

ST MICHAEL'S SCHOOL TRUST

Annual report and financial statements

For the year ended 31 August 2020

ST MICHAEL'S SCHOOL TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Board of Governors	R Chinchawala J K Tyson M Weatheritt E Sharman C Kiggell A Scarff P J O'Keefe S Ward
Trustee	St Michael's Trust Association Ltd
Clerk to Governors	M Boxley
Charity number	1076999
Principal address	St Michael's School Row Dow Otford Court Otford Kent TN14 5RY
Key management	Headteacher - N Pears Director of Finance and Operations - J Stevens Finance Bursar - K Christen Clerk to Governors - H Grogan
Auditor	WSM Advisors Limited Connect House 133-137 Alexandra Road Wimbledon London SW19 7JY
Bankers	Barclays Bank Plc 80 High Street Sevenoaks Kent TN13 1LR
Solicitors	Brachers LLP Somerfield House Maidstone Kent ME16 8JH

ST MICHAEL'S SCHOOL TRUST

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ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT

For the year ended 31 August 2020

The trustee of St Michael's School Trust presents the annual report and audited accounts for the year ended 31 August 2020 and confirms they comply with the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102).

Property known as Otford Court Estate was originally settled under a Memorandum of Trust dated 21 March 1925. A further Deed of Trust was executed on 25 November 1935 between G.E. Cowper and others (known as The Cowper-Miles Trust) which provided funds for the running of a school on the Otford Court Estate. As a result of a scheme of the Charity Commission of 17 July 1996 the above trusts were amalgamated to be administered as one charity called the St. Michael's School Trust. St. Michael's Trust Association Limited, a company incorporated on 18 January 1937, remains the trustee of the charity.

Aims

The objectives of the charity are the advancement of education of children and young people by the provision of a school or schools conducted in accordance with the principles of the Church of England and in particular in accordance with those beliefs and practices commonly known as Anglo-Catholic. In the furtherance of this objective, the trustee has complied with the duty in s.4 of the Charities Act 2011 to have regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

The success of the school in achieving its objectives means that it attracts and retains a high number of pupils. Many year groups are full and enquiry levels remain high. We have a 3-form intake in Pre-Prep, and this has enabled us to respond to increasing demand for places in the early years. Our Pre-Prep has 3 forms in each year group from Reception to Year 2. This provides a more cohesive transition into Year 3 and securing entrants into this year group enables us to continue to provide specialist teachers.

Ethos and Strategy of the School

Our aim is to provide a first-class education to children between the ages of 2 and 13. We seek to provide a structured educational environment that develops our pupils' capabilities, competencies and skills. We promote the academic, moral, physical and creative development of our pupils through our academic curriculum, our innovative curiosity curriculum, pastoral care, the arts, sport, drama, music and other activities. We provide an environment where each pupil can develop and fulfil their potential, building self-confidence and a social conscience, inspiring a desire to contribute to the wider community. We challenge and stimulate pupils to achieve their best and strive for excellence in all that they do; fostering in them a sense of wonder and joy in learning, so that they take real pride in their achievements. Children are given opportunities to make a difference to their school and to the wider world. Our Admissions policy does not restrict admission to only those pupils who can afford fees; applications for financial support through our bursary programme are encouraged. The school motto: perseverance, wisdom, gratitude encapsulates the cornerstones of this education.

We are an equal opportunities organisation and are committed to a working environment which is free from any form of discrimination. We will make reasonable adjustments to meet the needs of staff and pupils who are or become disabled.

Our School is committed to safeguarding and promoting the welfare of our pupils and expects all staff, volunteers and contractors to share this commitment.

Parents are given regular information about their children's social and academic progress through parent evenings, in addition to the end of term and year reports. We maintain regular contact with parents throughout the year through our weekly newsletter and our parents app.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

OUR OBJECTIVES

Our objectives are set to reflect our educational aims and the ethos of the School. It is important to us that we maintain and enhance the academic success of the School.

This objective is however, set in the context of the broader goals we set for the School and its pupils.

In setting our objectives and planning our activities, our Governors have given careful consideration to the Charity Commission's public benefit guidance.

Key objectives for the year are:

- Increase engagement in all aspects of school life (everyone)
- Embed work on well-being into the curriculum
- Review and refine the assessment and marking policy
- Explore ways to increase diversity and the understanding of diversity at St Michael's

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

Review of the 2019 / 2020 Academic Year

The academic year to August 2020 was one of the most challenging years in my long association with St Michael's Prep School.

In February, our Head Jill Aisher stepped down and the school also saw the departures of some key members of the leadership team including our Director of Finance & Operations and the Chair of Governors. We were very fortunate therefore to have Mary Bridges, Deputy Head (Teaching and Learning) step seamlessly into the role of Acting Head from February to the end of the calendar year. We are very grateful to Mary for leading the school through what was a very difficult year.

In July 2020, we recruited Jean Stevens into the role of Director of Finance and Operations and I'm pleased to see how quickly she has settled into her role and provided the financial stability required with the departure of her predecessor, Di Birmingham. And later that year we were also fortunate to secure Nik Pears from Kent College Pembury as our new Head. Nik's appointment was the last piece in the jigsaw and it's wonderful to see how well he has settled into life at St. Michael's, since he took over as Head in January 2021, during a period of national lockdown due to the Covid pandemic. Nik impressed the governors with his ideas for the future of the school and we are very pleased to have him as a key part of the team.

The Governing Board appointed a new Chair in myself and our numbers were boosted to nine with the addition of Susan Ward (ex-parent) and Ben Charles (Principal of King's, Rochester). The Governing Board is now balanced, with key experiences across the range of skill sets required to govern St. Michael's. This includes those from key areas of education, finance, legal, HR, estates and operations and set up to work with the Senior Leadership Team and others to ensuring the continued success of St. Michael's Prep School.

In March 2020, St. Michael's as with every other school in the UK had to adapt quickly to the Covid-19 lockdown, a situation made even more challenging due to the recent staff departures. Our initial remote learning provision (RLP) was continually tested and adapted and the school quickly realised that a degree of financial investment and training was required in IT, to both infrastructure and devices. In August, the school invested £40,000 in order to issue all staff with new laptops. Alongside this, a structured programme of weekly training for staff was implemented. In order to build on this now excellent foundation and ensure that the school continues on the right trajectory of innovation into the future, the school has appointed Dr Andrew Dodd as Director of Digital Strategy. This role will also be included in the Senior Leadership Team, ensuring cohesion and strategic direction moving forward.

I would like to assure all our stakeholders that St. Michael's once again has a strong and stable Senior Leadership Team and Board of Governors, all of whom have worked incredibly hard to get the school through its recent period of turbulence and (with Covid hopefully under control) once again on a path towards an exciting future.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Pupil numbers and fees

Our activities are carried out through our Pre-Prep School and Prep School. Pupil numbers were between 474 and 479, an increase over the previous year (441).

Fee affordability remains an important factor for the Governors when considering setting the fees and despite increasing cost pressures.

Our termly fees before deduction of any means-tested bursaries or scholarships were:

Nursery	£865 (per day)
Kindergarten	£865 (per day)
Reception –Year 2	£4,070
Years 3-4	£4,685
Years 5-8	£4,945

We applied a fee discount for the summer term when it was on-line learning of 50% for Nursery and Kindergarten and 15% discount for the rest of the school.

