each pupil's potential;
- to provide the best preparation for each pupil's transition to secondary school; and
- to provide a secure foundation for their future life in a caring atmosphere within a Christian ethos

In pursuit of these aims, the School provides a broad and balanced curriculum, complemented by an extensive co-curricular programme. There is a strong emphasis on music, dance, drama, languages and sport, enabling pupils to develop confidence, self-awareness and a lifelong love of learning. As a non-selective school, we welcome children of diverse backgrounds and abilities, encouraging every pupil to achieve their personal best.

Aims and Vision

Our vision is to nurture a community of happy, confident and successful children who are encouraged and supported to achieve their full potential in learning, personal development and character. We seek to promote intellectual curiosity, academic achievement and the development of skills and understanding that will serve our pupils throughout their lives.

As a Christian community, we recognise and value that:

- Every child is unique and of inherent worth.
 - Children learn best when they are happy, safe and secure.
 - Diversity enriches our school community.
 - It is not who a child is by birth that matters, but what they make of their life (Non Quis Sed Quid).
 - Personal, social, moral and spiritual development is as important as academic success.
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ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

Our Objectives

The school's objectives remain closely linked to our aims and strategic planning. St Michael's School has always been at the forefront of education, providing a rigorous academic foundation combined with a nurturing environment. Our dedicated team of teachers, subject matter specialists and pastoral leaders are committed to helping each child reach their full potential. Our staff work on supporting children in their development in many ways with particular emphasis on:

- Academic Success, providing a love of life-long learning
- Whole Child Wellbeing, through small class sizes, enabling personal growth and individual Support
- Global Citizenship, developing an awareness of Community, faith, moral code and compassion
- Character Development, encouraging kindness, integrity, courage, resilience and empathy
- Ethical Leadership, showing a strong moral compass
- A commitment to provide a broad and stimulating curriculum in order to develop the whole child and to identify and celebrate their individual talents
- To create strong partnerships between home and school to enable effective learning
- Develop in children their spiritual awareness and an understanding of the beliefs of others.
- Develop each child's confidence, self-esteem, independence and integrity.
- To equip children with strategies to enable them to achieve a healthy and balanced approach to their wellbeing.
- For all children to be happy and successful
- To promote a culture of care, respect and traditional values within our school family and the wider community.

With small class sizes, high staff ratios and specialised teaching, we offer a structured environment that prepares pupils for secondary school. Our focus on independence and responsibility ensures they are well equipped for their next educational journey.

We empower children to become confident, articulate and thoughtful leaders. Our supportive and caring community fosters their growth and success, providing the tools and encouragement they need to thrive.

Grounded in our Christian heritage, we offer a nurturing environment for tradition, moral guidance, reflection and spiritual peace.

Our strong and effective leadership and governance will help ensure that the above aims are met.

In setting our objectives and planning our activities, we have considered the Charity Commission's general guidance on the advancement of education. This includes their guidance on the supplementary public benefit for charities.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

Principal Activities

The principal activity of St. Michael's School is the provision of an Independent Preparatory Day School for Boys and Girls aged 3-11 years old. We seek to provide a structured educational environment that develops our pupils' capabilities, competences and skills. We promote the academic, moral and physical development of our pupils through our academic curriculum, pastoral care, sporting and other activities. We provide an educational environment where each student can develop and fulfil their potential, build self-confidence and instil a desire to contribute to the wider community.

The average number of children in school for the year was 218 (2024: 236). Pupil numbers at the start of the new academic year grew from 212 to 223 by the end of the year.

Our Ethos, Strategy and Policies

Our school motto "Non quis, sed quid" - not who (you are), but what (you are) - underlies our basic Christian ethos, which pervades school life. Who you are by birth is not important, what you make of your life is. Our commitment is to encourage the children to fulfil their potential and make a positive contribution to our local community and society.

Our Headmaster and Governing body are responsible for setting a strategy to achieve the School's objectives. Our strategy is focused on the 'all-round' care and development of our pupils, including their attainment of high levels of academic and extra-curricular achievement.

St. Michael's School is a charitable trust which seeks to benefit the public through the pursuit of its stated aims. Our fees are set at a level designed to ensure the on-going financial viability of the School, and are consistent with our aim to provide the highest levels of education. Our School welcomes pupils from all backgrounds.

To admit a prospective pupil, we need to be satisfied that our School will be able to educate and develop them to the best of their ability. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Parents are given regular information about their children's social and academic progress through parent evenings and end of term and year reports. We maintain regular contact with parents throughout the year through informal contacts, our termly newsletters and our social media accounts. Further information about their child's attendance, achievement, timetable, school reports and letters home can be accessed via 'Engage', the school's information management system.

St. Michael's School is committed to safeguarding and promoting the welfare of our pupils, and expects all staff and volunteers to share this commitment.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

Fees

In setting fee levels for 2024-25, the Governors remained focused on maintaining the high quality of academic, co-curricular and pastoral provision, including small class sizes and the continued employment of specialist staff. Fees continued to be set on an all-inclusive basis, covering meals, clubs (excluding peripatetic Music and LAMDA), educational visits and residential visits. The Governors also prepared for the introduction of VAT on school fees from January 2025, ensuring that parents were informed in a timely and transparent manner and that fee structures remained sustainable and aligned with the School's long-term financial planning. In planning for 2025-26, the Governors have undertaken a restructuring of the School's fee model to help reduce the tax burden on families, including stripping out additional subjects and residential visits that would have been subject to VAT, thereby reducing the core fee to help mitigate the impact of the 20% VAT charge.

