

Felsted

**FELSTED SCHOOL**  
**ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**  
**TOGETHER WITH TRUSTEE'S**  
**AND AUDITOR'S REPORTS**

**Registered Charity Number: 310870**

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# FELSTED SCHOOL

## TRUSTEE DIRECTORS, OFFICERS AND ADVISERS

FOR THE YEAR ENDED 31 AUGUST 2025

### TRUSTEE DIRECTORS

| <u>Felsted School Trustee Limited</u><br>The Directors of the Trustee Company who served during the year or were subsequently appointed are listed below: | House & Finance Committee | Education Committee        | Nominations Committee | Governance Committee |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------|-----------------------|----------------------|
| J Abel Smith, DL (Resigned 4 July 2025)                                                                                                                   |                           |                            | *                     |                      |
| M Beale *                                                                                                                                                 | *                         | *                          | ⌘<br>Chair            | *                    |
| G P Boulton (Resigned 24 March 2025)                                                                                                                      |                           | ⌘<br>Chair (To 24/03/25)   |                       |                      |
| R I C Brown                                                                                                                                               | *                         |                            |                       | *                    |
| G Cherry (Appointed 26 January 2026)                                                                                                                      |                           |                            |                       | *                    |
| J Crouch                                                                                                                                                  |                           |                            |                       | ⌘<br>Chair           |
| J H Davies, OBE (Resigned 5 January 2026)                                                                                                                 |                           |                            | *                     |                      |
| A L Dowling (Appointed 22 April 2025)                                                                                                                     | *                         |                            | *                     |                      |
| Dr J C Nicholson                                                                                                                                          |                           | *                          |                       | *                    |
| A L M Oxnam (Resigned 4 July 2025)                                                                                                                        | *                         |                            |                       |                      |
| Prof. L Poston, CBE                                                                                                                                       |                           | ⌘<br>Chair (from 24/03/25) | *                     |                      |
| Z Rantell * (Appointed 16 November 2024)                                                                                                                  |                           |                            |                       | *                    |
| A Sefton (Resigned 4 July 2025)                                                                                                                           |                           | *                          |                       |                      |
| O H J Stocken CBE                                                                                                                                         |                           |                            |                       |                      |
| Rev N J Stuchfield                                                                                                                                        | *                         |                            |                       |                      |
| PE Wardell                                                                                                                                                |                           | *                          | *                     | *                    |
| L Wells (Appointed 16 November 2024)                                                                                                                      |                           | *                          |                       |                      |
| J Windsor                                                                                                                                                 | ⌘<br>Chair                |                            |                       |                      |
| S Wolfe                                                                                                                                                   | *                         |                            |                       |                      |
| * Parent of current pupil                                                                                                                                 |                           |                            |                       |                      |

OFFICERS

|                               |                                                      |
|-------------------------------|------------------------------------------------------|
| HEAD                          | C J Townsend, BA                                     |
| HEAD OF PREPARATORY SCHOOL    | M Norris, B.Ed                                       |
| CHIEF FINANCIAL OFFICER       | Jonathan Atkins, FCA                                 |
| CLERK TO THE TRUSTEE BOARD    | Rachel Earle, BA                                     |
| Address and Registered Office | Felsted School<br>Felsted<br>Essex CM6 3LL           |
| Website                       | <a href="http://www.felsted.org">www.felsted.org</a> |

ADVISERS

|            |                                                                                     |
|------------|-------------------------------------------------------------------------------------|
| BANKERS    | Barclays Bank Plc<br>Abacus House,<br>Castle Park, Castle Hill<br>Cambridge CB3 0AN |
| AUDITORS   | Crowe U.K. LLP<br>55 Ludgate Hill<br>London EC4M 7JW                                |
| SOLICITORS | Stone King LLP<br>16 St John's Lane<br>London EC1M 4BS                              |

## **FELSTED SCHOOL**

### **ANNUAL REPORT OF FELSTED SCHOOL TRUSTEE**

#### **FOR THE YEAR ENDED 31 AUGUST 2025**

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The Trustee of Felsted School presents its annual report together with the audited accounts for the year ended 31 August 2025 and confirms that they comply with the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102) applicable to Charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland.

#### **1. REFERENCE AND ADMINISTRATION INFORMATION**

The Charity was founded in 1564 and is registered with the Charity Commission under charity number 310870. The Directors of Felsted School Trustee Ltd, Felsted School's single Trustee, and the Executive officers and principal addresses of the Charity are as listed on the previous page as are particulars of the Charity's professional advisers.

#### **2. STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing Document**

The Charity is governed by its Scheme dating from 1938 and last amended in October 2018.

##### **Governing Body**

The structure of the Charity consists of a Board of Directors of the Trustee Company that oversees the management of the Charity, a school, which has two principal elements, a senior part of the school for pupils aged 13-18 and a preparatory part of the school for pupils aged 4-13.

##### **Recruitment and Training of Trustee Directors**

The Trustee Company Directors are voted onto the Board by the current Board members. The Nominations Committee comprises five current Directors and is responsible for recommending new Board members, as and when necessary. The Nominations Committee when selecting possible new Directors considers eligibility, personal competence, specialist skills and local availability.

New Directors are inducted into the Trustee Company and the School (including Board policy and procedures) by current Directors and the School Executive.

##### **Organisational Management**

The Trustee Company Directors are legally responsible for the overall management and control of the School and meet at least three times a year.

The members of the House & Finance (H&F) Committee meet about a month before each meeting of the full Board and on extra occasions as required. This Committee specifically looks at the budget and accounts for the current year, short- and medium-term forecasts, the approach and outcome of the annual external audit and infrastructure investment plans. It makes various recommendations for approval by the full Board.

The other committees are the Education Committee, the Governance Committee and the Nominations and Remuneration Committee. The Education and Governance Committees meet each term before the main Board meeting and the Nominations and Remuneration Committee meets at least once a year to discuss standing items and at other times as required. The Heads and the CFO attend meetings of the above Committees.

The day to day running of the School is delegated to the Head who, together with the Head of the Preparatory School, the Chief Financial Officer, the Senior Deputy Head, the Deputy Head (Academic) and the Deputy Head (Boarding and Pastoral) act as the Key Management Personnel. They are supported by their Senior Leadership Teams. Delivery of the School's charitable vision and purpose is primarily dependent on the Key Management Personnel.

### Organisational Management

The Board set the remuneration of the Heads, Senior Deputy Head, CFO and any other roles appointed by the Board, with the policy objective of rewarding them fairly and responsibly for their individual contributions to the School's success. The Board delegates the annual review of remuneration of key personnel to the Nominations and Remuneration Committee, which refers to benchmarking information for other similar schools (including that currently compiled by AGBIS and Baines Cutler), the individual's performance in the previous year and cost of living awards made to other School staff. The remuneration package when a new key member of staff is appointed is similarly benchmarked, and appointments are made following a competitive process, taking appropriate external professional advice. The aim is to recruit, subject to experience, below or at the medium point within a band (for teaching staff), providing scope for rewarding future excellence.

### Structure and Relationships

A subsidiary company, Felsted Global Education Limited was incorporated on 21 August 2006 and has remained dormant throughout the year.

### Risk Management

The Trustee Company is responsible for the management of the risks faced by the School. Detailed considerations of risk have been delegated to the Committees, assisted by the Key Management Personnel (also known as the Executive Team). Risks are identified, assessed and controls established throughout the year. A formal review of the charity's risk management processes is undertaken on an annual basis. As part of that review other committees of the Board review risks appropriate to their areas of expertise and oversight.

Through the annual review of the risk register, the Trustee considers the key risks facing the School and agrees appropriate mitigation. The principal risks the School faces are considered to be:

- Parental affordability. Value for money and pupil retention remains a key priority, especially in light of current economic pressures, including elevated interest rates, rising staffing costs, and the introduction of VAT on Independent School Fees from 1 January 2025. The school continues to engage regularly with parents and will give thoughtful consideration to the 2026/27 and future fee structure, in due course.
- Inability to recruit staff of the right calibre. Whilst the recruitment market is challenging, the School continues to recruit, retain and develop excellent staff. A focus on supporting early career teachers, providing support for career paths, personal development and staff welfare and safety help ensure the school remains competitive.
- Inadequate investment in facilities. The aims and ethos of the School require continuing investment in facilities including ICT for teaching and learning, pastoral care and boarding, sports, drama and other activities. Failure to generate adequate annual surplus for reinvestment would compromise this. The Board sets aside investment in each annual budget and the Development team are tasked with fund raising to support specific capital projects, as and when appropriate.
- Failure to comply with relevant regulations. The School is subject to regulation by a number of bodies, particularly in relation to safeguarding, child protection and health and safety. The School appoints and trains staff appropriately, and takes the necessary specialist advice to ensure compliance.
- The key controls used by the charity include:
  - Formal agendas for all Committee and Board activity;
  - Board skills audit;
  - Detailed terms of reference for all Committees that are reviewed regularly;
  - Comprehensive strategic planning, budgeting and management accounting;
  - Established organisational structure and lines of reporting;
  - Formal written policies;
  - Regular training of all staff;

- Safeguarding procedures as required by law and best practice for the protection of the vulnerable;
- A detailed Risk Register reviewed annually by the relevant sub-Committees with key risks reported to and discussed by the Board

Through the risk management processes established for the School, the Trustee is satisfied that the major risks identified have been appropriately mitigated. It is recognised that systems can only provide reasonable and not absolute assurance that major risks have been managed. The Compliance Manager continues to support the Trustee Board and the Executive Team in the management of risk, policy review and best practice, with a particular emphasis on safeguarding and regulatory compliance. The Trustee Board regularly reviews the effectiveness of current plans and strategies for managing all identified risks for the School.

### Charity Code of Governance

The Trustee is aware of the Charity Governance Code published in 2017 (updated in 2025) which sets out the principles and recommended practice for good governance within the sector. The Trustee is satisfied that the Charity applies the principles of the code within its current governance arrangements which includes the use of a Governor Compliance Checklist as recommended by the Association of Governing Bodies of Independent Schools (AGBIS).

## 3. OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

### Charitable Objects

The Charity's Objects, as set out in its Scheme, are the advancement of education specifically but not exclusively by:

- (1) the provision and maintenance of a secondary school ('the School') for boys and girls;
- (2) the provision and maintenance, if the Trustee thinks fit, of a nursery, pre-school, pre-preparatory and preparatory departments within the School; and
- (3) the conduct in connection with the School of such ancillary or incidental educational activities and other associated activities for the benefit of the community as the Trustee thinks fit.