Academic

Our first Year 8 cohort to complete the St Michael's Diploma did so with creativity and flair across the curriculum and it was exciting to see their work in all subjects acknowledged with a diploma grading for the first time. The group also performed extremely well in their Common Entrance examinations in English and maths, demonstrating excellent progress from their mock exam and end of Year 7 scores.

Last year we were unable to conduct the annual standardised PTE/PTM Progress Tests in English and maths but aim to do so in the first half of Michaelmas Term 2020. These, together with the CAT4 tests, will provide important baseline and transition data for next academic year and enable us to identify anomalies or gaps in learning following the move to remote learning. They continue to form an integral part of our robust assessment framework that combines independent assessment data with internal data and teachers' professional judgement. This helps us to secure a holistic overview, facilitating ongoing interventions at the point of need, and enables us to more effectively meet the needs of all pupils.

We were delighted with the CE results achieved by our Year 8 cohort during lockdown. Average scores of 74% (English) and 73% (Maths) demonstrate excellent progress made by the pupils.

The Year 8 cohort are the first to complete the St Michael's diploma and be assessed across all curriculum areas in relation to our pillars of learning:

- Academic Excellence
- Collaboration
- Commitment
- Creativity
- Perseverance
- Critical Thinking

The regulatory compliance inspection by the Independent Schools Inspectorate held on 22nd – 23rd January 2020 found that all the standards were effectively met.

The curriculum is documented, supported by appropriate plans and schemes of work for the pupils and covers the required breadth of material. The teaching enables pupils to make good progress, encompasses effective behaviour management and is supported by suitable resources. A suitable framework for the assessment of pupils' performance is in place. The inspectors observed lessons, conducted formal interviews with pupils and examined samples of pupils' work. They held discussions with members of staff and with a group of governors, observed a sample of the extra-curricular activities that occurred during the inspection period, and attended form periods.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Undoubtedly, our greatest challenge in the last academic year was implementing an effective platform for the delivery of our curriculum remotely across all year groups. Our approach was guided by the following principles:

- teaching and learning should promote a growth mindset
- learning should be meaningful, creative and engaging
- lessons should challenge and stimulate pupils to achieve their best
- daily structures should be flexible to accommodate individual family circumstances

We were eager to provide a single, safe and secure platform that connects children with their schoolwork, their classmates and their teachers. We wanted all children to find the virtual learning environment relatively easy to navigate, while requiring minimal parental support. We opted to use Seesaw as it is user-friendly and generates an individual learning portfolio for every child. Lessons can be reviewed as often as necessary by the pupils and there is a facility for recording audio or video content and commentary between teachers and pupils. This feature helped create a more interactive dialogue.

Art & Design Technology

The department has delivered a broad and challenging curriculum throughout the year. Pupils are inspired by the art team's creativity and enthusiasm for their subject. A celebration of pupils' achievements around the studios, school and a growing online gallery with the help of Twitter, promoted curiosity and skills without inhibiting pupils. Teaching drew upon breadth and depth of subject knowledge to ensure lessons were informative and inspiring.

Assessment for Learning is actively used across all year groups to enable pupils to fully understand how best to develop their skills. Staff celebrate pupils' creativity with regular school displays.

The Junior school had great success in their art exhibitions and displays, with dinosaur panoramas adorning the corridor. The Year 5 children have been enjoying working with Silk Clay and have improvised fantastic faces on the theme of Magritte and Surrealism.

The seniors focused on the development of good sketchbook practice inspired by the work of other artists, new techniques and materials.

The focus of DT has been Textiles and Product Design and Glass Fusion, where pupils were challenged to explore the properties of resistant material and learn cutting and making techniques to produce colourful suncatchers.

Using this knowledge, they then were challenged to design and make glass coasters based on a given brief. Pupils explored the design process in detail researching product knowledge and design, customer profiling and the work of contemporary designers to help inspire ideas.

Drama

Two pupils secured an external Drama Scholarship at Senior school.

The Year 3 pupils performed in the pantomime *Aladdin*. Each class took turns to take the story from start to finish and there was a great deal to be proud of, especially the assured and lively singing, including a rousing chorus of "*I'm getting married in the morning*". A great sense of comic timing was demonstrated by many pupils.

A group of Music and Drama Scholars went to London for the day to explore the musical the *Phantom of the Opera*. The pupils had an hour workshop with a member of the show's company, even getting to try on Christine's famous dress, and the mask and Cape of the Phantom himself.

The afternoon was spent watching the matinee performance of the show, followed by a half hour Q&A session in the stalls of the theatre, whilst the production was being reset for the evening performance. This session was led by the stage manager, and our pupils asked many questions about the production and performance in general. Lots was learnt, especially when watching the chandelier being winched back down onto the stage!

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

In the Lent Term the Drama Scholars set out to explore The National Theatre in London for a backstage tour. They saw the costume exhibition as well as the production of Neil Gaiman's *The Ocean at the End of the Lane*. During our tour we had a chance to visit the permanent workshops at the theatre-learning about set construction and the illusion of props and then attended the matinee and saw an awesome production which left us spell-bound and breathless at the epic staging and phenomenal puppetry.

The Year 4 pupils were treated to a workshop session from an industry expert who has worked extensively in the film and TV industry as a make-up artist. This was a hands-on workshop where pupils got to produce 'trauma' make-up on themselves, including a variety of cuts and bruises.

The Lent Term saw the 5th annual House Drama Competition take place in the Drama Room. Over 70 children signed up for the competition initially, with 8 Junior and 9 Senior pairs qualifying for the finals.

The pupils had invested a huge amount of independent time rehearsing their scenes and considering the addition of props and costumes, as well as set for the pieces. The standard was high and the children all performed with confidence and flair.

We were honoured to have Thomas Dennis on hand as our special guest judge. Thomas is a prolific actor, who played Albert in the National Theatre's production of *Warhorse*, as well as Christopher in *The Curious Incident of the Dog in the Night-Time*, among many other stage and screen roles. Thomas was extremely impressed by the standards reached and found, and the judging process was incredibly difficult.

In March we should have presented our annual school production, and this year it was to be Alan Menken's *Little Shop of Horrors*. Over 70 children were involved in the production in some way, and it was heart wrenching to have to cancel the production three weeks before the first performance.

Pupils have enjoyed working towards their LAMDA exams, both in one-to-one sessions and in after-school group activities. There was an excellent overall achievement with many pupils scoring exceptionally highly, and a plethora of Distinctions.

Music

Participation in musical activities has remained very high with around 190 children taking part in a musical ensemble on a weekly basis.

Year 7 enjoyed a day of learning about the Indonesian Gamelan during a performance workshop at the Royal Festival Hall in London. Michaelmas Term was dominated by preparations for the annual festive celebrations and each of the choirs and instrumental ensembles rehearsed tirelessly to produce performances of outstanding quality. Our annual Carol Service at Shoreham was once again a highlight of the school year and proved a joyful and moving celebration of the Christmas season with some astonishing talent from the choirs and soloists, with a particularly poignant finale of When You Believe.

Our light-hearted and exuberant Christmas breakfast concert ended the term with the customary festive frolics, fully accessorised with sparkling hats, jumpers and snowmen.