Public Benefit

It is important to us that access to the education we offer is not restricted to those who can afford our fees. We believe our pupils benefit from learning within a diverse community, where learning occurs through social interaction, conversation and shared experiences. This in turn will help our pupils develop an understanding of the perspective of other people and learn the injustices of intolerance, which will help them grow into well rounded and responsible adults. Through developing our links in the local community, including partnership activities with other local schools, providing part or fully funded bursaries to eligible families, and keeping school fees affordable, we want more children in the local community to access and benefit from the school's charitable activities.

(i) Bursaries

The Governors view bursary awards as an important means of enabling children who would otherwise be unable to afford the fees to benefit from a St Michael's education. Bursaries are available to pupils who meet the School's general entry requirements and are awarded following an assessment of parental financial circumstances, or to relieve hardship where a pupil's education would otherwise be at risk. In determining eligibility, the School considers a range of factors including net household income, savings, investments and wider family circumstances. The School does not hold a large endowment, and therefore the Governors are mindful of the need to balance the interests of fee-paying families-many of whom make significant personal financial sacrifices-with the School's commitment to widening access and offering assistance where it is most needed.

During 2024-25, the School continued to provide means-tested bursary support to ensure that access remains as broad as possible. Seven pupils received bursaries ranging from 20% to 50% of tuition fees, representing £6,426 in bursary awards, alongside £20,824.68 allocated to Public Benefit places. Sibling discounts totalling £15,500 were applied to 59 pupils, and staff fee discounts of £52,553.70 supported the recruitment and retention of high-quality staff. In total, £163,358 was allocated to bursary and fee assistance during the year. The Governors have also reviewed the School's designated bursary fund of £75,000. In light of the School's current financial position, they have decided not to make any further top-ups to the fund at this time and will allow the existing balance to run down, with a view to reinstating contributions once the financial position improves.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

(ii) Teaching Links and Community Partnerships

St Michael's has a long and valued tradition of contributing to, and being enriched by, its local community. For over a century, the School has maintained strong links with the Parish of St Margaret's in Leigh, where pupils regularly attend services and worship alongside members of the congregation. These experiences support pupils' spiritual development and sense of belonging. Our understanding of faith and culture is further broadened through visits from families who share their own religious traditions and practices with pupils, enabling children to appreciate and respect the diverse beliefs represented within our community. The Senior Choir continues to play an important role in these partnerships, performing at a number of local Church services throughout the year, including at the annual Remembrance commemorations.

The School also supports wider community engagement through the provision of its facilities for external activities. Organisations such as Energize Essex and Dance Avenue continue to hire the School's spaces to deliver high-quality programmes in sport, fitness and performing arts. These holiday and after-school clubs are open both to St Michael's pupils and to children from neighbouring schools, providing opportunities to develop skills, confidence and enjoyment in active and creative pursuits. By hosting these groups, the School furthers its charitable purpose of advancing education and promoting participation within the local community.

These activities collectively demonstrate the School's commitment to public benefit, ensuring that its resources, values and educational opportunities are shared widely beyond its own pupil body.

(iii) Charities

Charitable Activities and Community Fundraising

During the reporting period, the School continued to support a number of charitable causes, reflecting our commitment to fostering kindness, empathy and social responsibility. Fundraising activities included St Michael's Got Talent in support of Bliss; the Remembrance Poppy Appeal; Children in Need; our Christingle collection shared between The Children's Society and St Margaret's Church; Christmas Jumper Day for The Children's Society; Red Nose Day for Comic Relief; a pupil-led Dog Show in aid of the Dogs Trust; our Thanksgiving and Prizegiving collection shared between Gold Geese and St Margaret's Church; and Odd Shoe Day supporting both WWF and Gold Geese. In addition, pupils took part in the national Wear Something Inside Out awareness day in support of Place2Be. Across these events, the School community raised a total of £2,387.87 (with the Place2Be contribution to be confirmed), alongside significant engagement and awareness-raising activities that reinforced the School's inclusive and outward-looking ethos.

In addition, the School supported the Be Challenge Aware initiative, led by two local parents raising awareness of the risks associated with online challenges and digital harm. The representatives visited St Michael's to speak with pupils and staff, providing age-appropriate guidance and promoting safe, responsible and informed online behaviour. A donation was made to support the continuation of their work in the local community.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Public benefit aims, objectives and principal activities *(continued)*

(iv) Other Policies on Assistance

Family discounts policy

To support continuity for families, the School offers a sibling discount for parents with more than one child enrolled.

Termly Instalment Scheme

Parents may choose to spread the cost of termly fees through a monthly instalment plan, providing greater flexibility in household budgeting.

Fees in advance scheme

Parents are also able to pay future fees in advance and receive a discount, offering a tax-efficient planning option for those who wish to secure future fee commitments.

Staff fee assistance

As part of our emphasis on attracting and retaining high calibre staff, we offer a discount scheme when staff members choose to educate their children at our School.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Review of the year

Curriculum

Sports

Sport continued to be a significant and well-celebrated aspect of school life, with pupils participating in a broad programme of competitive fixtures, festivals and borough and regional tournaments. Across the year, teams achieved strong results in a range of disciplines including football, netball, rugby, athletics, gymnastics, dodgeball, goalball and basketball. Notable achievements included the School finishing 1st in Essex in Sportshall Athletics, representation at the Essex Finals in Cross Country, Borough Champions in Key Stage 1 Dodgeball, and success at the East Region Tag Rugby Championships. Pupils also gained multiple medals in gymnastics and at the Southend Supersports competitions, and the Prep SEND Panathlon team secured 1st place in the Borough, going on to represent Southend at county level.