### Aims of the School

Felsted seeks to be the school of choice and aspiration for all. "Developing character and making a difference". The school has developed seven foundations of a Felsted Education. These are as follows:

1. **Academic Aspiration.** The academic curriculum at Felsted is high-quality and expertly taught, but what sets it apart is its capacity to excite and intrigue our students.
2. **Community.** Community is at the heart of Felsted and, whether boarding or day, every pupil benefits from the 24-hour, seven days-a-week, award winning boarding culture. This community includes our students, as well as parents, staff, Trustee Directors, Old Felstedians and the wider Felsted community.
3. **Wellbeing.** Felsted is focussed on understanding and developing all aspects of the individual, with academic and pastoral staff working together to support every young person in its care.
4. **Sporting Excellence.** Felsted has a strong tradition of sporting excellence. Over the decades, many professional athletes have been introduced to their sporting disciplines whilst at our school and, in common with pupils of all ages and abilities, have benefited from the expert coaching and high-quality facilities we offer.
5. **Enrichment.** Felsted's extensive co-curricular extends our pupils academic learning and challenges them to test their limits.
6. **Globalism.** The School's approach to education means that we guide our pupils towards developing the attributes, characteristics and principles that will stand them in good stead for life in the future world.

7. **Neuroinclusive.** It is the Schools vision that Felsted is recognised as a mainstream school with outstanding inclusive provision for neurodiversity. Felsted celebrates the unique way in which each child learns and is on hand to support and develop pupils with or without a previous diagnosis.

These seven foundations are underpinned by the School's commitment to attract, develop and retain the very best staff and in return they are supported in their development and their careers in a diverse, inclusive and non-discriminator environment.

### **Public Benefit Aims and Intended Impact**

Within its Objects, Felsted School's public benefit aim is to provide a first-class independent education for children aged from 4 to 18, both through strong academic tuition and through developing wider sporting, artistic and social skills in all its pupils. This is intended to provide an environment where each pupil can develop and fulfil his or her potential, thus helping to build self-confidence and inculcate a desire to contribute to the wider community. All of this is integral to the School's delivery of a holistic education.

The Trustee has given due consideration to the Charity Commission's guidance on public benefit and undertaken appropriate activities in furtherance of the School's aims for the public benefit. The year's objectives, activities and achievements are set out below.

### **Felsted School Public Benefit Review**

Felsted School has always been mindful of its role in public service and both the School and individual staff and pupils have a long history of supporting charitable and educational causes with both financial help and practical assistance. The Trustee Board is committed to widening access for potential pupils to include those who cannot afford the School's fees and consider it important that those experiencing poverty should not be excluded from the opportunity to receive the educational support that the School can provide. The School also provides opportunities for the local and wider community to use the educational and ancillary facilities the School has to offer. The School is engaged in sharing the educational expertise of staff with others outside the School and developing the involvement of pupils in charitable activities for the wider benefit of the public.

In order to monitor and support the development of the School's practice in these areas a review is carried out each year.

### **The Curriculum**

The School sets high academic standards and educates pupils to the highest levels of achievement. In 2025, the School's public examination results were as follows:

- 93.9% of our GCSE results were between 9 and 4 (2024: 93.8%) with 66.4% being between 9 and 6 (2024: 61.55%).
- 83.3% (2024: 81.7%) of all A-level grades were between A\* and B.
- The average IB points score in 2025 was 34 (2024: 34.3).

The education of pupils encompasses all aspects of their personal development and promotes their contribution to society in adult life.

The School's educational ethos is focused on providing a holistic education and values the importance of Art, Music, DT, Drama and Sport. Therefore, the School invests in staff and facilities to ensure that their provision (both in terms of tuition and resources) enables pupils to excel in these areas.

### Means-Tested Assistance

The Trustee Board considers that bursaries are important in ensuring that children from families who would otherwise not be able to afford the fees can access the education offered. Bursary awards are available to children who meet the general entry requirements and are made on the basis of parental means or to relieve hardship where an existing pupil's education and future prospects would be at risk, for example in the case of bereavement or redundancy. In assessing means the School takes a number of factors into consideration including family income, investments and savings and family circumstances. However, the School does not have a large cash endowment and in funding bursaries the School has to be mindful of ensuring a balance between fee-paying parents, many of whom make considerable personal sacrifices to fully fund their children's education, and those benefiting from the awards. A number of bursaries are also supported by donations received for that purpose. Transformational bursaries are available for up to 100% of fees and can also provide assistance with extra costs for those whose financial need is greatest. They are advertised in the press and on social media and further details of the bursary policy and how to apply are provided on the School website. Bursaries are subject to annual review so that the School can ensure that support is only provided to those who require it.

In total, the School provides fee assistance to over 283 pupils (approximately 28% of the total) at a cost of £3,108,626 per annum; 10% of our gross fee income. In 2024/25 the School provided means tested bursary assistance to 68 pupils to the value of £1,207,711; 4.1% of gross fee income. Thirteen pupils received transformational bursaries of 100%. The school's policy, in line with that of other Independent Schools, is to award scholarships on the basis of the individual's educational potential, subject to any particular conditions imposed by the original donor where the award is out of restricted funds. The majority of awards in bursaries and allowances were made from unrestricted funds.

### Links with Other Schools

The School aims to widen access through a variety of initiatives and activities. Partnerships are being grown and developed with local primary schools and with the Royal Docks Community School in Newham, London E16, a mixed comprehensive school for ages 11 to 16.

### Partnerships

In addition to the links with other schools, Felsted is committed to building links with partners who can improve the education of children and offer an extended pathway. Current partnerships include

- Junior Guildhall School of Music
- Royal National Children's Spring Board Foundation
- Blue Hornets Hockey
- Saracens Mavericks Netball Club
- Essex Cricket
- Lord's Taverners

Further details of the individual partnerships can be found on the Independent Schools Council website <https://www.schoolstogether.org/case-studies/?schoolId=36819>

### Charitable Giving and Fund-raising

The School's charity team develops a programme of events and ideas to encourage Felstedians to grow as global citizens and encourage philanthropy. The charity team seeks to raise awareness, encourage volunteerism and organise fundraising events that will make a difference both for those we support and for the school.

The School is committed to building partnerships with our eight core charities:

#### 1. Sparkle Foundation

Founded by Old Felstedian Sarah Brook, the foundation provides education, nutritional support and medical treatment to over 400 vulnerable orphans in Malawi. Felsted pupils have raised a large sum for this fantastic

charity over the past few years through numerous events across the School, including a Rugby 7's event which involves former pupils and parents. The charity has continued to grow and celebrates its 10th Anniversary in 2025. A number of teachers, parents, pupils and the Head have visited the orphanage in Malawi to give support and assistance.

## **2. Magic Bus**

Founded by Old Felstedian Matthew Spacie, this charity aims to improve awareness, life skills and opportunities for vulnerable children in Mumbai. The charity now serves millions of young people in India and throughout Asia. Felsted is committed to sponsoring the Livelihood Programme in Dharavi, through which 400 children develop leadership and sports skills. Pupils and staff regularly travel to Mumbai to work with this charity, taking a range of items including sports equipment and clothing.

## **3. Teach Uganda**

Dedicated to supporting communities in Uganda, this organisation helps to bring about permanent and sustainable development through education, health promotion, infrastructure and job creation. Felsted made their first pupil trip to support this charity in 2016. Felsted has made a big impact on this charity and currently funds several underprivileged local children to study Science A-Levels at a secondary school in Uganda. Teach Uganda supports Ugandan schools through the Great Stewards of Hope charity in Uganda. Felsted also pioneers the Safi Coffee Social Enterprise Project which seeks to join young people in Uganda and the UK through 'trade not aid' and delicious coffee.

## **4. Felsted Mission**

For over a hundred years, the links between The Ascension Church and the Felsted School Mission in the East End of London have continued to grow and develop. The Ascension Church works with the local community through a Garden Café and youth activities, promoting fitness and social interaction. Pupils from Felsted visit and volunteer through a regular programme of initiatives (the team visits at least twice a term). The partnership also extends to the Royal Docks School, where one 100% Felsted Bursary is offered each year.

## **5. CHESS Homeless**

Felsted pupils decided that they wanted to make a difference locally as they became increasingly concerned for those 'rough sleeping' in Chelmsford. CHESS Homeless provides an advice centre, foodbank and night-shelter for those in need in Chelmsford. CHESS has a proven track record of finding long term solutions for those who seek their help.

## **6. Young Minds**

This national charity seeks to raise awareness of the mental health issues experienced by young people in the U.K. Young Minds develop initiatives that seek to support young people who otherwise might feel stigmatised for asking for help. In the UK today, an estimated five children in every classroom have a mental health problem.

## **7. Essex and Herts Air Ambulance**

We are delighted to make a difference to a charity that aims to save lives and reduce suffering from critical illness and injury. The air ambulance delivers first class emergency medical service to the people of Essex, Hertfordshire, London and Suffolk.

## **8. Farleigh Hospice**

Farleigh provides hospice care to people affected by life-limiting illnesses in Essex. The medical teams and support staff work in the community and with families during times of great need. The school also supports Little Havens Hospice for children.

## **FELSTED SCHOOL**

### **ANNUAL REPORT OF FELSTED SCHOOL TRUSTEE**

#### **FOR THE YEAR ENDED 31 AUGUST 2025**

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Our core charities are supported by whole school events and each of our houses champion one of the charities so that long term partnerships can develop. In addition to our core charities Felsted School supports, The Royal British Legion, The David Randall Foundation, The Braintree Foodbank, The Ruth Strauss Foundation, The Felsted Almshouses and the Movember campaign. Pupils and staff have also contributed to MacMillan Nurses, The Lullaby Trust, The Taverners and the Guide Dogs for the Blind Association.

#### **Use of Facilities**

Felsted prides itself in supporting the village and local community, providing opportunities for educational events and school facilities to be used whenever possible. Felsted School allows the use of its facilities for a range of activities which are open to non-School members. This includes classrooms, function rooms, the Hunt Theatre, sporting facilities, the indoor pool and the Felsted gym. Felsted also hosts many concerts and drama performances throughout the year, all of which are open to the public and most of which are free to enter. The Felsted School steel band performs regularly and on request (time permitting) outside school at venues such as Essex Cricket. Pupils also exhibit their art at a local gallery each year, which is open to the public.