In February Year 3 & 4 joined forces with around 6000 singers at the O2 Arena in London for the rousing Young Voices Concert in which we sang and danced the night away. Just ahead of half-term break we hosted two intimate concerts by candlelight in school for instrumental and vocal soloists. These were followed by our first ever Scholars' Concert in Shoreham Parish Church and provided an opportunity for our scholars, exhibitioners and chamber groups to explore some wonderful and challenging repertoire. The audience enjoyed an enchanting evening of repertoire with many extraordinary highlights, during which the boys' trio performance of *Soave sia il vento*, by Mozart.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Our peripatetic team deserve much praise and recognition for continuing to drive up standards in instrumental learning as St Michael's moved into the virtual realm by continuing to teach almost every single pupil via Zoom during the period of lockdown. The progress made by pupils during this time has been underpinned by tremendous teamwork, parental collaboration, exciting new online performance opportunities and continuing to celebrate individual musical growth and outstanding achievement. Rising to the challenges of creating ensemble performances demanded lots of upskilling and many hours of work from both staff and pupils. We were delighted by the overwhelming response on the school social media accounts to our virtual performances of *Mr Blue Sky*, *Little Shop of Horrors*, *Suddenly Seymour*, *If Only You Would Listen* and *Seasons of Love*, when our virtual choir movingly reflected on how we measure a year.

Science

In an unprecedented year, the importance of science education and encouraging children's curiosity and understanding of the natural world has perhaps never been clearer. Making science real, so that children see the connections between learning science and their lives, underpins our lessons and extra-curricular activities.

We launched this year with the Sevenoaks Galactic Challenge, a junior version of the International Space Design Competition. It was a proud moment watching our pupils help present their group's ideas to the judging panel and audience of parents, teachers, and fellow pupils. The range of ideas presented and the creative thinking on display were certainly impressive.

Year 5 continued with September's Space-theme with a visit to The Observatory Science Centre in Herstmonceux. The interactive indoor and outdoor exhibits provided plenty of hands-on fun as well as science learning. The robotic arms workshop was a firm favourite giving pupils an insight into the technology used on the International Space Station. The day finished with an engaging and informative science show, *Destination Space*.

In October, a group of Year 7 and 8 pupils attended the 20th Sir Humphry Davy Lecture hosted by Rose Hill School. Dr Stefano Biagini, a senior lecturer in Organic Chemistry at the University of Kent, talked about the use of radio imaging and radiotherapy as well as polymers and their role in drug therapy.

Back in the lab, a new group of Year 6 scientists signed up for our after-school CREST SuperStars Club. Each week brought a new STEM challenge for them to solve including testing homemade toothpaste and glue and building racers out of cotton reels. Year 3 took part in 'Rocks Day'. The children were introduced to the fascinating world of geology and developed their understanding of rocks and fossils in a packed day of fun activities.

Our annual Science Week in March was as busy as ever. Year 7 visited Chatham Dockyard for a day of STEM activities including making rope, creating and launching rockets, and building and racing boats. Year 6 earned their Bunsen burner licences and used their new-found skills with some flame testing of metal salts. Year 5 rose to the challenge of building their own marble runs whilst Year 4 carried out some investigations with UV beads. Year 3, the children tested the effectiveness of insulation using a range of materials to create the 'fur' and 'feathers' for their model animals.

The lockdown period found us adapting our Trinity Term topics to enable the children to successfully engage with remote learning. We were impressed with the children's responses and enjoyed and admired the wide variety of work and activities they shared with us from homemade rockets, to carefully thought-out designs for wildlife-friendly gardens, and the creativity of using sweets and other items to model the structure of elements.

Geography

Geography is important because it helps us to understand how to interact with and better utilise our planet and its resources, and most importantly, how we can care for the planet, and not just for ourselves.

Over the course of last year, pupils have covered many different Human and Physical Geography topics; from tourism through to human impacts on the environment. Pupils have been developing geographical skills such as map skills, decision making, analysing data, annotating diagrams and fieldwork techniques.

As the whole school focus was on engagement, incorporating different techniques, such as snowballing, into lessons was important. Additionally, clips from documentaries and the news were used to link what they have learnt to real life situations.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

The St Michael's Diploma has gone from strength to strength and pupils are producing high quality projects across the different topics and engaging very well with the curriculum. The new topic of Climate Change and Global Warming has been added to the St Michael's Diploma geography course this year to enhance pupils' awareness and knowledge about one of the biggest global issues.

Additionally, remote learning has allowed pupils to develop ICT skills by becoming more familiar and skilled using software such as Google Earth and Digimaps. Year 6 pupils demonstrated these skills when mapping lockdown exercise routes in local areas and labelling geographical features they saw along the way.

As part of the diploma project, Year 7 used mapping techniques to show the extent of flooding that had taken place across the UK and produced impressive posters, videos and PowerPoints to demonstrate this.

Year 5 put their online filming skills to good use; creating very informative news reports about recent volcanic eruption and earthquakes that have taken place across the world. Many pupils showed superb editing skills and produced high quality videos.

Year 8 enjoyed their fieldwork trip in September to London Stratford Olympic Village to investigate if the regeneration of this area has improved the social, economic and environmental aspects. Pupils gathered data successfully through field sketches, interviews and surveys and the final projects were again of a very high standard. This task helped pupils gain a better understanding of how to analyse and evaluate data and these skills will be a good foundation for senior school.

Combined humanities for lower years have continued to inspire pupils and show how Geography and History are linked. Year 3 began the year by investigating explorers and focusing on Shackleton. They also created explorer diaries for their Homework Challenges. Next, they looked at the river Nile and its importance to both modern and Ancient Egyptians. During remote learning, they explored all things Ancient Egyptian from mummification, to everyday life. The children rose to the challenge and produced outstanding work. Year 4 have looked in depth at the Celts and the Romans. They have looked at how the Celts lived and traded using the exciting Celtic Trading Game which transported the children to real life situations the Celts would have faced. After Christmas, the children turned their attention to the Roman conquest of Britain. They made Roman Shields and performed a Roman military technique using these. Roman Day was again a huge success and the pupils particularly enjoyed the artistic events in the Forum such as Mosaic making, wax tablet creating and fresco designing.

Sport

The 2019-2020 academic year was certainly different for many reasons but there were still a huge amount of successes and non-Covid inspired developments within the PE and Games Department.

PE decided to move away from the traditional and created new, completely unique and innovative schemes of work to reflect modern pedagogy and best prepare our children for life after St Michael's and school. In the Michaelmas Term the children participated in a scheme of work called 'Struggle and Challenge' in which we provided numerous opportunities for them to push themselves outside of their comfort zone in both a physical and mental sense. With old favourites like the bleep test and shuttle runs to new problem solving and team building activities. Being comfortable is a thing of the past!

In the Lent Term we moved onto a scheme of work which we named 'Reflect and Adapt'. We worked on our observational and feedback skills using activities such as gymnastics, football, basketball and hockey. We learnt how to break down strengths and weaknesses and how to use analysis and then feedback in order to improve almost any skill or tactic. A vital skill across all subjects.

In Games we had a huge amount of success with every child from Years 3 to 8, having the opportunity to represent the school almost every week. We played 516 fixtures across five sports (football, hockey, netball, cross country and rugby) before lockdown. The boys played 254 fixtures and girls, 262.