In the current year to date, the School has continued to perform strongly, with the Year 3 boys' Cross Country team finishing 1st in the Southend Borough and progressing to the Essex Finals; the Year 5/6 Tag Rugby squad reaching the Super 8s as the only independent school represented and missing out on the semi-finals by a single try; and the Year 5/6 Girls' Football team placing 11th out of 32 schools, a promising achievement in a developing area of provision. These results reflect the continued strength of coaching, participation, teamwork and sporting spirit across the School.

Performing Arts

Performing Arts continued to play a central role in school life, offering pupils a wide range of opportunities to develop confidence, creativity and collaboration. Across the year, pupils participated in class assemblies, informal performance opportunities and larger whole-school events, with a strong emphasis on inclusive participation and enjoyment. The Christingle Service at St Margaret's Church was a particular highlight, combining music, spoken word and reflection in a meaningful celebration for pupils, staff and families. St Michael's also made a notable impression at the SPSSA Dance Festival, where 40 pupils performed two choreographed pieces, demonstrating technical skill, expressive movement and ensemble confidence. Further showcases in ballet, modern and lyrical dance, supported through specialist workshops and partnerships with external practitioners, continued to broaden enrichment opportunities and promote self-expression and personal development across the School.

The School received a Muddy Stiletos Highly Commended Award for Dynamic Performing Arts, highlighting the exceptional opportunities provided to pupils in music, dance and drama.

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Year ended 31 August 2025

Music

Music at St Michael's continues to flourish, with pupils making strong progress across listening, performing and composing. Despite some disruption from visits and illness, engagement has remained high, and older pupils in particular have developed greater confidence in evaluating and discussing music.

The year included a wide range of celebrations and performances-from St Michael's Day and the Nativity events to the Christingle and Lent Term Themed Concert-with pupils from Nursery to Form 6 participating enthusiastically. Notable external highlights included Young Voices at the O2, the Infant and Junior Music Festivals, and the worldwide Bob Marley 80th Birthday Singalong, in which our contribution briefly appeared on national television.

Extra-curricular music remains a strength, with half of pupils in Forms 1-6 learning an instrument and many taking part in ensembles, orchestras and regular informal concerts. Showcase performances at Christmas and in the summer further celebrated pupils' progress.

Standards remain high, reflected in a 100% ABRSM pass rate with many Merits and Distinctions.

Overall, it has been a successful and vibrant year, reinforcing the School's strong musical culture and offering rich opportunities for pupils of all ages.

Drama

Drama remained a vibrant aspect of the curriculum and co-curricular offer. Pupils developed performance skills through classroom work, assemblies, and group presentation, alongside the opportunity to prepare for and undertake LAMDA performance awards, where outcomes continued to be strong. The year culminated in the Prep production of Shakespeare's *The Tempest*, which provided a memorable opportunity for pupils to work across performance, staging and ensemble collaboration, reflecting both ambition and creativity within the School's drama provision.

Art

Art remained an important part of the School's creative curriculum, providing pupils with opportunities to explore ideas, develop technical skill and express themselves visually. This year, pupils once again exhibited work as part of the Leigh Art Trail, giving them the valuable experience of sharing their artwork within the local community. The School was particularly proud of the achievements of individual pupils, with one Year 6 pupil awarded First Place, one Year 5 pupil awarded Second Place, and two further pupils in Years 5 and 6 recognised with Notable Artist Awards, reflecting both high-quality teaching and the creativity and commitment of the pupils.

In addition, pupils contributed to the Waddle on Sea community arts initiative, collaboratively painting 'Baby Michael', a penguin sculpture displayed as part of the public art trail to raise funds for Havens Hospices. This project not only celebrated artistic expression but also enabled pupils to support an important local charity and engage in community fundraising in a meaningful and creative way.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Parent Survey

The 2025 Parent Questionnaire received 100 responses and reflects high levels of confidence in the School's leadership, pastoral care and safeguarding arrangements. Parents reported that their children feel safe, well supported and encouraged to develop confidence, independence and strong social skills, with the majority also expressing satisfaction with academic progress and the quality of teaching. The School's enrichment and extra-curricular provision, including opportunities in music, sport and the arts, was particularly valued. Areas for continued focus include communication around behaviour management and the provision of clearer guidance on how parents can support learning at home. The Governors noted the positive feedback and will continue to oversee the School's ongoing commitment to strong relationships with parents and continuous improvement in educational and pastoral provision.

Refurbishment

During the year, the School continued its planned programme of premises improvements to ensure a safe, high-quality and engaging environment for pupils. Works focused on a series of small to mid-scale projects, including the refurbishment of washroom facilities with replacement cubicles and sinks; resurfacing and enhancement of outdoor play and garden areas; installation of new composite fencing and screening; flooring improvements in office and teaching spaces; and drainage and roofing repairs identified through routine maintenance. Enhancements were also made to communal and display areas to further support the learning environment. Total refurbishment expenditure for the year was £35,727, funded from revenue resources and supplemented by a modest external grant towards toilet upgrades. All works formed part of the School's rolling maintenance programme and long-term Estates Plan, supporting the strategic development of Nursery and EYFS provision.

Review of the academic achievements and performance for the year

Mathematics

Pupils performed well above national levels at both the expected and greater depth standards.

Expected Standard (100+):85% vs national 74% (+11%)

Greater Depth (110+):36-38% vs national 26% (+10-12%)

Average Scaled Score:104, broadly in line with national (105)

Overall, the maths outcomes demonstrate strong attainment, particularly in higher-attaining pupils.

Reading

Reading remains a key strength of the school, with outcomes well above national at the expected standard and broadly aligned at greater depth.