The following organisations have use Felsted facilities during the year:

- Chelmsford Netball Club
- Alex Hart Karate
- Felsted Choral Society
- Sally Swim School
- Police Dogs (Essex)
- Police Dogs (MET)
- Braintree Youth Netball
- Good Future Foundation
- Saracens Rugby
- Scottish Exiles Rugby
- High Roding Cricket Club
- Stebbing Primary School
- Essex County Cricket (Women)
- Essex County Cricket (U12)
- England Netball
- Braintree Youth Netball Club
- Felsted Robins Cricket
- West Essex District Cricket Association
- MCC Foundation Cricket
- ECHO - Essex Chamber Orchestra
- Essex Music
- Uttlesford Schools Sports Partnerships

#### **Services to the Community**

The School has a very positive relationship with the local village residents and business community. Richard Lord Riche (the School's founder) left funding which supports a number of Almshouses for those in need in the village. Managed by Felsted School as part of his legacy, the Almshouse residents are assisted by the School through a number of supportive activities.

A number of the Senior School students participate in weekly volunteer work as part of their holistic education. These include helping in local residential care homes (e.g. dementia, old age, physical disability, sensory impairment), visiting residents in sheltered accommodation and helping in primary schools.

#### **Current Objectives**

The School's objectives are set to reflect the educational aims and the ethos of the School, and to maintain and enhance the academic success of the School.

In setting the objectives and planning the activities the Trustee Board has given careful consideration to the Charity Commission's guidance on public benefit.

This year, the focus has been on the continued achievement of academic performance and academic value added, and development of the co-curricular programme.

### **Strategies to achieve the year's objectives**

These included continuing to review the School's academic syllabus in order to benchmark academic standards against external public examinations and independent value-added criteria, with academic achievements being enhanced by a strong emphasis on sporting and social skills. The School continued to develop the expertise of teaching staff and ensuring succession planning and staff development and furthering the School's links with local junior schools and facilitating wider community access to the School's facilities.

### **Principal activities of the year**

The Charity principally provides education to boys and girls from the ages of 4 - 18 and also hosts an international summer school for overseas students. In 2024/25 the senior part of the School maintained pupil numbers at 561 (2023/24: 552) of whom 399 (2023/24: 417) were boarders. The preparatory part of the School averaged 441 (2023/24: 475) pupils of whom 3 (2023/24: 3) were full boarders. Pupil numbers in September 2025 were 537 in the Senior School and 398 in the Prep School.

## **4. REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

2024/25 brought more success to the School, in its 461st year - with continued progress towards the aims of the development plan alongside some excellent student achievements.

Academically, good progress was made across the School. Felstedians enjoyed success at A Level, GCSE and in the IB Diploma Programme, where pupils achieved an average points score of 34 points out of 45, exceeding the global average,

Once again this year, our Felsted education has prepared students to go out into the world and make a positive difference. In September 2024, we successfully launched the Seven Foundations of Felsted. Felsted is much, much more than a school so our Senior Leadership Team set about identifying and encapsulating the core features that make life and education at Felsted truly unique. The building blocks that represent more than four centuries of our school's evolution and that will continue to underpin and give structure to our school for generations to come have been named The Seven Foundations of Felsted, and these are summarised as academic aspiration, wellbeing and inclusivity, sports, strong community, innovative approach to boarding, enrichment, global education and neuro-inclusivity, as well as a commitment to staff development and wellbeing.

We continue to invest in creating the best possible learning environments. One of the oldest buildings on the school campus, dating from 1860, has been transformed into a New York loft-style Sixth Form Centre. This follows the opening of the Marshall Centre for Learning, a contemporary 10-classroom building featuring movable walls to create larger spaces for collaborative work.

The International Summer School, now in its eleventh year, hosted pupils from over 30 different countries to experience Felsted's Global Studies programme.

In sport, there were a number of achievements, at team and individual level in both regional and national competitions. Students embarked on international tours for Cricket and Rugby to Sri Lanka and South Africa.

Pupils participated in a large number of events to promote internationalism including our own Model United Nations conference. Felstedians continued to shine on stage in musical and drama productions and took full advantage of the new Performing Arts Centre.

The entire school community continues to embrace the 'Felsted for a Sustainable Future' initiative, which focuses on the wider use of sustainable materials, new recycling points, a drive for energy efficiency, and measures to encourage the local ecosystem to flourish.

Felsted continued to equip young people with an excellent all-round education and the skills, confidence and determination to make a positive difference in the world around them.

### **Fundraising performance**

The School enjoyed a successful year in terms of voluntary funding. Donations totalled £1.9m (2024: £0.89m), including restricted funds of £1.9m (2024: £0.89m). Significant donations include £1.6m received to fund the establishment of a centre of excellence for neuro-inclusivity and £250k received as a legacy to support the creation of a new strength and conditioning centre that is expected to be open in September 2026. Restricted regular giving will allow the School to increase its provision for means-tested bursaries to allow social mobility for children from disadvantaged backgrounds.

All fundraising activities for the School are carried out by School staff. The School has not used professional fundraisers or had any commercial participants during this financial period. All fundraising activities are managed by the Development Office and are monitored by the Head and CFO, with oversight by the Development Committee (an informal subgroup of the Board who are responsible for guiding Felsted's philanthropic and fundraising agenda).

No complaints relating to fundraising activities have been received by the School during this financial period. The School has in place procedures that would be followed in the event of a complaint being received.

The School is enrolled with the Fundraising Preference Service and is registered with the Fundraising Regulator and is complying with the Code of Fundraising Practice published by the Fundraising Regulator. The School also subscribes to membership of the Institute of Development Professionals in Education (IDPE). The School considers that its processes and controls should ensure that vulnerable people and other members of the public are protected from any unreasonable intrusion on a person's privacy and that no fundraising activities would be unreasonably persistent or place undue pressure on a person to give money or other property.

## **5. FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

Net Fee income receivable increased by 1% in the year to 31 August 2025 to £26,550,173 (2024: £26,201,816). Whilst net income over expenditure was amounted to £1.6m which was an increase from prior year (2024: £29,805), this was primarily driven by donations of £1.9m.

### **Reserves policy**

During the year the School's funds increased by £1,649,354 to £46,914,108 of which £1,254,744 were restricted or endowed funds. Restricted funds increased by £1,534,179 to £1,980,274 as shown in note 19. In common with most independent schools, the School's unrestricted reserves are primarily invested in tangible fixed assets, which are all used for direct charitable activities. The nature of the School's operations is that there is a high degree of operational gearing and that the margin of net income to total income is not a high percentage. Financial viability therefore does not depend upon a high level of income reserves but upon the ability over the medium term to deliver positive cash flow to reinvest in maintaining and improving the School's assets and educational delivery. The School did not have any free reserves at 31 August 2025.

The impact of the current economic environment, including the ongoing pressure on household incomes and imposition of VAT on school fees from 1 January 2025 continues to cause uncertainty as to future pupil numbers. At the time of approving these financial statements the School has not been notified of any material reduction in prospective pupil numbers relative to those which the School has used for the purposes of financial modelling and forecasting.

### **Going Concern**

Based upon forecasts, current cash reserves, bank facilities (including the extension of the existing overdraft facility for 12 months to June 2026) and the ability to rescale the School's activities, should that prove necessary, in the future, the Trustee believes that the conditions for preparing these financial statements on the going concern basis are met and has therefore prepared them accordingly.

### Investment powers and policy

The Trustee's investment powers are governed by the Trust Deed, which permits the Charity's funds to be invested by an approved investment manager.

The Trustee's policy is to balance the maintenance of the real value of the invested funds with an adequate income to fund expenses met by the investments. Notwithstanding fluctuations in the stock market this aim has been realised in the longer term.

## 6. FUTURE PLANS

A "whole school" approach is being taken wherever appropriate to bring together the Prep School and the Senior School.

The school's development plans are reviewed regularly by the Board and include:

- Developing a long-term, financially sustainable model for the school that includes the diversification of income streams and a review of the school's operating model to ensure the continued evolution of the pupil experience but with a renewed focus on value for money.
- Focussing on pupil retention and recruitment into the start of each key stage.
- Continuing to develop a strong national and international profile in relation to teaching and learning, welfare and pastoral processes to add value to every individual.
- Investing in the school premises and facilities to match and surpass the provision of other similar schools.

## 7. STATEMENT RESPONSIBILITIES

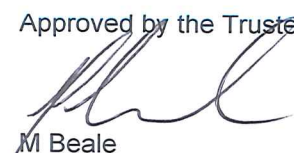
The Trustee is responsible for preparing the Trustee's Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources for that year. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, 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 Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the charity's constitution. 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.

Approved by the Trustee on 21 March 2026 and signed on its behalf by:



M Beale  
Chair of Felsted School Trustee Limited

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF FELSTED SCHOOL

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### Opinion

We have audited the financial statements of Felsted School ('the charity') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including 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 2025 and of its income and expenditure, 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.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustee with respect to going concern are described in the relevant sections of this report.

### Other information

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

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires 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's report; or
- sufficient and proper accounting records have not been kept by the charity; or

- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustee**

As explained more fully in the trustees' responsibilities statement set out on page 13 the trustee is 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 determines 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 is 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 intends 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**

We have been appointed as auditor under section 144 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102) and taxation legislation. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014 and General Data Protection Regulation (GDPR).

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the House & Finance Committee about their own identification and

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF FELSTED SCHOOL

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assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **Use of our report**

This report is made solely to the charity's Trustee, 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 Trustee 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 Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