Notable team performances were the Colt's A football team qualifying for and representing the school brilliantly at the national 6-a-side finals in Taunton, Somerset. The girls cross-country team won the Hazelwood Relays. The boys 1st XI football team won the plate final at the New Beacon 6-a-side tournament.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

The girls U11A hockey team won the Hawthorns tournament and the girls U9B netball team won all of their matches. The Boy's U9A football team won the Indoor Futsal tournament at Sevenoaks School, with the Colt's B, D, E & F teams winning the inaugural Yardley Court football tournament.

Individually we have had success across many sports with representatives in football for West Kent district, Chelsea, Brighton & Hove Albion, Crystal Palace and Gillingham. We had Boys and Girls Kent Cricket selections. We also achieved club players of the year for Football, Hockey and Rugby and not forgetting to mention a European champion in Sports Yoga.

This was the first year that we also broadened the sporting options and offered an alternative sporting provision on match afternoons for pupils who had experienced our traditional fixtures and wanted to explore other possibilities to find a sport that they could continue with for life.

Five external sports scholarships were offered Ardingly, Caterham, Claremont, Radnor House with an honorary sports scholarship to Whitgift.

In swimming, several of our swimmers competed in the Sevenoaks Swimming 2019 Championships. St Michael's swimmers had an outstanding medal haul of 31 gold medals, 16 silver medals and 14 bronze medals. There were so many personal best times too and everyone swam their very best. Well done to all our swimmers who took part and in December 2019 we had more success at the Medway Gala.

Three of our swimmers qualified for the Kent Championships 2020 all in the 10/11 age category. They all swam wonderfully achieving two bronze medals in both the 100 and 200 breaststroke finals.

The regional IAPS swimming gala preliminary round took place in February. We took a squad of 40 swimmers who all produced some wonderful results in their heats.

We came away with seven 1st places, six 2nd places and thirteen 3rd places. Due to the current situation the London Aquatic Centre could not go ahead as planned in June.

In March some of our super St Michael's swimmers won an array of silverware at the Sevenoaks Swimming Club presentation evening, The Kingsbury Cup for U10 girls; The Kingsbury Cup for U10 boys; Runner up plate for the best U9 boy; the Mike Radford Trophy for most improved U9 boy; The U9 Individual Medley Cup and U9 trophy for most improved swimmer.

At the Black Lion Gala, Gillingham, at the start of March some of our swimmers came away with yet more medals. Six gold, seven silver and two bronze.

Other Activities and Other Initiatives

Global Citizenship

In September we celebrated the European Day of Languages with an international assembly to celebrate linguistic diversity across Europe. The pupils wore global-themed accessories and practised different languages. Our annual French Day saw the school and pupils and staff adorned in red, white and blue, sampling French cuisine, and enjoying lessons in French.

Wellbeing

We are a flagship Lead School for West Kent Mind. During the year we organised well-being awareness training for parents and staff and raised the profile of this topic within our pupil community. We were delighted to achieve the Wellbeing Award for Schools.

Details of bursary and scholarship awards

Bursaries

As a thriving school we are keen to share the benefits of an education at St Michael's Prep with children who would otherwise be unable to attend the school and we do this through our means-tested bursary programme. Support is also provided to parents of existing pupils who find themselves in financial difficulties. During 2019/20 the school was able to offer support with fees on a means tested basis to 8 pupils. This year means-tested bursaries amounted to £134,492. This represented 2.42% of our gross fees. The level of support provided ranged between 25% -100% remission of fees.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Additional financial support for musical instrument tuition and help with school trips and activities is also offered. The bursary scheme is advertised on the school website and is promoted during Open Mornings, parent tours and in our information booklet.

We keep our Bursary policy under review to ensure we fulfil our aims of widening access to the school. We continue to use an external independent bursary administrator to conduct home visits and a financial review. In the assessment of means, we consider a number of factors, including family income, investments, savings and number of siblings. However, we do not have an endowment fund so in offering bursaries, we are respectful of the fact that our bursaries are funded through income from fee-paying parents. One of our development objectives is to explore ways to increase funds for bursaries and we are looking at how we identify and approach potential donors.

Scholarships

In addition, the school offers a range of non means-tested scholarships for entry into Year 7. This enables the school to attract and reward the most able pupils in their chosen discipline. Current scholarships available are; Academic, All-rounder, Art, Drama, Music and Sport.

Fee Assistance for staff

Fee remission continues to be a valuable tool to enable us to fulfil our continued commitment to attract, recruit and retain high calibre staff.

Community

We see St Michael's Prep as a part of a wider community and now have links with the Board of Trustees of the Otford Palace Development and are looking at ways for our pupils to become more involved with this initiative.

Partnership Programme

We continue to work with commitment to our partner schools locally and abroad and are excited about the burgeoning relationships with more local primary schools when we launch the new community sport coordinator role.

Our partnership programme aims to widen access to education resources and facilities by bringing independent and state school communities together. The schools we have partnered with during the year are Parkwood Hall Co-operative Academy, a residential school for pupils with learning difficulties and Plaxtol, Otford, Seal St Lawrence and Shoreham.

We continue to work with commitment to our partner schools locally and abroad. In the first half of 2019-2020, we offered the following facilities free of charge to benefit pupils from four local state primary schools:

Use of the swimming pool for lessons

Use of our minibuses free of charge to transport pupils to and from the swimming pool and to assist with school trips

Use of the athletic track and field facilities for Sports Day

Where we can offer any spare capacity of the facilities to the local community, we are delighted to do so.

Other benefits to the wider community

Each year our pupils select a number of charities to be the beneficiaries of our major annual fundraising event which takes place during the summer. Last year, we held a retiring collection at the end of our Remembrance Service in aid of the Royal British Legion. This was on top of poppy sales from the reception areas at both schools. Additionally, in November we supported the Kent, Surrey and Sussex Air Ambulance's Wear Red Instead fundraiser, helping the school to raise an impressive £970.74.

Unfortunately, we were unable to run our biggest fundraisers of the year, the Camp Out and Sports Day, due to Covid-19, however we were able to squeeze in an (almost!) last day fundraiser for the NHS. Inspired by an idea from Year 4 pupil Matilda, we had a rainbow day where all the children and most of the staff wore their most colourful outfits.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Volunteers

We benefit from the excellent support from our active Parents and Friends Association (P & F) who meet regularly with us and raise significant funds each year to support projects and initiatives. It is also a forum for parents to establish links with each other which strengthens the school community. Many parents volunteer at the school in a variety of different ways.

The committee organised a range of event throughout the year including an exclusive viewing of the Stag pantomime and magical Christmas bazaar.

We thank all members of the committee for their great work this year and for bringing the community together during the school closure with the Zoom quiz night.

Future Plans

The Governors intend to continue their current strategies of maintaining the School's position in a competitive market by investing to provide high quality education for our pupils. Achieving a high standard of academic results is a constant aim whilst maintaining the breadth and depth of the education provided.

Our future plans are financed primarily from fee income and from our reserves. The Governors need to maintain an equitable balance ensuring our current pupils benefit whilst, at the same time, ensuring a sound infrastructure and financial base are preserved for the next generation of pupils in the same way as our current pupils benefit today from the investment made in the past.