Expected Standard (100+):88-90% vs national 75% (+13-15%)

Greater Depth (110+):33-35% vs national 33% (in line)

Average Scaled Score:107, above national 106 (+1)

Notably, five pupils scored 109, only one mark below the greater depth threshold; papers will be checked for potential marking adjustments.

Spelling, Punctuation and Grammar (SPaG)

SPaG outcomes were exceptionally strong, significantly surpassing national results.

Expected Standard (100+):88-90% vs national 73% (+15-17%)

Greater Depth (110+):43-45% vs national 30% (+13-15%)

Average Scaled Score:109, well above national (105) (+4)

This is one of the highest-performing areas for the cohort.

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Year ended 31 August 2025

Writing (Teacher Assessed, Externally Moderated)

Writing outcomes were again well above national averages.

Expected Standard: 93% vs national 72% (+21%)

Greater Depth: 40% vs national 13% (+27%)

These results reflect strong teacher assessment practice and the cohort's secure application of writing skills.

Combined Reading, Writing and Mathematics

The percentage of pupils achieving the expected standard in all three subjects was significantly above national, with strong performance in greater depth.

Expected Standard: 80-83% vs national 62% (+18-21%)

Greater Depth: 18-20% vs national 8% (+10-12%)

The combined results confirm excellent overall academic performance across the core curriculum.

Overall Commentary:

The KS2 SATs 2025 outcomes show: Consistently strong attainment across all subjects. Particularly high performance in SPaG, Writing, and Reading Above-national greater-depth outcomes in most areas Strong combined scores, demonstrating secure performance across the breadth of the curriculum Evidence of effective teaching, targeted support, and curriculum development These results place the school significantly above national performance benchmarks and provide a strong foundation for continued academic success.

The 2024 11+ (CSSE) outcomes were strong, with 31 of the 40 pupils (78%) opting to sit the examination and 25 sharing their results. Of these, 18 pupils achieved a pass, representing 72% of those who provided scores. Attainment was above the CSSE cohort averages, with pupils scoring an average of 35/60 in English and 28/60 in Maths, compared with the wider CSSE averages of 34 and 27 respectively. The overall average total score was 308, in line with previous years and consistent across both girls and boys, with higher-attaining pupils scoring particularly well. Successful progression to senior schools included places at Southend High School for Boys, King Edward VI Grammar School, several independent schools (including scholarship offers), and strong outcomes in state school allocations, notably King John and Sir Thomas More. These results continue to reflect the strong academic foundations and preparation provided by the school.

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Year ended 31 August 2025

Financial review and results for the year

Operational performance of the school

Financial Performance Statement for the Year Ended 31 August 2025

For the financial year 2024-25, the School reported a net deficit of £70,383, compared with a surplus of £61,826 in the prior year. The deficit reflects a combination of increased operating costs, essential estate expenditure, and the impact of redundancy and refurbishment costs incurred during the year. After adjusting for non-cash items such as depreciation, movements in working capital, accrued income and expenses, and interest received, the School recorded a net cash outflow from operating activities of £579,812, compared with a net inflow of £987,557 in 2023-24. This movement largely relates to the inflow of cash through our fees in advance scheme in 2023-24, and the consequent reduction in cash inflows in 2024-25, as those fees in advance were applied.

Capital investment totalled £24,232, offset by £10,110 of proceeds from asset disposals, resulting in a net outflow of £14,122 on investing activities. Financing cash flows show a net outflow of £5,715, reflecting the repayment of borrowings. Overall, the School's cash position decreased by £599,649, leaving cash and cash equivalents of £494,931 at year end (2024: £1,094,580).

Despite the reported deficit and the reduction in cash reserves, the School continues to operate with sufficient liquidity to meet its short-term obligations, and the Trustees remain committed to restoring a balanced financial position through a combination of: the implementation of stringent cost-reduction measures, following a rigorous review of our staffing model; a number of broader cost cutting initiatives, coupled with careful cost control; and exploring strategic initiatives with potential to enhance revenue streams, as part of the ongoing financial strategy for 2025-26 and beyond.

Results for the Year

The school strives to achieve an annual minimum surplus of 2.5% of total income and, as a not-for-profit organisation, reinvest all surplus back into the school. However, as with every other private school in the country, St Michael's has had to deal with the impact of low birth rates, changes to the tax regime, and a cost-of-living crisis, all of which has adversely impacted upon parents.

The loss for the year of £70,383 (2024: surplus £61,826) mainly reflects the impact of this challenging economic environment. However, it also reflects that £44,507 (2024: £39,329) was spent on refurbishments - mainly as part of a strategic initiative to expand our Nursery and EYFS provision. This sustained level of investment in the fabric of the school is in line with Governors' continued ambition for the school and their belief that simply standing still is not a realistic option.

Investment Policy

The Governing Body remains vigilant in reviewing the Charity's investment strategy and adopts an integrated approach to risk management. A significant proportion of reserves is tied up in property. The remainder is invested in medium- and longer-term high-interest bank accounts, as the School continues to benefit from the substantial uptake of the Fees in Advance scheme, which has also facilitated the early repayment of the mortgage facility on the School-owned bungalow.

Cashflow continues to be a key focus of the Finance Committee, with plans to repay the Bounce Back Loan only once General Funds allow. All investments are monitored regularly to ensure compliance with approved policy guidelines and to maximise returns within acceptable risk parameters.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Financial review and results for the year *(continued)*

Reserves policy and risk management

Reserves Policy: The school's overall reserves decreased during the year by £70,383 as a result of the net loss for the year. General Reserves now stand at £496,842 (2024: £547,225) of which £47,749 has been designated for the purpose of fulfilling public benefit. The Governors review the level of reserves annually to ensure that the School can meet its short- and medium-term obligations, manage fluctuations in income and expenditure, and respond to unexpected events. Reserves are held to provide financial stability and to safeguard the continuity of educational provision.