**Crowe U.K. LLP**  
Statutory Auditor  
London  
Date

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2025

|                                                                                 |    | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Endowed<br>Funds<br>£ | Total Year to 31<br>August 2025<br>£ | Total Year to 31<br>August 2024<br>£ |
|---------------------------------------------------------------------------------|----|----------------------------|--------------------------|-----------------------|--------------------------------------|--------------------------------------|
| <b>Income and endowments from:</b>                                              |    |                            |                          |                       |                                      |                                      |
| <b>Charitable Activities</b>                                                    |    |                            |                          |                       |                                      |                                      |
| School fees receivable                                                          | 2  | 26,550,173                 | -                        | -                     | 26,550,173                           | 26,201,816                           |
| Ancillary trading income                                                        | 3  | 1,690,135                  | -                        | -                     | 1,690,135                            | 2,830,120                            |
| <b>Other trading activities</b>                                                 |    |                            |                          |                       |                                      |                                      |
| Non-ancillary trading income                                                    | 4  | 531,903                    | -                        | -                     | 531,903                              | 455,876                              |
| Other activities                                                                | 4  | 163,133                    | -                        | -                     | 163,133                              | 107,493                              |
| <b>Investments</b>                                                              |    |                            |                          |                       |                                      |                                      |
| Investment Income                                                               | 5  | 37,858                     | 38,871                   | -                     | 76,729                               | 220,914                              |
| Bank and other interest                                                         |    | 634,887                    | -                        | -                     | 634,887                              | 400,712                              |
| <b>Voluntary sources</b>                                                        |    |                            |                          |                       |                                      |                                      |
| Grants and donations                                                            | 6  | -                          | 1,937,936                | -                     | 1,937,936                            | 88,846                               |
| <b>Total Income</b>                                                             |    | <b>29,608,089</b>          | <b>1,976,807</b>         | <b>-</b>              | <b>31,584,896</b>                    | <b>30,305,777</b>                    |
| <b>Expenditure on</b>                                                           |    |                            |                          |                       |                                      |                                      |
| <b>Raising funds</b>                                                            |    |                            |                          |                       |                                      |                                      |
| Non-ancillary trading                                                           |    | 364,393                    | -                        | -                     | 364,393                              | 391,257                              |
| Other income generating activities                                              |    | 1,099,987                  | -                        | -                     | 1,099,987                            | 1,634,803                            |
| Financing costs                                                                 |    | 411,467                    | -                        | -                     | 411,467                              | 306,352                              |
| Fundraising and development                                                     |    | 266,766                    | -                        | -                     | 266,766                              | 344,047                              |
| <b>Total deductible costs</b>                                                   | 7  | <b>2,142,613</b>           | <b>-</b>                 | <b>-</b>              | <b>2,142,613</b>                     | <b>2,676,459</b>                     |
| <b>Charitable activities</b>                                                    |    |                            |                          |                       |                                      |                                      |
| Education and grant making                                                      |    | 27,468,613                 | 44,882                   | 229,295               | 27,742,790                           | 27,704,472                           |
| <b>Total expenditure</b>                                                        |    | <b>29,611,226</b>          | <b>44,882</b>            | <b>229,295</b>        | <b>29,885,403</b>                    | <b>30,380,931</b>                    |
| <b>Net incoming funds from operations before transfers and investment gains</b> |    |                            |                          |                       |                                      |                                      |
| (Loss)/Gain on investments                                                      | 11 | (3,137)                    | 1,931,925                | (229,295)             | 1,699,493                            | (75,154)                             |
| Transfer between funds                                                          | 19 | -                          | -                        | (50,139)              | (50,139)                             | 104,959                              |
|                                                                                 |    | 397,746                    | (397,746)                | -                     | -                                    | -                                    |
| <b>Net income/(expenditure) and movement in funds for the year</b>              |    | <b>394,609</b>             | <b>1,534,179</b>         | <b>(279,434)</b>      | <b>1,649,354</b>                     | <b>29,805</b>                        |
| <b>Fund balances at 1 September 2024</b>                                        |    | <b>27,803,788</b>          | <b>446,095</b>           | <b>17,014,871</b>     | <b>45,264,754</b>                    | <b>45,234,949</b>                    |
| <b>Fund balances at 31 August 2025</b>                                          |    | <b>28,198,397</b>          | <b>1,980,274</b>         | <b>16,735,437</b>     | <b>46,914,108</b>                    | <b>45,264,754</b>                    |

# FELSTED SCHOOL

## BALANCE SHEET

FOR THE YEAR ENDED 31 AUGUST 2025

AS AT 31 AUGUST 2025

|                                              | Notes | £                   | 2025<br>£                | £                   | 2024<br>£                |
|----------------------------------------------|-------|---------------------|--------------------------|---------------------|--------------------------|
| <b>Fixed Assets</b>                          |       |                     |                          |                     |                          |
| Tangible Assets                              | 10    |                     | 44,550,041               |                     | 44,629,143               |
| Investments                                  | 11    |                     | 1,359,292                |                     | 1,409,432                |
|                                              |       |                     | <u>45,909,333</u>        |                     | <u>46,038,575</u>        |
| <b>Current Assets</b>                        |       |                     |                          |                     |                          |
| Inventories                                  |       | 297,494             |                          | 285,570             |                          |
| Debtors                                      | 12    | 3,747,252           |                          | 1,513,659           |                          |
| VAT Capital Goods Scheme Recoverable         | 12    | 99,266              |                          | -                   |                          |
| Cash at bank and in hand                     |       | 10,760,909          |                          | 10,307,935          |                          |
| Short Term Deposits                          |       | <u>1,010,000</u>    |                          | <u>4,260,000</u>    |                          |
|                                              |       | 15,914,921          |                          | 16,367,164          |                          |
| <b>Current Liabilities</b>                   |       |                     |                          |                     |                          |
| Liabilities due within one year              | 13    | <u>(10,649,941)</u> |                          | <u>(10,411,471)</u> |                          |
| <b>Net Current Assets</b>                    |       |                     | <u>5,264,980</u>         |                     | <u>5,955,693</u>         |
| <b>Total Assets less current liabilities</b> |       |                     | <u>51,174,313</u>        |                     | <u>51,994,268</u>        |
| <b>Debtors due in more than one year</b>     |       |                     |                          |                     |                          |
| VAT Capital Goods Scheme Recoverable         | 12    | <u>496,331</u>      |                          |                     |                          |
|                                              |       |                     | <u>496,331</u>           |                     |                          |
| <b>Creditors due in more than one year</b>   |       |                     |                          |                     |                          |
| Fees in advance                              | 14    | (4,031,262)         |                          | (5,989,525)         |                          |
| Bank Loan                                    | 13    | <u>(725,274)</u>    |                          | <u>(739,989)</u>    |                          |
|                                              |       |                     | <u>(4,756,536)</u>       |                     | <u>(6,729,514)</u>       |
| <b>Net Assets</b>                            | 18    |                     | <u><b>46,914,108</b></u> |                     | <u><b>45,264,754</b></u> |
| <b>Funds</b>                                 |       |                     |                          |                     |                          |
| Unrestricted - General Reserve               | 19    |                     | 28,210,526               |                     | 27,806,521               |
| Unrestricted - Pension Reserve               | 22    |                     | (12,130)                 |                     | (2,733)                  |
| Restricted                                   | 19    |                     | 1,980,275                |                     | 446,095                  |
| Endowment                                    | 19    |                     | <u>16,735,437</u>        |                     | <u>17,014,871</u>        |
|                                              |       |                     | <u><b>46,914,108</b></u> |                     | <u><b>45,264,754</b></u> |

These financial statements were approved and authorised for issue by the Trustee on 21 March 2026 and signed on its behalf by:



M Beale  
Chair of Felsted School Trustee Limited

The notes on pages 24 to 40 form part of these financial statements

## CASHFLOW STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2025

|                                                             |      | 2025        | 2025              | 2024      | 2024              |
|-------------------------------------------------------------|------|-------------|-------------------|-----------|-------------------|
| <b>Cashflows from operating activities</b>                  |      |             |                   |           |                   |
| Net cash provided used in operating activities              | (i)  |             | (1,874,342)       |           | 6,452,586         |
| <b>Cashflows from investing activities</b>                  |      |             |                   |           |                   |
| Payments for tangible fixed assets                          |      | (1,239,627) |                   | (886,484) |                   |
| Proceeds on sales of tangible fixed assets                  |      | 29,000      |                   | 18,400    |                   |
| Investment income and bank interest received                |      | 711,618     |                   | 621,625   |                   |
| <b>Net cash used in investing activities</b>                |      |             | (499,009)         |           | (246,459)         |
| <b>Cashflows from financing activities</b>                  |      |             |                   |           |                   |
| Barclays 5 year Term Loan                                   |      | -           |                   | 760,000   |                   |
| Repayments on borrowing                                     |      | (12,208)    |                   | (7,939)   |                   |
| Phillips Loan                                               |      | -           |                   | 150,000   |                   |
| Finance costs paid                                          |      | (411,467)   |                   | (306,352) |                   |
| <b>Net cash provided by financing activities</b>            |      |             | (423,675)         |           | 595,709           |
| Change in cash and cash equivalents in the reporting period |      |             | (2,797,026)       |           | 6,801,836         |
| Cash and cash equivalents b fwd                             |      |             | 14,567,935        |           | 7,766,099         |
| Cash and cash equivalents c fwd                             | (ii) |             | <b>11,770,909</b> |           | <b>14,567,935</b> |

The notes on pages 24 to 40 form part of these financial statements

**FELSTED SCHOOL**

**CASHFLOW STATEMENT**

**FOR THE YEAR ENDED 31 AUGUST 2025**

**(i) Reconciliation of net income to net cash flow from operating activities**

|                                                                                               |             |           |
|-----------------------------------------------------------------------------------------------|-------------|-----------|
| Net incoming/(outgoing) for the reporting period as per the Statement of Financial Activities | 1,699,493   | (75,154)  |
| Adjustments for:                                                                              |             |           |
| - investment income and bank interest                                                         | (711,618)   | (621,625) |
| - finance costs                                                                               | 411,467     | 306,352   |
| Waiver of Phillips Fund Loan                                                                  | (679,867)   | -         |
| Depreciation charge                                                                           | 1,317,980   | 1,192,704 |
| Defined pension scheme adjustments                                                            | 9,397       | (6,279)   |
| Gain on sale of fixed assets                                                                  | (28,250)    | (12,482)  |
| (Increase) / Decrease in stocks                                                               | (11,924)    | 97,444    |
| Increase in debtors                                                                           | (2,829,190) | (368,178) |
| Increase / (Decrease) in creditors (excluding FIA and deposits)                               | 1,785,532   | (33,904)  |
| (Decrease) / Increase in FIA                                                                  | (2,742,876) | 6,042,704 |
| Decrease in parents deposits                                                                  | (94,486)    | (68,996)  |
|                                                                                               | (3,573,835) | 6,527,740 |
| Net cash (outflow)/inflow from operations                                                     | (1,874,342) | 6,452,586 |

**(ii) Analysis of cash and cash equivalents**

|                     |                   |                   |
|---------------------|-------------------|-------------------|
| Cash at bank        | 10,760,909        | 10,307,935        |
| Short Term Deposits | 1,010,000         | 4,260,000         |
|                     | <b>11,770,909</b> | <b>14,567,935</b> |

**(iii) Analysis of changes in Net Debt**

|                         | 01 September 2024        | Cashflows                 | 31 August 2025           |
|-------------------------|--------------------------|---------------------------|--------------------------|
| <b>Net cash</b>         |                          |                           |                          |
| Cash & Cash Equivalents | 10,307,935               | 452,974                   | 10,760,909               |
| ST deposits             | 4,260,000                | (3,250,000)               | 1,010,000                |
|                         | <u>14,567,935</u>        | <u>(2,797,026)</u>        | <u>11,770,909</u>        |
| <b>Borrowings</b>       |                          |                           |                          |
| Bank Loan               | (752,061)                | 12,208                    | (739,853)                |
| <b>Total</b>            | <u><b>13,815,874</b></u> | <u><b>(2,784,818)</b></u> | <u><b>11,031,056</b></u> |

**1 STATEMENT OF ACCOUNTING POLICIES****Basis of Accounts Preparation**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS102) – effective 1 January 2015.