As a reflective school with ambition for all, we engage annually in reviewing our performance and making adjustments based on what we find. We have been innovative in our curriculum changes and bold in our new homework policy which has encouraged more creativity and independence.

The Governors view our bursary and scholarship awards as key to widening access to the education we provide, and we are exploring ways in which we can attract external funding to increase the number of bursaries offered.

Significant investment in facilities has improved the experience for all and we finished work on our All-weather sports facility in readiness for the new academic year where our pupils will benefit from this All-weather space and the future possibility of sharing with local schools in our community.

We plan to explore the feasibility of drawing up plans for a Creative Arts building.

Environmental issues are also a high priority and we are making our buildings more energy-efficient by installing LED lighting as part of our re-wire and we plan to upgrade our external light fittings to LED on a rolling basis. We also support local recycling initiatives and seek new ways of recycling.

School Premises Development

The Premises Development Plan is reviewed on an annual basis. The key objectives achieved in 2019/20 were:

- To complete building the All-Weather Sports Pitch after satisfying pre-planning conditions
- To continue our electrical rewire and upgrade of the Prep School teaching spaces
- To refresh some of our minibuses and vehicles
- To carry out some roof repairs to the Sports Hall

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Future plans include:

- To carry out landscaping and planting to enhance the site in the context of the new astroturf and our location in an Area of Outstanding Natural Beauty (AONB)
- To continue to refresh and upgrade our IT facilities including improved infrastructure for broadband
- To continue our programme of electrical rewiring in the Prep School
- To investigate the feasibility of building a Creative Arts Facility to include a theatre, music, art and drama facilities

Financial review

The financial statements show the school generated a surplus of £54,228 (2018/19: £590,937) for the year. The net assets of the Charitable Trust amount to £8,668,202 (2018/19: £8,613,974).

The principal source of income is fees accounting for 95% of the school's income. Pupil numbers remain strong and this, together with careful financial management contributed to the healthy operating surplus this year. The school continues to see a healthy number of parents registering interest in the school and adding their children's name to waiting lists.

Costs are extremely closely managed by the management team and the school performs well in external benchmarking exercises.

This continued strong financial performance has enabled the governors to pursue opportunities for further improvement to the school's facilities. There is a programme of continued investment in upgrading and enhancing the facilities for the benefit of our pupils. The recent restoration, refurbishment and upgrade of Stable Court to provide 3 classrooms, toilets, kitchen and staff facilities and a resources room has further added to the high-quality facilities on offer.

As a charity, parents of our pupils have the assurance that the school's income must be applied for educational purposes. As an educational charity we enjoy tax exemption on our educational activities and on our investment income provided these are applied for the achievement of our charitable aims. We are currently entitled to 80% relief on our business rates for the properties we occupy for educational purposes. However, as an educational charity, we are unable to reclaim VAT input tax on our costs as we are exempt for VAT purposes. We also pay tax as an employer through the national insurance contribution we pay on salaries.

In addition to the very substantial benefits our school brings to our pupils, the local community and wider society through the education we offer, our bursary programme and our partnership programme create a social asset without cost to the Exchequer.

Reserves and Financial Health

The Governors regularly review the finances, budgets and spend against budget as part of the effective stewardship of the school. The Governors have invested substantial sums into a new Pre-Prep building and refurbished facilities in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils.

The reserves fund represents the unrestricted funds arising from past operating results. It also represents the free reserves of the charity.

The principal source of income for the charity is school fees. This is sufficient to cover the day to day running of the school. It is not the policy of the school to accumulate significant cash reserves and the main reason for the current surplus is to service the bank loan, to meet our financial commitments and to fund capital development. The Governors' policy is, whilst ensuring that the school is always able to meet its obligations, to use the reserves to enhance the educational facilities and maintain and improve the fabric of the school. The Governors consider this to be the best way of furthering the charity's objectives.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Investment Policy and performance

Under the Memorandum and Articles of Association the charity has the power to make any investments which the trustee sees fit. Other than owning a piece of land in Norfolk which is rented out for agricultural purposes there are no other investments held by the charity. There are no plans for this to change in the foreseeable future. The Governing Body's policy continues to be to put any short- and medium-term cash surplus into interest-bearing deposit accounts, some of which are on fixed term notice.

Risk Management

The Board of Governors is responsible for the overseeing of the risks faced by the School. Detailed consideration of risk is delegated to the Headteacher, Director of Finance & Operations and Senior Management of the school. Risks are identified, assessed and controls established throughout the year. The activities of the school are continually under review with account taken of any risks which may arise. Formal reviews are undertaken on a termly basis and scrutinised by the Finance and General Purposes Committee of the Governing Body. Risk is managed under the headings of financial, operational and strategic.

The main risks that the Governors have identified and the plans to manage those risks are:

- Reputation: The School's success is founded on its reputation for the education and well-being of our pupils. We manage this risk through our safeguarding policies, staff recruitment policies, pastoral support for both pupils and staff and active identification and resolution of health and safety-related issues.
- Financial health: Our financial health is reliant on pupil fees and our ability to meet our commitments as they fall due. This risk is managed by marketing activity, having a reputation for academic excellence and robust financial management procedures.
- Possible changes to government policy regarding business rates relief and VAT on school fees: Whilst largely outside of our control, we work with our associations and take part in consultations to highlight the impact this would have on both the independent and state sector. We ensure we maintain sound financial management and keep this risk under regular review.

Potential risks are carefully evaluated, and procedures are documented to enable them to be appropriately managed. This management involves the use of internal controls, policies and where necessary insurance cover. Key controls used include:

- Formal Agendas and Minutes for all Board and Committee meetings
- Detailed planning, budgeting and management accounting
- Regular review of the Financial Risk Register by the Finance & General Purposes Committee
- Established reporting structures
- Clear authorisation and approval levels
- Background checks, as required by law, for the protection of the vulnerable

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

- Critical Incident Management Plan
- Regular review of policies

Through the risk management processes established for the School, the Governors are satisfied that the major risks identified have been appropriately mitigated where possible. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

Going forward COVID-19

From March 2020 there was an impact of COVID-19 on our entity's business which meant a reduction of income.

Due to government measures taken, we were restricted in our income making activities and this resulted in a significant reduction of income and continued to have a major negative impact throughout 2020. Depending on the duration of the COVID-19 crisis and the continued negative impact on our economic activity, St Michael's may experience further negative results. The exact impact on our activities in the remainder of 2020 and thereafter cannot be accurately predicted.

This is being continually assessed and discussed going forward so that we are able to mitigate the potential consequences to St Michael's.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Structure, governance and management.

The trustees who served the charity during the year was St Michael's Trust Association Limited.