The Governors aim to maintain free reserves equivalent to approximately three months' operating expenditure. However, they recognise that the level of reserves will fluctuate during periods of investment in the school, and aim to ensure that it should not fall below £300k, which is the amount deemed necessary as a financial buffer to protect against times of economic uncertainty and to be called upon in times of emergency. Having reviewed the strategic risks facing the school, the budget and plans for the period through to the end of the current academic year, and the overall cash levels held, the Governors consider that reserves are sufficient to enable both the effective operation of the School and the progression of long-term strategic developments, including the expansion of the Nursery and EYFS provision.

Risk Management: The Governors operate a structured and proactive approach to risk management, with a framework designed to identify, assess and mitigate key risks. Risk Matrices have been developed by the Governing Body, and are reviewed termly, to ensure that management procedures in place are as robust as possible. Key areas of scrutiny at Governor meetings include safeguarding, health and safety, financial sustainability, pupil recruitment, staffing, regulatory compliance, and the maintenance and enhancement of the School's estate.

The Governors have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, its assets, investments and finances, and are satisfied that the School has appropriate systems, controls and processes in place to manage risk effectively and to support the School's continued resilience and strategic ambitions.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Financial review and results for the year *(continued)*

Future Plans

Following a strategic review, Governors approved a strategic plan focused on strengthening long-term sustainability. This involved careful consideration of how best to:

- Sustain the high quality of education that defines St Michael's
- Maintain affordability for our parent community, and
- Ensure we remain competitive in the educational marketplace.

The two key elements of the plan are: (i) a restructuring of staffing arrangements and the consolidation of classes in smaller year groups; and (ii) expansion of our Nursery provision to make better use of the school's facilities, particularly during the holidays.

Whereas each year group has historically been split into two classes, the lower pupil roll resulting from a national decline in birth rates had meant that class sizes across several year groups were very small. Accordingly, effective the start of the 2025-26 academic year, those year groups with less than 24 pupils have remained as one class for registration. For English and Maths (Core subjects and those tested at 11+) the children are still being taught in groups of less than 20 and the setting of the children has continued so that children are supported and stretched in the set appropriate for them. For Humanities and other subjects, experience over the last two years has shown that the combination of smaller classes makes more of a dynamic flow to the lesson, with children feeling more comfortable when sharing experiences and thoughts across a wider group of children. Where a class is 24, we will not admit further children until there is a waiting list of 4. When this is achieved, they will be enrolled into a year group and divided into two equal classes.

Alongside the consolidation of classes, a restructuring of staffing arrangements was necessary to realign our cost base with the lower pupil roll. This involved difficult decisions being taken, with a number of staff moving onto part-time contracts, some members of staff who left the school not being replaced, and one member of teaching staff being made redundant. At the forefront of this restructuring was a desire to ensure that we retain both the broad curriculum and the reputation for academic prowess of which we are proud.

Extensive improvements to the Early Years environment were completed in Summer 2025, and our Nursery provision will be expanded from 35 to 49 weeks per year with effect from January 2026. Further plans to introduce places for 2-year-olds are the subject of a material change application to be submitted to the Department for Education, with a target start date of September 2026. This initiative is in response to the high demand for additional Nursery places in the Southend area and is being launched with the support of the local authority. Governors are confident that it will help to diversify income streams, attract new families and secure a stronger pipeline into the main school.

Taking into account the School's financial position, the operational efficiencies implemented and the strategic expansion of Nursery provision, the Trustees are satisfied that the School has adequate resources to continue as a going concern for the foreseeable future.

Trustees' responsibilities statement

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

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 August 2025

Company law requires the charity trustees to prepare financial statements 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 financial statements, 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 financial statements 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 financial statements 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.

Small company provisions

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

The trustees' annual report was approved on 15-12-2025 and signed on behalf of the board of trustees by:



Karen Orwell
Charity Secretary

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Independent Auditor's Report to the Members of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Year ended 31 August 2025

Opinion

We have audited the financial statements of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) 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 financial statements:

- 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Independent Auditor's Report to the Members of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED *(continued)*

Year ended 31 August 2025

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 requires us to report to you if, in our opinion:

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

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Independent Auditor's Report to the Members of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED *(continued)*

Year ended 31 August 2025

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence

We assessed the susceptibility of the company'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.
- Considering the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations.

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

- Tested journal entries to identify unusual transactions.
 - Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.
-

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Independent Auditor's Report to the Members of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED *(continued)*

Year ended 31 August 2025

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.
- Enquiring of management as to actual and potential litigation and claims.
- Reading the minutes of meetings of those charged with governance.
- Enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Independent Auditor's Report to the Members of ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED *(continued)*

Year ended 31 August 2025

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

Sandra Morrell (Senior Statutory Auditor)

For and on behalf of
Edmund Carr LLP
Chartered Accountants & Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 August 2025

		2025 Total funds £	2024 Total funds £
	Note		
Income and endowments			
Donations and grants	5	11,551	148
Charitable activities	6	2,850,890	2,926,612
Fundraising activities	7	97	25,607
Investment income	8	25,575	7,624
Total income		<u>2,888,113</u>	<u>2,959,991</u>
Expenditure			
Expenditure on charitable activities	9,10	2,946,729	2,884,563
Other expenditure	12	11,767	13,602
Total expenditure		<u>2,958,496</u>	<u>2,898,165</u>
Net (expenditure)/income		<u>(70,383)</u>	<u>61,826</u>
Other recognised gains and losses			
Gains from revaluation of fixed assets		20,000	—
Net movement in funds		<u>(50,383)</u>	<u>61,826</u>
Reconciliation of funds			
Total funds brought forward		547,225	485,399
Total funds carried forward		<u>496,842</u>	<u>547,225</u>

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

All income and expenditure for both years was unrestricted.