These accounts are drawn up on the historical cost basis of accounting, as modified by the revaluation of investments. The financial statements have been prepared to give a 'true and fair' view and 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 Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice which has since been withdrawn).

At the time of approval of the Annual Report, there are currently significant cash balances should additional liquidity be required through this period of uncertainty to meet the liabilities as they fall due. The school has confirmed with its bankers that the existing overdraft facility continues for 12 months to June 2026 together with additional headroom if required. A four-year secured revolving credit facility of £4m expired on 11 November 2024. This has been renewed and the facility in place since April 2025. There are no plans currently in place that are reliant on the availability of this facility. The Barclays Term Loan of £760,000 is a floating rate basis term loan at 2.25% per annum. The term of the loan is 5 years with the final repayment date of the full amount by 17th October 2028.

The Trustee has considered various scenarios including a reduction in pupil numbers. At the time of approving these financial statements the School has not been notified of any material reduction in prospective pupil numbers relative to those which the School has used for the purposes of financial modelling and forecasting. The School has considered various financial forecasts taking account of the then current cash reserves and bank facilities and the ability to rescale the School's activities. Accordingly, the Trustee believes the School's financial resources are sufficient to ensure the School will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the financial statements and have therefore prepared the financial statements on the going concern basis.

The School is a Public Benefit Entity registered as a charity in England and Wales. It was registered as a charity on 10 April 1964 (charity number 310870).

**Critical accounting judgments and key sources of estimation uncertainty**

In the application of the accounting policies, The Trustee is required to make judgments, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affected current and future periods.

In the view of the Trustee, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying value in the next financial year.

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

**1 STATEMENT OF ACCOUNTING POLICIES (CONTINUED)**

**Fees and similar income**

Fees receivable and charges for services and use of premises are accounted for in the year in which the service is provided and are inclusive of VAT where applicable. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School but include contributions received from Restricted Funds for Scholarships, Bursaries and other grants. Fees received in advance of education to be provided in future years under an Advance Fee Payments Scheme contract are held as interest-bearing liabilities until either taken to income in the term when used or else refunded.

**Donations and legacies**

Donations receivable for the general purpose of the Charity are credited to Unrestricted Funds. Donations for purposes restricted by the wishes of the donor are taken to Restricted Funds where these wishes are legally binding on the Trustee Board. Donation and legacy income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

**Expenditure**

Expenditure is accrued as soon as a liability is considered probable, discounted to the present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SOFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use of the underlying assets, as appropriate. The irrecoverable element of VAT is included within the item of expense to which it relates.

Governance costs comprise the cost of the external audit and reimbursement of Trustee expenses when attending meetings.

**Pension schemes**

Retirement benefits to employees of the School are provided through four pension schemes, two defined benefit two defined contribution schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

- a) The Teachers' Pension Scheme – this scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, the School accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The Charity contributes to the Teachers' Pension Scheme; a multi-employer defined benefit pension scheme, at rates, varying between 7.4% and 11.7% for employees and an employer contribution rate set by the Scheme Actuary and advised to the Board by the Scheme Administrator of 28.68% for the period 1 September 2024 to 31 March 2025, remaining at 28.68% from 1 April 2025.
- b) The Pension Trust Scheme – this scheme is a multi-employer pension scheme. It is not possible to identify each individual employee's share of the underlying assets and liabilities. In most respects it is a multi-employer scheme but it has some guarantees. As a result, it is not possible to identify the School's share of the underlying assets and liabilities of the scheme. However, the School remains potentially liable for a debt on withdrawal from the scheme. In accordance with FRS102 the scheme is accounted for as if it were a defined contribution scheme – see also note 22 (b). The School's contributions of 5% are charged in the period in which the salaries to which they relate are payable for senior non-teaching members of staff.
- c) The People's Pension Scheme – this is a money purchase pension scheme. The School's contributions are charged in the period in which the salaries to which they relate are payable for other non-teaching staff
- d) Aviva Pension Trust for Independent Schools (APTIS) - this is a money purchase pension scheme. The School's contributions are charged in the period in which the salaries to which they relate are payable for teaching staff.

**School land and buildings, equipment and plant and machinery**

*Capitalisation and replacement*

Freehold land and buildings were professionally valued by Mullucks Wells, chartered surveyors, in August 2014. The basis of the valuation was that residential freehold and educational buildings were valued on an open market valuation with vacant possession. The August 2014 valuation highlighted a material increase in the value of the freehold land and buildings and the assets are included at this value.

The School has elected, in accordance with Section 35.10(d) of FRS102, to use the carrying values on 1 September 2014, the date of transition to FRS102, of any of the above freehold land and buildings previously carried at valuation, as their deemed cost. All tangible fixed assets are held for use on charitable activities.

### **School land and buildings, equipment and plant and machinery**

#### *Depreciation*

Depreciation is provided on other fixed assets to write off their cost, less estimated residual value based on current market prices, in equal instalments over estimated useful lives at the following rates:

|                                          |                                   |
|------------------------------------------|-----------------------------------|
| Freehold buildings                       | 2% to 10% straight line           |
| IT network - cabling                     | 10% straight line (10 year life)  |
| IT network - hardware (inc switches etc) | 14.3% straight line (7 year life) |
| Other IT equipment (inc smartscreens)    | 20% straight line                 |
| Other plant and equipment                | 10% straight line                 |
| Motor vehicles                           | 25% straight line                 |

Items costing over £2,500 are capitalised.

### **Investments**

Investments are valued in the balance sheet at their mid-market value at the balance sheet date. Unrealised gains and losses arising on revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate fund according to the "ownership" of the underlying assets.

### **Inventories**

Inventories are valued at the lower of cost and estimated selling price less costs to sell.

### **Operating leases**

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

### **Financial Instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade, other debtors and accrued income but excludes prepayments. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions and fees received from parents in advance of Autumn term. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

### **Advance Fee Scheme payments**

Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle School fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

**2 CHARITABLE ACTIVITIES – FEES RECEIVABLE**

|                                                                   | 2025<br>£                | 2024<br>£                |
|-------------------------------------------------------------------|--------------------------|--------------------------|
| <b>Fees receivable consist of:</b>                                |                          |                          |
| School Fees                                                       | 29,618,128               | 29,133,886               |
| Less: total scholarships & Bursaries                              | (3,108,626)              | (3,160,895)              |
|                                                                   | <u>26,509,502</u>        | <u>25,972,991</u>        |
| Add back: Bursaries and other awards paid for by restricted funds | 40,671                   | 228,825                  |
|                                                                   | <u><b>26,550,173</b></u> | <u><b>26,201,816</b></u> |

Scholarships, bursaries and other awards were paid to 283 pupils (2024: 278).

Within this, means tested bursaries totalling £1,207,711 were paid to 68 pupils (2024: £1,230,514 to 54 pupils)

**3 CHARITABLE ACTIVITIES - OTHER INCOME**

|                                       | 2025<br>£               | 2024<br>£               |
|---------------------------------------|-------------------------|-------------------------|
| Extras                                | 986,408                 | 1,238,960               |
| Entrance and registration fees        | 28,482                  | 56,778                  |
| Transport                             | 285,460                 | 295,644                 |
| International Summer School & Courses | 389,785                 | 1,224,394               |
| School bookshop                       | -                       | 14,344                  |
|                                       | <u><b>1,690,135</b></u> | <u><b>2,830,120</b></u> |

**4 OTHER TRADING ACTIVITIES**

|                           | 2025<br>£             | 2024<br>£             |
|---------------------------|-----------------------|-----------------------|
| <b>Trading income</b>     |                       |                       |
| Lettings and Sports Clubs | 168,645               | 144,326               |
| Other School Shops        | 363,258               | 311,550               |
|                           | <u>531,903</u>        | <u>455,876</u>        |
| <b>Other activities</b>   |                       |                       |
| Interest on overdue fees  | -                     | 10,596                |
| Other income              | 163,133               | 96,897                |
|                           | <u><b>163,133</b></u> | <u><b>107,493</b></u> |

**5 INVESTMENT INCOME**

|                                      | Unrestricted<br>£ | Restricted<br>£ | Endowed<br>£ | Total 2025<br>£      | Total 2024<br>£       |
|--------------------------------------|-------------------|-----------------|--------------|----------------------|-----------------------|
| <b>Securities investment income:</b> |                   |                 |              |                      |                       |
| Equities                             | -                 | 38,871          | -            | 38,871               | 180,894               |
| <b>Property investment income</b>    |                   |                 |              |                      |                       |
| Rents receivable                     | 37,858            | -               | -            | 37,858               | 40,020                |
|                                      | <u>37,858</u>     | <u>38,871</u>   | <u>-</u>     | <u><b>76,729</b></u> | <u><b>220,914</b></u> |

**6 GRANTS AND DONATIONS RECEIVABLE**

|                       | Unrestricted<br>£ | Restricted<br>£ | Endowed<br>£ | Total 2025<br>£ | Total 2024<br>£ |
|-----------------------|-------------------|-----------------|--------------|-----------------|-----------------|
| Bursaries             | -                 | 1,933,105       | -            | 1,933,105       | 84,396          |
| Development donations | -                 | 4,831           | -            | 4,831           | 4,450           |
|                       | -                 | 1,937,936       | -            | 1,937,936       | 88,846          |

**7 ANALYSIS OF EXPENDITURE****A) Total Expenditure**

Year to 31 August 2025

|                                     | Staff Costs<br>(note 9)<br>£ | Depreciation<br>(note 10)<br>£ | Other costs<br>£ | 2025<br>£         |
|-------------------------------------|------------------------------|--------------------------------|------------------|-------------------|
| <b>Costs of raising funds</b>       |                              |                                |                  |                   |
| Trading costs                       | 160,863                      | -                              | 203,530          | 364,393           |
| Costs of other activities           | 545,005                      | -                              | 554,982          | 1,099,987         |
| Financing costs (note 8)            | -                            | -                              | 411,467          | 411,467           |
| Development costs                   | 218,186                      | -                              | 48,580           | 266,766           |
| <b>Total costs of raising funds</b> | <b>924,054</b>               | <b>-</b>                       | <b>1,218,559</b> | <b>2,142,613</b>  |
| <b>Charitable Expenditure</b>       |                              |                                |                  |                   |
| Education and Grant making          |                              |                                |                  |                   |
| Teaching                            | 10,693,503                   | -                              | 1,983,980        | 12,677,483        |
| Welfare                             | 3,364,369                    | -                              | 1,392,534        | 4,756,903         |
| Premises repair and maintenance     | 1,070,895                    | 1,317,980                      | 2,918,905        | 5,307,780         |
| Support costs & Governance          | 3,697,635                    | -                              | 1,258,107        | 4,955,742         |
| Grants, awards and prizes (note 7b) | -                            | -                              | 44,882           | 44,882            |
| <b>Total Charitable expenditure</b> | <b>18,826,402</b>            | <b>1,317,980</b>               | <b>7,598,408</b> | <b>27,742,790</b> |
| <b>Total Expenditure</b>            | <b>19,750,456</b>            | <b>1,317,980</b>               | <b>8,816,967</b> | <b>29,885,403</b> |

