

**The St Marylebone Church  
of England Bridge School**

**Annual Report and Financial  
Statements**

31 August 2025

Company Limited by Guarantee  
Registration Number  
08270125 (England and Wales)

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**Reference and administrative information** Year to 31 August 2025

<b>Members</b>	Reverend Canon Stephen Evans (as Rector) Ms Frances Endres (as Churchwarden) Mrs B Elise Omerod (as Churchwarden) Mr Emy Onah (as Churchwarden) Mrs Eliza Low (as Chairman of The St Marylebone Church of England School) London Diocesan Board for Schools The St Marylebone Church of England School
<b>Governors</b>	Mrs Carys Ampofo Ms Elizabeth Carey (to 31/08/2025) Reverend Canon Stephen Evans Mr Steven Larcombe Mrs Eliza Low Miss Kate Miller (Head of School) Mrs Jane Morel Ms Kathryn Pugh (Executive Headteacher) Mr Tim Smith (to 04/10/2025) Ms Kirsty Walker Mr Alistair Watson (Chairman)
<b>Company Secretary</b>	Mr John McDonald
<b>Executive Group</b>	
Executive Headteacher	Ms Kathryn Pugh
Head of School	Miss Kate Miller
Deputy Head of School	Miss Claire Brooks
Director of Finance and Administration	Mr John McDonald
<b>Registered address</b>	Herries Street London W10 4LE
<b>Company registration number</b>	08270125 (England and Wales)
<b>Auditor</b>	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL
<b>Bankers</b>	HSBC Bank plc 90 Baker Street London W1U 6AX

## **Governors' report (including the strategic report) Year to 31 August 2025**

The Governors of The St Marylebone Church of England Bridge School ('the Academy Trust') present their annual report together with the financial statements of the Academy Trust for the year ended 31 August 2025. The annual report serves the purposes of both a governors' report and a directors' report under company law.

The financial statements have been prepared in accordance with the accounting policies set out on pages 33 to 38 of the attached financial statements and comply with the Academy Trust's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2019 or later.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The Academy Trust's memorandum and articles of association are the primary governing documents of the Academy Trust. The Governors act as the trustees for the charitable activities of The St Marylebone Church of England Bridge School and are also the directors of the Academy Trust for the purposes of company law. The Academy Trust is known as The St Marylebone Church of England Bridge School. The Academy Trust is a subsidiary of The St Marylebone Church of England School which controls The St Marylebone Church of England Bridge School by virtue of the fact that they are able to appoint the majority of the Governors. However, each Academy Trust is a Single Academy Trust and each has its own Funding Agreement with the Department for Education.

#### **Members' liability**

Each member of the Academy Trust undertakes to contribute to the assets of the Academy Trust in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

#### **Governors' indemnities**

Subject to the provisions of the Companies Act 2006, every Governor or other officer of the Academy Trust is indemnified out of the assets of the Academy Trust against any liability incurred by him/her in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which relief is granted to him/her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy Trust.

#### **Principal activities**

The Academy Trust's principal activity during the year was the operation of a Special Free School for the secondary education of pupils with statements or Education, Health and Care Plans.

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Governors**

The Governors are directors of the Academy Trust for the purposes of the Companies Act 2006. The following Governors served during the period and up to the date of signing this report:

<b>Governor</b>	<b>Appointed (Resigned)</b>	<b>Appointing body</b>
Mrs Carys Ampofo	15/10/2024	The St Marylebone C of E School
Ms Elizabeth Carey	(31/08/2025)	Co-opted Governor
Reverend Canon Stephen Evans		The St Marylebone C of E School
Mr Steven Larcombe		The St Marylebone C of E School
Mrs Eliza Low		The St Marylebone C of E School
Miss Kate Miller (Head of School)		Ex-officio
Mrs Jane Morel		Parents
Ms Kathryn Pugh (Exec Head)		Ex-officio
Mr Tim Smith	(04/10/2025)	Staff Governor appointed by The St Marylebone C of E School
Ms Kirsty Walker	08/10/2024	The St Marylebone C of E School
Mr Alistair Watson (Chairman)		The St Marylebone C of E School

**Method of recruitment and appointment or election of Governors**

The St Marylebone Church of England Bridge School may appoint up to six Foundation Governors. These Governors shall be, throughout the term of their appointment, Foundation Governors on the Board of Governors for The St Marylebone Church of England School and at least one of such Governors shall be a nominee of the London Diocesan Board for Schools.

The St Marylebone Church of England Bridge School may appoint Staff Governors through such process as they may determine, provided that the total number of Governors (including the Head of School) who are employees of the Academy Trust does not exceed one third of the total number of Governors.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Method of recruitment and appointment or election of Governors (continued)**

The Parent Governors shall be elected by parents of registered pupils at the Academy. A Parent Governor must be a parent of a pupil at the Academy at the time when he/she is elected. The Board of Governors shall make all necessary arrangements for, and determine all other matters relating to, an election of Parent Governors, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of Parent Governors which is contested shall be held by secret ballot. The arrangements made for the election of a Parent Governor shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he/she prefers, by having his/her ballot paper returned to the Academy Trust by a registered pupil at the Academy. Where a vacancy for a Parent Governor is required to be filled by election, the Board of Governors shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so. The number of Parent Governors required shall be made up by Parent Governors appointed by the Board of Governors if the number of parents standing for election is less than the number of vacancies. In appointing a Parent Governor the Board of Governors shall appoint a person who is the parent of a registered pupil at the Academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

The Governors appointed from the Foundation Governors of The St Marylebone Church of England School may, with the consent of The St Marylebone Church of England School, appoint up to two Co-opted Governors for such term (not exceeding four years) and otherwise upon such conditions as they shall think fit. A 'Co-opted Governor' means a person who is appointed to be a Governor by being Co-opted by Governors who have not themselves been so appointed. The Governors may not co-opt an employee of the Academy Trust as a Co-opted Governor if thereby the number of Governors who are employees of the Academy Trust (including the Head of School) would exceed one third of the total number of Governors.