The Governors of the School are also Directors of St Michael's Trust Association Limited. The Governors who served during the year and their areas of responsibility are stated below along with the date of appointment to or resignation from the Board of Governors in the period:

R Chinchawala*(Acting Chair of Governors)
R Turner (Chair of Governors) (Resigned 3 March 2020)
J K Tyson (Chair Staffing and Remuneration)
M Weatheritt
D A Evans (Resigned 19 November 2019)
E Sharman~ (Chair Health and Safety)
C Kiggell~ (Chair Safeguarding)
A Scarff*
P J O'Keefe* (Appointed 6 September 2019)
S Ward (Appointed 25 June 2020)

* Member of the Finance and General Purposes Committee
~ Member of the Staffing and Remuneration Committee

Clerk to Governors M Boxley

The Governors meet as a Board three times a year and there are sub-committees which meet termly. The Finance and General Purposes Committee, chaired by R Chinchawala, meets two weeks prior to the full Governors' meetings with specific responsibility to review the financial plans and activities of the school, agree the budget and the annual accounts. The Staffing & Remuneration Committee chaired by J Tyson meets once a term to plan staffing resources, discuss staff welfare and remuneration. Individual Governors also provide representation on the school's Health and Safety Committee and there is a governor with specific responsibility for overseeing the safeguarding of children. All Governors have had safeguarding training.

Key Management Personnel

The Governors consider that they, together with the Head, the Director of Finance & Operations and the Senior Leadership team comprise the Key Management Personnel. All Governors give of their time freely and no remuneration was paid in the year. The pay and remuneration of the Head and senior staff is set by the Staffing and Remuneration Committee and is kept under annual review. The Governors have given delegated authority to the Head to pay higher salaries for exceptional candidates where this is in the interest of the School.

Organisational Management

The Governors determine the general policy of the School. On a day to day basis the Governors delegate the running of the school to the Head and the Director of Finance & Operations who are fully supported by their academic and administrative staff. Formal communication between the Governors and those with delegated responsibilities is by both formal meetings and on an ad hoc basis. The Clerk to the Governing Body is responsible for coordinating the work of the Governors and their Committees, circulation of papers and the review of matters arising.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the Director of Finance & Operations oversees the recruitment of administrative and operational staff. The Head, Director of Finance & Operations and Finance Bursar are invited to attend Governors' meetings. The Head of Pre-Prep and other members of the Senior Leadership team also attend as appropriate.

No Governor or person connected with a Governor received any benefit from either means tested bursaries or scholarships awarded to our pupils.

ST MICHAEL'S SCHOOL TRUST

TRUSTEE REPORT (CONTINUED)

For the year ended 31 August 2020

Other relationships

The Director of Finance & Operations is a member of the Independent Schools Bursars' Association (ISBA). This association provides an opportunity to share expertise, knowledge and experience across the independent school sector.

Governors' Recruitment and Training

The Governing Body is a member of the Association of Governing Bodies of Independent Schools (AGBIS).

The School believes the Governing Body requires breadth and depth of experience to carry out its duties effectively and efficiently. When recruiting new Governors, the important attribute is a passion for the work of our School and an understanding of education. We offer an induction programme for Governors including safeguarding training. It is the policy of the school to appoint a governing body of sufficient size to deliver a broad mix of skills and experience.

Governors are recruited based on approaches made by current members of the Governing Body. A letter is sent by the Chair each year to parents of outgoing pupils inviting them to consider putting themselves forward. Each Governor accepts individual areas of responsibility which, as far as possible make use of their specific expertise.

Auditor

In accordance with the company's articles, a resolution proposing that WSM Advisors Limited be reappointed as auditor of the Charitable Trust will be put at a General Meeting.

Disclosure of information to auditor

Each of the governors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustee report was approved by the Board of Trustee.



St Michael's Trust Association Limited

Dated: April 1st 2021

ST MICHAEL'S SCHOOL TRUST

STATEMENT OF TRUSTEE RESPONSIBILITIES

For the year ended 31 August 2020

Statement of Trustee responsibilities

The trustee is responsible for preparing the Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity's financial activities and of the incoming resources and application of resources of the charity for that year.

In preparing these accounts, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustee is responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. 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.

ST MICHAEL'S SCHOOL TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ST MICHAEL'S SCHOOL TRUST

Opinion

We have audited the financial statements of St Michael's School Trust (the 'charity') for the year ended 31 August 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, 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 Financial Reporting Standard 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 2020 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 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.

The impact of macro-economic uncertainties on our audit

Our audit of the financial statements requires us to obtain an understanding of all relevant uncertainties, including those arising as a consequence of the effects of macro-economic uncertainties such as Covid-19. All audits assess and challenge the reasonableness of estimates made by the members and the related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the charitable company's future prospects and performance.

Covid-19 is amongst the most significant economic events currently faced by the UK, and at the date of this report their effects are subject to unprecedented levels of uncertainty, with the full range of possible outcomes and their impacts unknown. We applied a standardised firm-wide approach in response to these uncertainties when assessing the charity's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a charitable company associated with these particular events.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustee use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustee have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

ST MICHAEL'S SCHOOL TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF ST MICHAEL'S SCHOOL TRUST

Other information

The trustee are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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.

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 directors' report included within the trustee report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustee report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustee

As explained more fully in the statement of trustee responsibilities, the trustee 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 trustee 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 trustee 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 trustee either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

ST MICHAEL'S SCHOOL TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF ST MICHAEL'S SCHOOL TRUST

WSM Advisors Limited

Simon Marsh (Senior Statutory Auditor)
For and on behalf of WSM Advisors Limited (Statutory Auditor)
Chartered Accountants

02 April 2021

Connect House
133-137 Alexandra Road
London
SW19 7JY

ST MICHAEL'S SCHOOL TRUST

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 August 2020

	Notes	Total 2020 £	Total 2019 £
<u>Income and endowments from:</u>			
Donations and legacies	2	12,063	56,071
Charitable activities	3	5,484,326	5,402,981
Investments	4	14,489	25,398
Other income	5	65,676	-
		<hr/>	<hr/>
Total income and endowments		5,576,554	5,484,450
		<hr/>	<hr/>
<u>Expenditure on:</u>			
Charitable activities	6	5,522,326	4,893,513
		<hr/>	<hr/>
Net income for the year/ Net movement in funds		54,228	590,937
Reconciliation of funds			
Fund balances at 1 September 2019		8,613,974	8,023,037
		<hr/>	<hr/>
Fund balances at 31 August 2020		8,668,202	8,613,974
		<hr/> <hr/>	<hr/> <hr/>

All funds are unrestricted.

ST MICHAEL'S SCHOOL TRUST

BALANCE SHEET

As at 31 August 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	11	8,764,397		8,049,540	
Investment properties	12	20,000		20,000	
		<u>8,784,397</u>		<u>8,069,540</u>	
Current assets					
Debtors	13	107,772		145,995	
Cash at bank and in hand		2,156,441		3,220,130	
		<u>2,264,213</u>		<u>3,366,125</u>	
Creditors: amounts falling due within one year	14	<u>(1,280,408)</u>		<u>(1,604,693)</u>	
Net current assets		983,805		1,761,432	
Total assets less current liabilities		<u>9,768,202</u>		<u>9,830,972</u>	
Creditors: amounts falling due after more than one year	15	(1,100,000)		(1,199,998)	
Provisions for liabilities	15	-		(17,000)	
Net assets		<u>8,668,202</u>		<u>8,613,974</u>	
The funds of the charity					
<u>Unrestricted funds</u>					
Designated funds	19	95,000		97,500	
General funds		8,553,667		8,496,939	
Revaluation reserve		19,535		19,535	
		<u>8,668,202</u>		<u>8,613,974</u>	
Total charity funds		<u>8,668,202</u>		<u>8,613,974</u>	