FELSTED SCHOOL

NOTES TO THE ACCOUNTS - CONTINUED

FOR THE YEAR ENDED 31 AUGUST 2025

7 ANALYSIS OF EXPENDITURE (CONTINUED)

A) Total Expenditure

| Year to 31 August 2024              | Staff Costs<br>(note 9)<br>£ | Depreciation<br>(note 10)<br>£ | Other costs<br>£  | 2024<br>£         |
|-------------------------------------|------------------------------|--------------------------------|-------------------|-------------------|
| <b>Costs of raising funds</b>       |                              |                                |                   |                   |
| Trading costs                       | 150,516                      | -                              | 240,741           | 391,257           |
| Costs of other activities           | 608,962                      | -                              | 1,025,841         | 1,634,803         |
| Financing costs (note 8)            | -                            | -                              | 306,352           | 306,352           |
| Development costs                   | 176,123                      | -                              | 167,924           | 344,047           |
| <b>Total costs of raising funds</b> | <b>935,601</b>               | <b>-</b>                       | <b>1,740,858</b>  | <b>2,676,459</b>  |
| <b>Charitable Expenditure</b>       |                              |                                |                   |                   |
| Education and Grant making          |                              |                                |                   |                   |
| Teaching                            | 10,398,532                   | -                              | 1,975,218         | 12,373,750        |
| Welfare                             | 3,254,109                    | -                              | 1,443,583         | 4,697,692         |
| Premises repair and maintenance     | 1,014,336                    | 1,192,704                      | 3,282,310         | 5,489,350         |
| Support costs & Governance          | 3,519,757                    | -                              | 1,392,813         | 4,912,570         |
| Grants, awards and prizes (note 7b) | -                            | -                              | 231,110           | 231,110           |
| <b>Total Charitable expenditure</b> | <b>18,186,734</b>            | <b>1,192,704</b>               | <b>8,325,034</b>  | <b>27,704,472</b> |
| <b>Total Expenditure</b>            | <b>19,122,335</b>            | <b>1,192,704</b>               | <b>10,065,892</b> | <b>30,380,931</b> |

Depreciation and other costs relating to Felsted School endowed fund properties totalling £229,295 (2024: £229,295), have been charged directly to the endowment fund.

B) Grants, awards and prizes

Total & Restricted Funds

|                                       | 2025<br>£ | 2024<br>£ |
|---------------------------------------|-----------|-----------|
| <b>From Restricted Funds</b>          |           |           |
| Bursaries and other grants and awards | 44,882    | 231,110   |

C) Governance included in support costs

|                                                              | 2025<br>£ | 2024<br>£ |
|--------------------------------------------------------------|-----------|-----------|
|                                                              |           | 8,000     |
| Remuneration paid to auditor for Full Audit 2025             | 31,700    | 32,506    |
| Reimbursement of expenses to Trustee Director - travel costs | 912       | 1,024     |
|                                                              | 32,612    | 41,530    |

Travel expenses were reclaimed by three members, £912 (2024: £1,024 reclaimed by 2 members) of the Trustee Board.

**8 FINANCE AND OTHER COSTS**

|                                      | 2025           | 2024           |
|--------------------------------------|----------------|----------------|
|                                      | £              | £              |
| Fees in advance debit financing cost | 326,506        | 228,538        |
| Pension Scheme financing cost        | 24,067         | 8,043          |
| Bank Interest                        | 60,894         | 69,771         |
|                                      | <u>411,467</u> | <u>306,352</u> |

**9 STAFF COSTS**

|                                                           | 2025              | 2024              |
|-----------------------------------------------------------|-------------------|-------------------|
|                                                           | £                 | £                 |
| The aggregate payroll costs for the year were as follows: |                   |                   |
| Wages and Salaries                                        | 15,938,872        | 15,625,266        |
| Social Security Costs                                     | 1,796,638         | 1,557,362         |
| Pension Contributions                                     | 2,014,947         | 1,939,706         |
|                                                           | <u>19,750,457</u> | <u>19,122,334</u> |

None of the Trustee Board received any remuneration or other benefits from Felsted School or from any connected body.

Aggregate employee benefits of  
key management personnel

704,096      628,295

Number of higher paid employees in bands of:

|                     | 2025<br>Number | 2024<br>Number |
|---------------------|----------------|----------------|
| £60,001 - £70,000   | 27             | 26             |
| £70,001 - £80,000   | 6              | 6              |
| £80,001 - £90,000   | 2              | 3              |
| £90,001 - £100,000  | 1              | 1              |
| £100,001 - £110,000 | 2              | 2              |
| £130,001 - £140,000 | 1              | 1              |
| £140,001 - £150,000 | 1              | -              |
| £170,001 - £180,000 | -              | 1              |
| £180,001 - £190,000 | 1              | -              |

The number of higher paid employees with retirement benefits accruing  
-in Defined Contribution Schemes was

Of which the contributions amounted to  
- Defined Benefit Schemes was

9      5  
£55,250      £62,103  
32      31

**9 STAFF COSTS (CONTINUED)**

The average number of employees during the year was:

|                 | <b>2025</b>   | <b>2024</b>   | <b>2025</b>   | <b>2024</b>   |
|-----------------|---------------|---------------|---------------|---------------|
|                 | <b>Actual</b> | <b>Actual</b> | <b>FTE</b>    | <b>FTE</b>    |
|                 | <b>Number</b> | <b>Number</b> | <b>Number</b> | <b>Number</b> |
| <b>Teaching</b> | 151           | 163           | 133           | 139           |
| <b>Welfare</b>  | 172           | 196           | 105           | 115           |
| <b>Premises</b> | 32            | 30            | 26            | 25            |
| <b>Support</b>  | 169           | 177           | 104           | 106           |
| <b>Other</b>    | 25            | 27            | 17            | 16            |
| <b>Total</b>    | <b>549</b>    | <b>593</b>    | <b>385</b>    | <b>401</b>    |

During the year there were no redundancy payments made. Termination payments of £36,534 were made (2024: £56,859). Of the total, £20,181 was still outstanding for payment at 31<sup>st</sup> August 2025.

**10 TANGIBLE FIXED ASSETS**

|                       | Assets<br>Under<br>Construction<br>£ | Freehold<br>Land and<br>Building<br>£ | Plant<br>and<br>Equipment<br>£ | Motor<br>Vehicles<br>£ | Total<br>£ |
|-----------------------|--------------------------------------|---------------------------------------|--------------------------------|------------------------|------------|
| <b>Cost</b>           |                                      |                                       |                                |                        |            |
| At 1 September 2024   | -                                    | 52,068,681                            | 1,960,933                      | 866,598                | 54,896,212 |
| Additions             | 25,381                               | 1,590,709                             | 123,428                        | 95,707                 | 1,835,225  |
| Disposals             | -                                    | -                                     | -                              | (172,997)              | (172,997)  |
| CGS Amendment         | -                                    | (595,598)                             | -                              | -                      | (595,598)  |
| At 31 August 2025     | 25,381                               | 53,063,792                            | 2,084,361                      | 789,308                | 55,962,842 |
| <b>DEPRECIATION</b>   |                                      |                                       |                                |                        |            |
| At 1 September 2024   | -                                    | 8,379,649                             | 1,160,851                      | 726,569                | 10,267,069 |
| Charge for the year   | -                                    | 1,087,573                             | 156,720                        | 73,687                 | 1,317,980  |
| Disposals             | -                                    | -                                     | -                              | (172,248)              | (172,248)  |
| At 31 August 2025     | -                                    | 9,467,222                             | 1,317,571                      | 628,008                | 11,412,801 |
| <b>NET BOOK VALUE</b> |                                      |                                       |                                |                        |            |
| At 31 August 2025     | 25,381                               | 43,596,570                            | 766,790                        | 161,300                | 44,550,041 |
| At 31 August 2024     | -                                    | 43,689,032                            | 800,082                        | 140,029                | 44,629,143 |

\* The School has elected, in accordance with Section 35.10(d) of FRS102, to use the carrying values on 1 September 2014, the date of transition to FRS102, of any of the above freehold land and buildings previously carried at valuation, as their deemed cost. All tangible fixed assets are held for use on charitable activities.

Following the introduction of VAT on tuition fees from 1 January 2025, we have recognised a VAT asset of £596k. The payment due back to the school under the Capital Goods Scheme is recorded as a Capital Good. These amounts are subject to agreement with HMRC. During the year a VAT adjustment was made under the Capital Goods Scheme relating to building developments incurred prior to VAT registration.

**11 SECURITIES INVESTMENTS**

|                                             | 2025<br>£        | 2024<br>£        |
|---------------------------------------------|------------------|------------------|
| At 1 September 2024                         | 1,409,432        | 1,304,473        |
| (Decrease)/Increase in value of investments | (50,140)         | 104,959          |
| <b>Investments at 31 August 2025</b>        | <b>1,359,292</b> | <b>1,409,432</b> |

**Investments comprise:****Listed Investments**

|                    |         |           |
|--------------------|---------|-----------|
| Fixed Interest     | 167,329 | 114,728   |
| Equities           | 990,788 | 1,061,443 |
| Alternative assets | 168,960 | 205,636   |
| Cash               | 32,215  | 27,625    |

|                                      |                  |                  |
|--------------------------------------|------------------|------------------|
| <b>Investments at 31 August 2025</b> | <b>1,359,292</b> | <b>1,409,432</b> |
|--------------------------------------|------------------|------------------|

In addition to the above investments, cash balances within the Fees in Advance Scheme are included in current assets as cash deposits. The main Securities investments are managed for the School by CCLA. All investments are managed and held in the UK.