The notes on pages 26 to 37 form part of these financial statements.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Statement of Financial Position

31 August 2025

		2025		2024	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	17		751,512		750,200
Current assets					
Stocks	18	2,500		3,200	
Debtors	19	164,120		107,120	
Cash at bank and in hand		494,931		1,094,580	
		<u>661,551</u>		<u>1,204,900</u>	
Creditors: amounts falling due within one year	20	<u>892,354</u>		<u>1,374,493</u>	
Net current liabilities			<u>230,803</u>		<u>169,593</u>
Total assets less current liabilities			<u>520,709</u>		<u>580,607</u>
Creditors: amounts falling due after more than one year	21		<u>23,867</u>		<u>33,382</u>
Net assets			<u>496,842</u>		<u>547,225</u>
Funds of the charity					
Unrestricted funds:					
Revaluation reserve		135,188		115,188	
Other unrestricted income funds		361,654		432,037	
Total unrestricted funds		<u>496,842</u>		<u>547,225</u>	
Total charity funds	23		<u>496,842</u>		<u>547,225</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The statement of financial position
continues on the following page.

The notes on pages 26 to 37 form part of these financial statements.

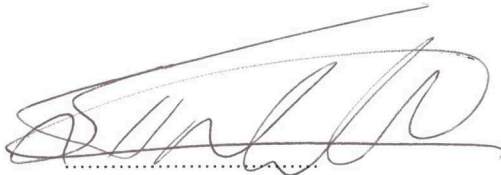
ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

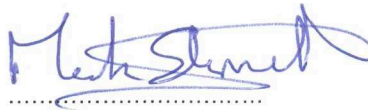
Statement of Financial Position *(continued)*

31 August 2025

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:



Mr S Mills
Trustee



Mr M Stennett
Trustee

Company Registration Number: 1489366

The notes on pages 26 to 37 form part of these financial statements.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 August 2025

	2025 £	2024 £
Cash flows from operating activities		
Net (expenditure)/income	(70,383)	61,826
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	32,810	27,390
Other interest receivable and similar income	(25,575)	(7,624)
Interest payable and similar charges	875	9,074
Accrued (income)/expenses	(488,788)	932,752
<i>Changes in:</i>		
Stocks	700	300
Trade and other debtors	(57,000)	(34,547)
Trade and other creditors	2,849	(164)
Cash generated from operations	(604,512)	989,007
Interest paid	(875)	(9,074)
Interest received	25,575	7,624
Net cash (used in)/from operating activities	(579,812)	987,557
Cash flows from investing activities		
Purchase of tangible assets	(24,232)	(27,392)
Proceeds from sale of tangible assets	10,110	—
Net cash used in investing activities	(14,122)	(27,392)
Cash flows from financing activities		
Proceeds from borrowings	(5,715)	(153,492)
Net cash used in financing activities	(5,715)	(153,492)
Net (decrease)/increase in cash and cash equivalents	(599,649)	806,673
Cash and cash equivalents at beginning of year	1,094,580	287,907
Cash and cash equivalents at end of year	494,931	1,094,580

The notes on pages 26 to 37 form part of these financial statements.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements

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 198 Hadleigh Road, Leigh-on-Sea, Essex, SS9 2LP.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

St. Michael's School (Leigh-On-Sea) Limited meets the definition of a public benefit entity under FRS102.

Going concern

There are no material uncertainties about the charity's ability to continue.

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 company, as a charitable company, is not liable for assessment to taxation on its results to the extent that these are applied to its charitable objects.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

3. Accounting policies *(continued)*

Fund accounting

Funds held by the charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the charity. There are no such funds within this charity.

Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income for the supply of educational services is recognised as delivered and is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

All expenditure on the running of the school is considered by the trustees to be either directly related to its one charitable activity and is accounted for on an accruals basis, or related to general costs relating to the administering of the charity which are included under governance costs. The irrecoverable element of VAT is included with the related item of expense.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

3. Accounting policies *(continued)*

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Assets costing £500 or more are capitalised. An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

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:

Fixtures & Fittings	- 20% straight line
Other Equipment	- 33% straight line
Computer Equipment	- 33% straight line
Library Demountable	- 10% straight line

Freehold property

Freehold property is initially recorded at cost, which includes purchase price and any directly attributable expenditure. Freehold property is revalued to its fair value at each reporting date and any changes in fair value is recognised in the revaluation reserve.

If a reliable measure of fair value is not available without undue cost or effort for an item of freehold property, it shall be transferred to tangible assets and treated as such until it is expected that fair value will be reliably measurable on an on-going basis.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

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 are normally recognised at their settlement amount.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

3. Accounting policies *(continued)*

Cash

Cash at bank consists of cash held in bank accounts and cash in hand.

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.

Stocks

Stocks are measured at the lower of cost and estimated selling price and relate to sundry items and stationery.

Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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.

Defined benefit plan

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

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity whilst he or she is a member or within one year thereafter.