The accounts were approved by the Trustee on April 1st 2021



R Chinchánwala
St Michael's Trust Association Limited

ST MICHAEL'S SCHOOL TRUST

STATEMENT OF CASH FLOWS

For the year ended 31 August 2020

	Notes	2020 £	£	2019 £	£
Cash flows from operating activities					
Cash generated from operations	23		137,378		1,283,489
Investing activities					
Purchase of tangible fixed assets		(1,115,555)		(871,790)	
Proceeds on disposal of tangible fixed assets		-		1,006	
Interest received		14,488		25,398	
Net cash used in investing activities			(1,101,067)		(845,386)
Financing activities					
Repayment of bank loans		(100,000)		(100,000)	
Net cash used in financing activities			(100,000)		(100,000)
Net (decrease)/increase in cash and cash equivalents			(1,063,689)		338,103
Cash and cash equivalents at beginning of year			3,220,130		2,882,027
Cash and cash equivalents at end of year			2,156,441		3,220,130

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2020

1 Accounting policies

Company information

Property known as Otford Court Estate was originally settled under a Memorandum of Trust dated 21 March 1925. A further Deed of Trust was executed on 25 November 1935 between G.E. Cowper and others (known as The Cowper-Miles Trust) which provided funds for the running of a school on the Otford Court Estate. As a result of a scheme of the Charity Commission of 17 July 1996 the above trusts were amalgamated to be administered as one charity called the St. Michael's School Trust. St. Michael's Trust Association Limited, a company incorporated on 18 January 1937, remains the trustee of the charity.

1.1 Accounting convention

These accounts have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustee has undertaken an assessment of the adequacy of the resources available to the charity as well as the expected support to charities available from the government measures in place through the period of disruption caused by coronavirus. The trustee has a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Incoming resources

School fees receivable are accounted for in the period in which the service is provided including fees in lieu of notice. Fees receivable are stated after deducting discounts, bursaries and head teacher's awards by the School.

Hire of facilities income receivable is accounted for in the period in which the use of the schools facilities are provided.

Swimming lessons fees are accounted for in the period in which the service is provided.

Donations and similar income resources are included in the year in which they are receivable, which is when the charity becomes entitled to the resource. Donations received for the general purposes of the charity are included as unrestricted funds. Donations for activities restricted by the wishes of the donor are taken to restricted funds where these wishes are legally binding on the Governors.

Income from investment and rental income are included in the Statement of Financial Activities (SOFA) in the year in which it is receivable.

Other income including registration fees, crèche fees and commissions are recognised on a receipts basis.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

1 Accounting policies

(Continued)

1.4 Resources expended

Resources expended are included in the Statement of Financial Activities in the year in which they are incurred, inclusive of any VAT which cannot be recovered.

Resources expended are allocated and apportioned between costs in furtherance of charitable objects (namely teaching costs, support costs and premises costs) and governance costs.

Teaching costs represent all costs directly incurred in the course of furthering the charity's principal objective through the provision of education to children and young people, including teaching staff costs, educational materials, depreciation and related equipment.

Premises costs represent those costs incurred in the running, maintenance and up-keeping of the School.

Support costs represent those costs incurred through the administration of the charity's activities in furtherance of the charity's principal objective.

Costs incurred in assisting the trustees in their stewardship of the charity are classified under governance costs.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost on initial acquisition less depreciation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Freehold land and buildings	Straight line over 40 years
Plant and machinery	25% per annum on a straight line basis
Fixtures and fittings	25% per annum on a straight line basis
Motor vehicles	25% per annum on a straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.6 Investment land

Investment land & property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in net income/(expenditure) for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

1 Accounting policies

(Continued)

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.9 Provisions

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

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

1 Accounting policies

(Continued)

1.11 Retirement benefits

The charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the school by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme which are attributable to the charity. In accordance with FRS17 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator.

The charity also contributes to defined contribution pension schemes for certain members of staff who are not eligible to join the Teachers' Pension Scheme. The assets of this scheme are held separately from those of the charity, being invested with insurance companies.

Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

1.12 VAT

The charity is not registered for VAT and accordingly expenditure is shown gross of irrecoverable VAT.

1.13 Fund accounting

The funds held by the charity are either:

- *Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

2 Donations and legacies

	2020	2019
	£	£
Donations and gifts	12,063	56,071
	<u> </u>	<u> </u>
Donations and gifts		
Parents and Friends Association	8,943	43,688
Other donations	3,120	12,383
	<u> </u>	<u> </u>
Unrestricted funds	12,063	56,071
	<u> </u>	<u> </u>

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

3	Income from: Charitable activities	School tuition £	Hire of facilities £	Swim school £	Wrap around care £	Miscellaneous £	Total 2020 £	Total 2019 £
	Income within charitable activities	5,315,851	47,488	50,575	42,311	28,101	5,484,326	5,402,981
	Analysis by fund							
	Unrestricted funds	5,315,851	47,488	50,575	42,311	28,101	5,484,326	
	For the year ended 31 August 2019							
	Unrestricted funds	5,163,150	72,270	60,926	49,219	57,416		5,402,981

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

4 Investments

	2020	2019
	£	£
Rental income	375	375
Interest receivable	14,114	25,023
	<u> </u>	<u> </u>
Unrestricted funds	14,489	25,398
	<u> </u>	<u> </u>

5 Other income

	Unrestricted funds	Total	Total
	2020	2020	2019
	£	£	£
Miscellaneous	65,676	65,676	-
	<u> </u>	<u> </u>	<u> </u>

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

6 Expenditure on: Charitable activities	School tuition £	Hire of facilities £	Swim school £	Wrap around care £	Miscellaneous £	Total 2020 £	Total 2019 £
Staff costs	3,183,953	-	22,906	36,258	-	3,243,117	2,852,145
Depreciation and impairment	400,699	-	-	-	-	400,699	420,460
Direct costs	484,940	-	14,089	2,710	-	501,739	503,480
Establishment costs	332,573	-	-	-	-	332,573	371,845
Other charitable expenditure	1,701	-	-	-	-	1,701	-
	4,403,866	-	36,995	38,968	-	4,479,829	4,147,930
Share of support costs (see note 7)	1,008,946	20,591	-	-	-	1,029,537	733,831
Share of governance costs (see note 7)	12,701	259	-	-	-	12,960	11,752
	5,425,513	20,850	36,995	38,968	-	5,522,326	4,893,513
Analysis by fund							
Unrestricted funds	5,425,513	20,850	36,995	38,968	-	5,522,326	
For the year ended 31 August 2019							
Unrestricted funds	4,798,351	14,912	40,177	34,053	6,020		4,893,513

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

7 Support costs

	Support costs	Governance costs	2020	2019	Basis of allocation
	£	£	£	£	
Staff costs	511,367		511,367	414,321	98% schooling/2% letting
Advertising	104,274		104,274	46,305	98% schooling/2% letting
Post, printing, stationery	12,112		12,112	19,197	98% schooling/2% letting
Computer and telephone	34,998		34,998	36,801	98% schooling/2% letting
Premises cost	76,793		76,793	65,027	98% schooling/2% letting
Entertaining	1,201		1,201	2,055	98% schooling/2% letting
Sundries	5,405		5,405	2,754	98% schooling/2% letting
Bank charges	67,839		67,839	72,955	98% schooling/2% letting
Professional fees	171,463		171,463	15,122	98% schooling/2% letting
Subscriptions	25,666		25,666	20,134	98% schooling/2% letting
Donations	11,001		11,001	39,159	98% schooling/2% letting
Trustee Expenses	7,417		7,417	-	98% schooling/2% letting
Audit		8,100	8,100	8,100	98% schooling/2% letting
Accountancy		4,860	4,860	3,652	98% schooling/2% letting
	<u>1,029,537</u>	<u>12,960</u>	<u>1,042,496</u>	<u>745,582</u>	

8 Trustee and board of governors

No trustee (or any member of the board of governors) received any remuneration or benefits from the charity during the year.