**12 DEBTORS**

| <b>Due within one year</b>           | <b>2025</b>      | <b>2024</b>      |
|--------------------------------------|------------------|------------------|
|                                      | <b>£</b>         | <b>£</b>         |
| Fees and extras                      | 3,303,764        | 1,011,433        |
| Trade                                | 51,954           | 34,370           |
| Other debtors                        | 152,797          | 205,675          |
| Other prepayments and accrued income | 238,737          | 262,181          |
| VAT Capital Goods Scheme Recoverable | 99,266           | -                |
|                                      | <b>3,846,518</b> | <b>1,513,659</b> |
|                                      |                  |                  |
| <b>Due after one year</b>            | <b>2025</b>      | <b>2024</b>      |
|                                      | <b>£</b>         | <b>£</b>         |
| VAT Capital Goods Scheme Recoverable | 496,331          | -                |

The VAT recoverable on the Capital Goods Scheme will be claimed every year until 2032, against the expenditure incurred on the building and development of the Marshall Centre.

As a result of the introduction of VAT, the 2025 Fees and extras balance of £3.3m includes £1.7m of output VAT on invoices raised to parents in August 2025 in respect of the Autumn 2025 termly fees.

**13 CREDITORS:**

| <b>Due within one year</b>                    | <b>2025</b>       | <b>2024</b>       |
|-----------------------------------------------|-------------------|-------------------|
|                                               | <b>£</b>          | <b>£</b>          |
| Deposits from parents                         | 1,596,500         | 1,690,986         |
| Fees received from parents in advance of term | 3,536,670         | 3,167,385         |
| Trade Creditors                               | 118,431           | 159,756           |
| Taxation and social security                  | 2,004,749         | 450,988           |
| Fees in Advance Scheme                        | 2,246,628         | 3,031,240         |
| Accruals and deferred income                  | 1,132,384         | 1,219,177         |
| Phillips Fund Loan                            | 0                 | 679,867           |
|                                               | <b>10,635,362</b> | <b>10,399,399</b> |

As a result of the introduction of VAT, the 2025 Taxation and Social Security balance of £2.0m includes £1.6m of output VAT on invoices raised to parents in August 2025 in respect of the Autumn 2025 termly fees.

| Bank Loan           | 2025<br>£      | 2024<br>£      |
|---------------------|----------------|----------------|
| Within 2 to 5 years | 709,292        | 726,782        |
| Within 1 to 2 years | 15,982         | 13,207         |
|                     | <hr/>          | <hr/>          |
|                     | 725,274        | 739,989        |
| Within 1 year       | 14,579         | 12,072         |
|                     | <hr/>          | <hr/>          |
|                     | <b>739,853</b> | <b>752,061</b> |
|                     | <hr/>          | <hr/>          |

There is a bank overdraft standing facility of £800,000. A four-year secured revolving credit facility of £4m expired on 11 November 2024. This has been renewed and the facility is in place since April 2025. There are no plans currently in place that are reliant on the availability of this facility.

The loan from the Philipps Fund has been waived and the funds released from the Balance Sheet.

The Barclays Term Loan of £760,000 is a floating rate basis term loan at 2.25% per annum. The term of the loan is 5 years with the final repayment date of the full amount by 17<sup>th</sup> October 2028.

Pupil Fees Deposits – the total amount held in relation to fee deposits of £1,596,500 is included above. In the normal course of business, the expected repayment of these amounts will be £315,000 (2024: £326,488) within one year and £1,281,500 (2024: £1,303,000) after more than one year. The Trustee has considered the contract terms under which Pupil fee deposits are held by the School. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the School, pupils can leave at earlier dates. The School does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 August 2025 have been included within current liabilities.

**14 FEES IN ADVANCE SCHEME**

There was a significant decrease in the number of parents taking out fees in advance contracts with the school since the implementation of VAT on school fees. Assuming pupils will remain in the School, advance fees will be applied as follows:

|                     | 2025<br>£        | 2024<br>£        |
|---------------------|------------------|------------------|
| After 5 years       | 383,686          | 604,052          |
| Within 2 to 5 years | 1,925,163        | 3,371,712        |
| Within 1 to 2 years | 1,722,413        | 2,013,761        |
|                     | <hr/>            | <hr/>            |
|                     | 4,031,262        | 5,989,525        |
| Within 1 year       | 2,246,628        | 3,031,240        |
|                     | <hr/>            | <hr/>            |
|                     | <b>6,277,890</b> | <b>9,020,765</b> |
|                     | <hr/>            | <hr/>            |

**Summary of movement in Liability**

|                                                    | 2025<br>£        | 2024<br>£        |
|----------------------------------------------------|------------------|------------------|
| Balance at 1 September 2024                        | 9,020,765        | 2,978,061        |
| New Contracts                                      | 685,042          | 8,157,365        |
| Repayments                                         | (211,919)        | (70,701)         |
| Amounts used to pay Fees                           | (3,542,504)      | (2,272,498)      |
| Amounts accrued to contract as debt financing cost | 326,506          | 228,538          |
|                                                    | <hr/>            | <hr/>            |
|                                                    | <b>6,277,890</b> | <b>9,020,765</b> |
|                                                    | <hr/>            | <hr/>            |

**15 FINANCIAL INSTRUMENTS**

|                                             | 2025<br>£        | 2024<br>£        |
|---------------------------------------------|------------------|------------------|
| Financial assets measured at Fair Value (a) | <u>1,359,292</u> | <u>1,409,432</u> |

(a) Financial assets held at fair value include assets held as investments

|                                                        |               |                |
|--------------------------------------------------------|---------------|----------------|
| Total Income for Financial Assets held at Market Value | <u>38,871</u> | <u>180,894</u> |
|--------------------------------------------------------|---------------|----------------|

**16 LEASES**

The future minimum lease payments under non-cancellable operating leases for equipment which are all payable as follows:

|                     | <b>2025</b>    | <b>2024</b>  |
|---------------------|----------------|--------------|
|                     | <b>£</b>       | <b>£</b>     |
| Within 1 year       | 84,319         | 5,800        |
| Within 2 to 5 years | 28,940         | 1,368        |
|                     | <u>113,259</u> | <u>7,168</u> |

Lease payments in year recognised as expenditure amounted to £88,092 (2024: £71,524).

**17 FUNDS OF THE SCHOOL**

The School's funds are analysed under the following headings

**(a) Endowed funds**

Endowment funds consist of investments and freehold land and buildings held by the School under permanent endowment, and special funds on which the capital must be retained and the income applied to specific purposes of the School.

**(b) Restricted funds**

- Annual Fund - this raises funds for small projects and extra-curricular activities that will be realised within a 12-month period.
- Prize Funds – donations were received to nominate a pupil each year for a Prize. An amount is released each year to cover the cost of the prize awarded on Speech Day.
- Neurodivergent Learning Centre Fund - this is the donation specifically ring fenced for the design and build of the new centre.
- Strength & Conditioning Works Fund - this is a donation specifically ring fenced to finance the works being carried out to the gym.

All other funds have been released off the balance sheet after a detailed review was undertaken on historic spends in relation to the funds.

**(c) Unrestricted funds**

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

## 18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

|                        | Unrestricted<br>£ | Restricted<br>£  | Endowment<br>£    | Total<br>31 August 2025<br>£ |
|------------------------|-------------------|------------------|-------------------|------------------------------|
| Tangible Fixed Assets  | 29,070,029        | 103,867          | 15,376,144        | 44,550,040                   |
| Securities investments | -                 | -                | 1,359,293         | 1,359,293                    |
| Net current Assets     | 3,884,905         | 1,876,407        | -                 | 5,761,312                    |
| Long Term Liabilities  | (4,756,537)       | -                | -                 | (4,756,537)                  |
|                        | <b>28,198,397</b> | <b>1,980,274</b> | <b>16,735,437</b> | <b>46,914,108</b>            |

## 18 ANALYSIS OF NET ASSETS BETWEEN FUNDS AS AT 31 AUGUST 2024

|                        | Unrestricted<br>£ | Restricted<br>£ | Endowment<br>£    | Total<br>31 August 2024<br>£ |
|------------------------|-------------------|-----------------|-------------------|------------------------------|
| Tangible Fixed Assets  | 28,892,504        | 131,200         | 15,605,439        | 44,629,143                   |
| Securities investments | -                 | -               | 1,409,432         | 1,409,432                    |
| Net current Assets     | 5,640,798         | 314,895         | -                 | 5,955,693                    |
| Long Term Liabilities  | (6,729,514)       | -               | -                 | (6,729,514)                  |
|                        | <b>27,803,788</b> | <b>446,095</b>  | <b>17,014,871</b> | <b>45,264,754</b>            |

## 19 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

|                                | 31 August 2024<br>£ | Income<br>£       | Expenditure<br>£    | Revaluation/<br>Transfers<br>£ | 31 August 2025<br>£ |
|--------------------------------|---------------------|-------------------|---------------------|--------------------------------|---------------------|
| <b>Unrestricted funds</b>      |                     |                   |                     |                                |                     |
| General reserve                | 27,806,521          | 29,608,089        | (29,601,829)        | 397,746                        | 28,210,527          |
| Pension reserve                | (2,733)             | -                 | (9,397)             | -                              | (12,130)            |
|                                | <b>27,803,788</b>   | <b>29,608,089</b> | <b>(29,611,226)</b> | <b>397,746</b>                 | <b>28,198,397</b>   |
| <b>Restricted funds</b>        |                     |                   |                     |                                |                     |
| Annual Fund                    | 114,448             | 4,831             | (4,211)             | -                              | 115,068             |
| Bury Fund                      | 2,799               | -                 | -                   | (2,799)                        | -                   |
| Bursary Funds                  | 301,830             | 116,976           | (40,671)            | (378,135)                      | -                   |
| Deacons' refurbishment         | 4,666               | -                 | -                   | (4,666)                        | -                   |
| Prize Funds                    | 10,351              | -                 | -                   | (145)                          | 10,206              |
| Windsors – Malone legacy       | 8,177               | -                 | -                   | (8,177)                        | -                   |
| Neurodivergent Learning Centre | -                   | 1,600,000         | -                   | -                              | 1,600,000           |
| Strength & Conditioning Gym    | -                   | 255,000           | -                   | -                              | 255,000             |
| Other                          | 3,824               | -                 | -                   | (3,824)                        | -                   |
|                                | <b>446,095</b>      | <b>1,976,807</b>  | <b>(44,882)</b>     | <b>(397,746)</b>               | <b>1,980,274</b>    |
| <b>Endowed – permanent</b>     |                     |                   |                     |                                |                     |
| Endowed reserve                | 17,014,871          | -                 | (229,295)           | (50,139)                       | 16,735,437          |
| <b>Total funds</b>             | <b>45,264,754</b>   | <b>31,584,896</b> | <b>(29,885,403)</b> | <b>(50,139)</b>                | <b>46,914,108</b>   |