5. Donations and grants

	Total Funds 2025 £	Total Funds 2024 £
Donations		
Donations	2,771	148
Grants		
Grants receivable	8,780	—
	<u>11,551</u>	<u>148</u>

6. Charitable activities

	Total Funds 2025 £	Total Funds 2024 £
School tuition fees	2,826,650	2,902,063
Registration fees	2,390	2,825
Miscellaneous school income	21,850	21,724
	<u>2,850,890</u>	<u>2,926,612</u>

7. Fundraising activities

	Total Funds 2025 £	Total Funds 2024 £
Fundraising events	97	25,607

The school received fundraising income in the prior year specifically designated to support the works carried out on the Chapel.

8. Investment income

	Total Funds 2025 £	Total Funds 2024 £
Bank interest receivable	25,575	7,624

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

9. Expenditure on charitable activities by fund type

	Total Funds 2025 £	Total Funds 2024 £
School running costs	2,606,044	2,523,133
Support costs	340,685	361,430
	<u>2,946,729</u>	<u>2,884,563</u>

10. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2025 £	Total fund 2024 £
School running costs	2,606,044	306,471	2,912,515	2,826,316
Governance costs	—	34,214	34,214	58,247
	<u>2,606,044</u>	<u>340,685</u>	<u>2,946,729</u>	<u>2,884,563</u>

11. Analysis of support costs

	Total 2025 £	Total 2024 £
Staff costs	214,284	207,880
General office	76,979	97,235
Governance costs	8,245	9,426
School representation & trips	31,494	32,639
Advertising, publicity & recruitment	9,683	14,250
	<u>340,685</u>	<u>361,430</u>

12. Other expenditure

	Total Funds 2025 £	Total Funds 2024 £
Bank and merchant charges	11,767	13,602

13. Net (expenditure)/income

Net (expenditure)/income is stated after charging/(crediting):		
	2025 £	2024 £
Depreciation of tangible fixed assets	32,810	27,390

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

14. Auditors remuneration

	2025	2024
	£	£
Fees payable for the audit of the financial statements	8,245	9,426

15. Staff costs

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

	2025	2024
	£	£
Wages and salaries	1,796,884	1,742,551
Social security costs	186,369	152,331
Employer contributions to pension plans	295,811	289,310
	<u>2,279,064</u>	<u>2,184,192</u>

The average head count of employees during the year was 83 (2024: 83).

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

	2025	2024
	No.	No.
£60,000 to £69,999	—	1
£70,000 to £79,999	1	2
£80,000 to £89,999	2	—
	<u>3</u>	<u>3</u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £316,698 (2024: £299,433).

16. Trustee remuneration and expenses

During the year £1,000 was gifted to Father David (2024: £1,000). No other trustees received any remuneration or reimbursement of expenses during the year.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31 August 2025

17. Tangible fixed assets

	Freehold land and property £	Fixtures and fittings £	Other equipment £	Computer equipment £	Library demountable £	Total £
Cost or valuation						
At 1 Sep 2024	670,000	115,868	57,756	92,225	85,728	1,021,577
Additions	—	6,470	16,067	1,695	—	24,232
Disposals	—	(5,990)	(325)	(4,198)	—	(10,513)
Revaluations	20,000	—	—	—	—	20,000
At 31 Aug 2025	690,000	116,348	73,498	89,722	85,728	1,055,296
Depreciation						
At 1 Sep 2024	—	84,254	57,756	69,357	60,010	271,377
Charge for the year	—	15,610	1,813	6,814	8,573	32,810
Disposals	—	—	(325)	(78)	—	(403)
At 31 Aug 2025	—	99,864	59,244	76,093	68,583	303,784
Carrying amount						
At 31 Aug 2025	690,000	16,484	14,254	13,629	17,145	751,512
At 31 Aug 2024	670,000	31,614	—	22,868	25,718	750,200

Tangible fixed assets held at valuation

Included within freehold land and buildings is land that was revalued to £215,000 on 24 February 2025 by Hair & Son, an independent valuer. The historical cost of the freehold land is £66,727.

Included within freehold land and buildings is a property that was revalued to £475,000 on 24 February 2025 by Hair & Son, an independent valuer. The historical cost of the freehold land is £488,085.

18. Stocks

	2025 £	2024 £
Stock	2,500	3,200

19. Debtors

	2025 £	2024 £
Prepayments and accrued income	41,113	48,078
School fees	101,620	59,042
Other debtors	21,387	—
	164,120	107,120

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

20. Creditors: amounts falling due within one year

	2025	2024
	£	£
Bank loans and overdrafts	5,860	5,715
Trade creditors	51,857	50,156
Accruals and deferred income	697,253	1,186,041
Social security and other taxes	39,802	34,234
Returnable deposits	75,250	83,250
Other creditors	22,332	15,097
	<u>892,354</u>	<u>1,374,493</u>

Included within accruals and deferred income is deferred income totalling £606,828 (2024: £1,090,809). This relates to school fees received in advance.

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

	2025	2024
	£	£
Bank loans and overdrafts	23,867	29,727
Other creditors	—	3,655
	<u>23,867</u>	<u>33,382</u>

Included within creditors: amounts falling due after more than one year is an amount of £Nil (2024: £5,384) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 August 2025

22. Pensions and other post retirement benefits

The Teachers' Pension Scheme

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

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

Valuation of the Teachers' Pension Scheme

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

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

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation was implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The above is the standard position for schools. However, the charity has agreed contracts of employments with teaching staff that have the effect of capping employer contribution rates for those teachers that remain enrolled in the TPS at 23.68%. The charity's teaching staff have a choice between (i) remaining in the TPS and funding the excess contribution via salary sacrifice; (ii) opting out of the TPS and joining the charity defined contribution (DC) scheme; or (iii) opting out entirely.