During the year total expenditure of £7,417 (2019 - nil) was incurred by and reimbursed to members of the board of governors.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2020 Number	2019 Number
Administrative staff	20	23
Teaching staff	99	82
	<u>119</u>	<u>105</u>

Employment costs

	2020 £	2019 £
Wages and salaries	3,073,087	2,714,280
Social security costs	277,207	252,415
Other pension costs	380,069	299,771
	<u>3,730,363</u>	<u>3,266,466</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£60,000-£70,000	2	-
£70,001-£80,000	1	-
£80,001-£90,000	-	1
£100,001-£110,000	1	1

The charity paid emoluments amounting to £398,100 (2019: £202,350), including termination payments of £138,795 (2019: £0), interim head teacher fees of £11,250 (2019: £0), and pension contributions amounting to £56,434 (2019: £31,079) in the year for the key management members of staff.

10 Taxation

The charity is exempt from income tax on its charitable activities.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

11 Tangible fixed assets

	Freehold land and buildings £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Total £
Cost					
At 1 September 2019	10,942,477	491,769	824,620	50,612	12,309,478
Additions	1,046,342	-	69,213	-	1,115,555
At 31 August 2020	11,988,819	491,769	893,833	50,612	13,425,033
Depreciation and impairment					
At 1 September 2019	3,061,798	471,769	693,977	32,393	4,259,937
Depreciation charged in the year	299,720	10,000	81,936	9,043	400,699
At 31 August 2020	3,361,518	481,769	775,913	41,436	4,660,636
Carrying amount					
At 31 August 2020	8,627,301	10,000	117,920	9,176	8,764,397
At 31 August 2019	7,880,679	20,000	130,642	18,219	8,049,540

12 Investment land

	£
Fair value	
At 1 September 2019 and 31 August 2020	20,000

Investment property comprises Glebe land, a plot of land held in Little Walsingham, Norfolk. The fair value of the investment property has been arrived at on the basis of a valuation carried out at 2 November 2015 by O.A. Chapman & Son, Chartered Surveyors, who are not connected with the charity. The basis of the valuation was the amount that would be exchanged between a willing buyer and a willing seller in an arms length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

13 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Trade debtors	51,243	1,398
Other debtors	19,256	32,952
Prepayments	25,525	23,339
Accrued income	11,748	88,306
	107,772	145,995

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

14 Creditors: amounts falling due within one year

	Notes	2020 £	2019 £
Bank loans		100,000	100,002
Deferred income	17	571,372	813,998
Trade creditors		36,546	213,403
Other creditors		389,560	328,325
Accruals		182,930	148,965
		<u>1,280,408</u>	<u>1,604,693</u>

Included in other creditors are pupil deposits of £274,994 (2019: £265,494) . The Governors have concluded that the charity does not have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and so have presented the deposits within current liabilities.

15 Creditors: amounts falling due after more than one year

	Notes	2020 £	2019 £
Bank loans		<u>1,100,000</u>	<u>1,199,998</u>

The charity has one bank loan. The loan is repayable in 3 instalments annually, 15 September, 15 January and 15 May. Interest is charged as follows:

Fixed rate loan of £1,200,000 on which interest is charged at 5.23% (3.15% plus lending margin of 2.08%).

The loan is due to be fully repaid on 15 July 2032.

15 Provisions for Liabilities

During the year, the charity recognised a bad debt provision, in regards to fee income, of £15,000 (2019: £15,000).

This provision is net off against trade receivables.

The provision relates to the recoverability of outstanding fees from parents.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

17 Deferred income

	2020 £	2019 £
Arising from the Autumn 2020 term	571,372	813,998

Deferred income is included in the financial statements as follows:

	2020 £	2019 £
Current liabilities	571,372	813,998

18 Pension and other post-retirement benefit commitments

The charity participates in the Teachers' Pension Scheme (England and Wales) (the "TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £356,965 (2019: £266,451).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2014. Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament. It is not possible or appropriate to consistently identify the liabilities of the TPS which are attributable to the charity. As required by section 28 of FRS102, the charity accounts for this scheme as if it were a defined contribution scheme.

The employer contribution rate is set following scheme valuations undertaken by the Government Actuary Department. The latest valuation report in respect of the TPS was prepared at 31 March 2016 and was published in March 2019. From 1 September 2019, the employer contribution rate for the TPS increased from 16.1% to 23.6%. Employers in addition pay a scheme administration levy of 0.08% of the employers' salary costs which increases the total payment rate from 23.6% to 23.68%.

19 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustee for specific purposes:

Movement in funds		
Balance at 1 September 2019 £	Transfers £	Balance at 31 August 2020 £
97,500	(2,500)	95,000
97,500	(2,500)	95,000

The Designated Fund is being amortised in line with the depreciation of the buildings associated with the Stable Court development. The Stable Court development is being depreciated over 40 years.

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

20 Analysis of net assets between funds

	Total £
Fund balances at 31 August 2020 are represented by:	
Tangible assets	8,764,397
Investment properties	20,000
Current assets/(liabilities)	983,805
Non current liabilities	(1,100,000)
	<u>8,668,202</u>
All relate to unrestricted funds.	

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	43,333	25,078
Between two and five years	106,994	77,305
	<u>150,327</u>	<u>102,383</u>

22 Capital commitments

At 31 August 2020 the charity had capital commitments as follows:

Contracted for but not provided in the financial statements:

Acquisition of property, plant and equipment	132,754	-
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23 Cash generated from operations

	2020 £	2019 £
Surplus for the year	54,228	590,937
Adjustments for:		
Investment income recognised in profit or loss	(14,489)	(25,398)
Depreciation and impairment of tangible fixed assets	400,699	420,460
Movements in working capital:		
Decrease/(increase) in debtors	38,223	(67,644)
(Decrease)/increase in creditors	(98,657)	204,072
(Decrease)/increase in deferred income	(242,626)	161,062
Cash generated from operations	<u>137,378</u>	<u>1,283,489</u>

ST MICHAEL'S SCHOOL TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 August 2020

24 Analysis of changes in net funds

	At 1 September 2019 £	Cash flows £	At 31 August 2020 £
Cash at bank and in hand	3,220,130	(1,063,689)	2,156,441
Loans falling due within one year	(100,002)	2	(100,000)
Loans falling due after more than one year	(1,199,998)	99,998	(1,100,000)
	<u>1,920,130</u>	<u>(963,689)</u>	<u>956,441</u>
	=====	=====	=====