**19 SUMMARY OF MOVEMENTS ON MAJOR FUNDS AS AT 31 AUGUST 2024**

|                            | 31 August 2023           | Income                   | Expenditure                | Revaluation/<br>Transfers | 31 August 2024           |
|----------------------------|--------------------------|--------------------------|----------------------------|---------------------------|--------------------------|
|                            | £                        | £                        | £                          | £                         | £                        |
| <b>Unrestricted funds</b>  |                          |                          |                            |                           |                          |
| General reserve            | 27,697,194               | 30,036,037               | (29,926,805)               | 95                        | 27,806,521               |
| Pension reserve            | (9,012)                  | -                        | 6,279                      | -                         | (2,733)                  |
|                            | <u>27,688,182</u>        | <u>30,036,037</u>        | <u>(29,920,526)</u>        | <u>95</u>                 | <u>27,803,788</u>        |
| <b>Restricted funds</b>    |                          |                          |                            |                           |                          |
| Annual Fund                | 112,283                  | 4,450                    | (2,285)                    | -                         | 114,448                  |
| Bury Fund                  | 2,799                    | -                        | -                          | -                         | 2,799                    |
| Bursary Funds              | 265,365                  | 265,290                  | (228,825)                  | -                         | 301,830                  |
| Deacons' refurbishment     | 4,666                    | -                        | -                          | -                         | 4,666                    |
| Prize Funds                | 10,446                   | -                        | -                          | (95)                      | 10,351                   |
| Windsors – Malone legacy   | 8,177                    | -                        | -                          | -                         | 8,177                    |
| Other                      | 3,824                    | -                        | -                          | -                         | 3,824                    |
|                            | <u>407,560</u>           | <u>269,740</u>           | <u>(231,110)</u>           | <u>(95)</u>               | <u>446,095</u>           |
| <b>Endowed – permanent</b> |                          |                          |                            |                           |                          |
| Endowed reserve            | <u>17,139,207</u>        | <u>-</u>                 | <u>(229,295)</u>           | <u>104,959</u>            | <u>17,014,871</u>        |
| <b>Total funds</b>         | <u><u>45,234,949</u></u> | <u><u>30,305,777</u></u> | <u><u>(30,380,931)</u></u> | <u><u>104,959</u></u>     | <u><u>45,264,754</u></u> |

**20 CAPITAL COMMITMENTS**

Commitments for future capital expenditure not provided for in these accounts were as follows:

|                           | 2025<br>£ | 2024<br>£ |
|---------------------------|-----------|-----------|
| Authorised and contracted | -         | -         |

**21 PENSION COMMITMENTS**

The School makes annual payments to former employees, and during the year these amounted to £1,723 (2024: £1,714). These payments are subject to an annual review.

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**22 PENSION SCHEMES****a) Teachers' Pension Scheme**

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,584,006 (2024: £1,625,971) and at the year-end £117,001 (2024: £138,099) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). 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.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023. The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn, resulting in a scheme deficit of £39.8bn.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

**b) The Pensions Trust Retirement Solutions - The Growth Plan**

The school participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

From 1 April 2022 to 31 January 2025, the deficit contributions of the scheme totalled £3,312,000 per annum. Unless a concession has been agreed with the Trustees the term to 31 January 2025 applies.

From 1 April 2025 to 31 March 2028, the deficit contributions of the scheme totalled £2,100,000 per annum.

The School's deficit contributions were £14,670 per annum. For the financial year September 2024 – August 2025, the School's deficit contributions totalled £13,568.

The recovery plan contributions are allocated to each participating employer in line with their estimate share of the Series 1 and Series 2 scheme liabilities. Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

**Present values of provision****Reconciliation of opening and closing provisions**

|                                                          | 2025          | 2024         |
|----------------------------------------------------------|---------------|--------------|
|                                                          | £             | £            |
| Provision at start of period                             | 2,733         | 9,012        |
| Unwinding of the discount factor (interest expense)      | 18            | 330          |
| Deficit contribution paid                                | (14,670)      | (14,322)     |
| Remeasurements - impact of any changes in assumptions    | 9,959         | 7,713        |
| Remeasurements - amendments to the contribution schedule | 14,090        | -            |
|                                                          | <b>12,130</b> | <b>2,733</b> |

|               | 2025          | 2024         |
|---------------|---------------|--------------|
|               | £             | £            |
| Within 1 year | 12,130        | 2,733        |
|               | <b>12,130</b> | <b>2,733</b> |

**Income and Expenditure Impact**

|                                                       | 2025   | 2024   |
|-------------------------------------------------------|--------|--------|
|                                                       | £      | £      |
| Interest Expense                                      | 18     | 330    |
| Remeasurements - impact of any changes in assumptions | 9,959  | 7,713  |
| Costs recognised in Statement of Financial Activities | 24,049 | 14,322 |

**Assumptions**

|                  | At<br>31 August<br>2025 | At<br>31 August<br>2024 | At<br>31 August<br>2023 | At<br>31 August<br>2022 |
|------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                  | % per<br>annum          | % per<br>annum          | % per<br>annum          | % per<br>annum          |
| Rate of discount | 4.37                    | 5.13                    | 6.04                    | 4.46                    |

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

The School has been notified by The Pensions Trust Retirement Solutions of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2025. As of this date the estimated employer debt on withdrawal for the School was £81,101 (2024: £77,000).

**c) Aviva Pension Trust for Independent Schools**

The School also participates in the Aviva Trust for Independent School ("APTIS") for its teaching staff. The pension charge for the year includes contributions payable to APTIS of £800,136 (2024: £597,300) and at the year-end £nil was accrued in respect of contributions to this scheme (2024: £nil). It is a money purchase pension scheme.

**23 RELATED PARTY TRANSACTIONS**

Certain Directors of the Trustee Company had interests in transactions involving the School:

M Beale, S Wolfe and Z Rantell are parents of current pupils in the School. All of these families paid School fees in accordance with the School's standard terms and conditions. During the year, 1 (2024: 1) member of staff was employed on standard terms and conditions by the School who was related to Directors of the Trustee Company and these staff received remuneration of £10,893 (2024: £10,499).

During the year donations of £5,000 (2024: £7,800) were received from Directors of the Trustee Company.

During the year, 3 (2024: 2) members of staff were employed on standard terms and conditions by the School who were related to key management personnel.

**24 CONNECTED CHARITIES AND COMPANIES**

Felsted School is supported by The Philipps Fund, which raises funds for the benefit of the School. The Phillips Fund has waived the loan and donated the funds to the school. Therefore, the balance at 31 August 2025 is £nil.

A trading company, Felsted School Enterprises Ltd, was incorporated on 21 August 2006 and remained dormant throughout the year. It changed its name on 16 August 2022 to Felsted Global Education Limited.

**25 STATEMENT OF FINANCIAL ACTIVITIES – PRIOR YEAR COMPARATIVE FIGURES BY FUND TYPE**

|                                                                                            | Notes | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Endowment Funds<br>£ | Total<br>Year to 31<br>August 2024<br>£ |
|--------------------------------------------------------------------------------------------|-------|-------------------------|-----------------------|----------------------|-----------------------------------------|
| <b>Income and endowments from:</b>                                                         |       |                         |                       |                      |                                         |
| <b>Charitable activities</b>                                                               |       |                         |                       |                      |                                         |
| School fees receivable                                                                     | 2     | 26,201,816              | -                     | -                    | 26,201,816                              |
| Ancillary trading income                                                                   | 3     | 2,830,120               | -                     | -                    | 2,830,120                               |
| <b>Other trading activities</b>                                                            |       |                         |                       |                      |                                         |
| Non-ancillary trading income                                                               | 4     | 455,876                 | -                     | -                    | 455,876                                 |
| Other activities                                                                           | 4     | 107,493                 | -                     | -                    | 107,493                                 |
| <b>Investments</b>                                                                         |       |                         |                       |                      |                                         |
| Investment income                                                                          | 5     | 40,020                  | 180,894               | -                    | 220,914                                 |
| Bank and other interest                                                                    |       | 400,712                 | -                     | -                    | 400,712                                 |
| <b>Voluntary sources</b>                                                                   |       |                         |                       |                      |                                         |
| Grants and donations                                                                       | 6     | -                       | 88,846                | -                    | 88,846                                  |
| <b>Total income</b>                                                                        |       | <b>30,036,037</b>       | <b>269,740</b>        | <b>-</b>             | <b>30,305,777</b>                       |
| <b>Expenditure on:</b>                                                                     |       |                         |                       |                      |                                         |
| <b>Raising funds</b>                                                                       |       |                         |                       |                      |                                         |
| Non-ancillary trading                                                                      |       | 391,257                 | -                     | -                    | 391,257                                 |
| Other income-generating activities                                                         |       | 1,634,803               | -                     | -                    | 1,634,803                               |
| Financing costs                                                                            | 8     | 306,352                 | -                     | -                    | 306,352                                 |
| Fundraising & Development                                                                  |       | 344,047                 | -                     | -                    | 344,047                                 |
| <b>Total deductible costs</b>                                                              | 7     | <b>2,676,459</b>        | <b>-</b>              | <b>-</b>             | <b>2,676,459</b>                        |
| <b>Charitable activities</b>                                                               |       |                         |                       |                      |                                         |
| Education and grant making                                                                 | 7     | 27,244,067              | 231,110               | 229,295              | 27,704,472                              |
| <b>Total expenditure</b>                                                                   |       | <b>29,920,526</b>       | <b>231,110</b>        | <b>229,295</b>       | <b>30,380,931</b>                       |
| <b>Net (outgoing)/incoming funds from operations before transfers and investment gains</b> |       |                         |                       |                      |                                         |
|                                                                                            |       | 115,511                 | 38,630                | (229,295)            | (75,154)                                |
| (Loss)/gains on investments                                                                | 11    | -                       | -                     | 104,959              | 104,959                                 |
| Transfers between funds                                                                    | 19    | 95                      | (95)                  | -                    | -                                       |
| <b>Net (expenditure)/income and movement in funds for the year</b>                         |       | <b>115,606</b>          | <b>38,535</b>         | <b>(124,336)</b>     | <b>29,805</b>                           |
| <b>Fund balances at 1 September 2023 25</b>                                                |       |                         |                       |                      |                                         |
|                                                                                            |       | <b>27,688,182</b>       | <b>407,560</b>        | <b>17,139,207</b>    | <b>45,234,949</b>                       |
| <b>FUND BALANCES at 31 AUGUST 2024</b>                                                     |       | <b>27,803,788</b>       | <b>446,095</b>        | <b>17,014,871</b>    | <b>45,264,754</b>                       |