The employer's pension costs paid to TPS in the period amounted to £224,452 (31/08/24: £223,303).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website. Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The school has accounted for its contributions to the scheme as if it were a defined contribution scheme.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31 August 2025

Defined contribution schemes

The amount recognised in the statement of financial activities in relation to defined contribution plan was £71,359 (2024: £66,007).

23. Analysis of charitable funds

2025

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2025 £
Designated Fund					
Public Benefit	75,000	—	(27,251)	—	47,749
General Funds	357,037	2,888,113	(2,931,245)	—	313,905
Revaluation reserve	115,188	20,000	—	—	135,188
Total	547,225	2,908,113	(2,958,496)	—	496,842

Designated funds include a sum for the purpose of fulfilling public benefit and the charge in the year amounted to £27,251.

2024

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2024 £
Designated Fund					
Public Benefit	75,000	—	(24,728)	24,728	75,000
General Funds	286,743	2,934,384	(2,837,636)	(26,454)	357,037
Chapel Window fund	8,468	25,607	(35,801)	1,726	—
Revaluation reserve	115,188	—	—	—	115,188
Total	485,399	2,959,991	(2,898,165)	—	547,225

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31 August 2025

24. Analysis of net assets between funds

2025

	Tangible fixed assets £	Other net assets £	Total £
Unrestricted Income Funds:			
Designated funds	–	47,749	47,749
General funds	751,512	(302,419)	449,093
Total funds	<u>751,512</u>	<u>(254,670)</u>	<u>496,842</u>

2024

	Tangible fixed assets £	Other net assets £	Total £
Unrestricted Income Funds:			
Designated funds	–	75,000	75,000
General funds	750,198	(277,975)	472,225
Total funds	<u>750,198</u>	<u>(202,975)</u>	<u>547,225</u>

25. Analysis of changes in net debt

	At 1 Sep 2024 £	Cash flows £	At 31 Aug 2025 £
Cash at bank and in hand	1,094,580	(599,649)	494,931
Debt due within one year	(5,715)	(145)	(5,860)
Debt due after one year	(29,727)	5,860	(23,867)
	<u>1,059,138</u>	<u>(593,934)</u>	<u>465,204</u>

26. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Not later than 1 year	25,773	28,160
Later than 1 year and not later than 5 years	–	25,773
	<u>25,773</u>	<u>53,933</u>

27. Related parties

During the year the school received £15,600 (2024: £15,600) of rental income from an employee.

Payments totalling £1,228 (2024: £2,791) were made to a connected person in relation to after school activities and general assistance.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Management Information

Year ended 31 August 2025

The following pages do not form part of the financial statements.

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Detailed Statement of Financial Activities

Year ended 31 August 2025

	2025 £	2024 £
Income and endowments		
Donations and grants		
Donations	2,771	148
Grants receivable	8,780	—
	<u>11,551</u>	<u>148</u>
Charitable activities		
School tuition fees	2,826,650	2,902,063
Registration fees	2,390	2,825
Miscellaneous school income	21,850	21,724
	<u>2,850,890</u>	<u>2,926,612</u>
Fundraising activities		
Fundraising events	<u>97</u>	<u>25,607</u>
Investment income		
Bank interest receivable	<u>25,575</u>	<u>7,624</u>
Total income	<u>2,888,113</u>	<u>2,959,991</u>

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Detailed Statement of Financial Activities *(continued)*

Year ended 31 August 2025

	2025 £	2024 £
Expenditure on charitable activities		
School running costs		
Activities undertaken directly		
Education budget	52,889	52,116
Wages and salaries	1,610,239	1,561,261
Employer's NIC	167,968	137,563
Pension costs	286,573	277,488
Sports hire and transport costs	22,559	18,498
Rates and water	27,499	13,353
Light and heat	29,997	25,294
Premises expenditure, repairs and maintenance	50,562	76,833
Insurance	28,349	27,644
Discretionary bursaries and public benefit	27,251	24,728
Depreciation	32,810	27,390
Rentals and licences	2,031	1,997
Computer maintenance and software	33,143	49,978
Equipment and books for resale	1,129	1,721
Household supplies	8,553	8,301
Catering costs	188,414	182,014
Sundry school expenses	2,933	2,022
Bad debts	11,737	(4,397)
Refurbishments	44,507	39,329
VAT recovered	(23,099)	—
	<u>2,606,044</u>	<u>2,523,133</u>
Support costs		
Office wages and salaries	186,645	181,290
Employer's NIC	18,401	14,768
Pension costs	9,238	11,822
Telephone	5,631	7,309
Printing, postage and stationery	37,864	33,740
Subscription fees	7,515	7,365
Recruitment	1,504	525
Marketing, advertising and prospectus costs	8,179	13,725
School representation	31,494	32,639
	<u>306,471</u>	<u>303,183</u>
Governance costs		
Governance costs - accountancy fees	2,267	3,732
Governance costs - audit fees	8,245	9,426
Legal and professional fees	17,524	31,233
Trustees indemnity insurance	751	752
Loan interest	875	9,074
Sundry administration expenses	4,552	4,030
	<u>34,214</u>	<u>58,247</u>
Expenditure on charitable activities	<u>2,946,729</u>	<u>2,884,563</u>

ST. MICHAEL'S SCHOOL (LEIGH-ON-SEA) LIMITED

Company Limited by Guarantee

Notes to the Detailed Statement of Financial Activities *(continued)*

Year ended 31 August 2025

	2025 £	2024 £
Other expenditure		
Bank and merchant charges	11,767	13,602
Total expenditure	<u>2,958,496</u>	<u>2,898,165</u>
Net (expenditure)/income	<u>(70,383)</u>	<u>61,826</u>