### **Policies and procedures adopted for the induction and training of Governors**

The Clerk to the Governors meets with all new Governors to discuss their roles and responsibilities and a meeting is arranged with the Chairman and Head of School. The following documents are provided and discussed:

#### ***Academy documents***

- ◆ Schedule of Governors' Meetings
- ◆ List of Governors
- ◆ Governors' contact details
- ◆ List of membership of Governors' Committees
- ◆ Governors' Expense Policy

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Policies and procedures adopted for the induction and training of Governors (continued)**

***Academy documents (continued)***

- ◆ Ofsted documentation
- ◆ Academy Prospectus
- ◆ Minutes of recent meetings
- ◆ Academy Admissions Policy
- ◆ Register of Business Interests form
- ◆ Disqualification Declaration form

***National Governors' Association documents***

- ◆ Welcome to Governance

***Westminster Council documents***

- ◆ Westminster Governors' Training Schedule
- ◆ List of useful acronyms and abbreviations

***LDBS documents***

- ◆ LDBS Training Schedule

***DfE documents***

- ◆ Academies Trust Governance Guide
- ◆ Academy Trust Handbook

All Governors are encouraged to participate in training. Recent courses attended include:

- ◆ Mental Health
- ◆ First Aid Course
- ◆ Health and Safety
- ◆ Fire Marshalling and evacuation
- ◆ Safer Recruitment Training
- ◆ Safeguarding Children in Education (Level 2)

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Organisational structure**

The business of the Academy Trust is managed by the Board of Governors who may exercise all the powers of the Academy Trust. The Board delegates certain powers, as set out within respective Terms of Reference, to the following two dedicated committees:

- ◆ Finance and Premises Committee.
- ◆ Audit and Risk Committee.

The Executive Group of the St Marylebone Church of England Bridge School Academy Trust during the period comprised the Executive Headteacher, Head of School, Deputy Head and the Director of Finance and Administration. These leaders control the Academy Trust at an executive level, implementing the policies laid down by the Board of Governors and reporting back to them.

The Board of Governors is responsible for establishing the ethos and character of the Academy Trust, setting general policy, adopting an annual development plan and budget, monitoring the Academy by the use of budgets, management accounts and performance indicators, and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

### **Arrangements for setting pay and remuneration of key management personnel**

The key management personnel of the Academy Trust during the year were the Governors and the Executive Group as listed on page 1. Governors receive no remuneration unless they are also employees of the Academy Trust, or of The St Marylebone Church of England School, in which case their remuneration relates solely to their duties as employee whilst working on the business of the Academy Trust. The remuneration of these Governors and members of the Executive Group are determined by the Academy Trust's Pay Committee. In making such determinations, there is consideration of the Pay Policy, available benchmark and market data, and recommendations made under the School Teachers Pay & Conditions Document (STPCD) and from the National Joint Council for Local Government Services (NJC).

### **Trade union facility time**

During the year there were no employees acting as relevant union officials.

### **Risk management**

The Board of Governors has assessed the major risks to which the Academy Trust is exposed, in particular those relating to teaching, facilities, finances and other operational areas. Systems are in place to control these risks and to mitigate any potential impact. The Audit and Risk Committee assists in respect of financial risks, and a detailed risk register has been developed and internal controls implemented. Safeguarding of pupils and health and safety are taken particularly seriously with the Board of Governors ensuring that there is an extensive network of support and pastoral care, and a vigorous vetting procedure for all staff, contractors and visitors.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Connected organisations, including related party relationships**

Owing to the nature of the Academy Trust's operations and the composition of the Board of Governors being drawn from local public and private sector organisations, there is a possibility that transactions will take place with organisations in which a member of the Board of Governors may have an interest. This is generally avoided but any transactions involving such organisations are conducted at arm's length and in accordance with the Academy Trust's financial regulations, the Academy Trust Handbook, and normal procurement procedures.

Given that the Academy operates as a Special School, there are no faith based admissions criteria. However, the London Diocesan Board for Schools (LDBS) has a close association with the Academy and is a Member of it. LDBS provides a significant level of support for which the Governors are extremely grateful.

The Academy is also affiliated to the Woodard Corporation, a faith based organisation comprising Woodard Schools and Academies operated by them, and their independent but affiliated and associated partners.

The financial statements do not include disclosure of transactions between the Academy Trust and The St Marylebone Church of England School. This is because, as the Academy Trust is under the control of The St Marylebone Church of England School, the Academy Trust is treated as a subsidiary and is exempt from the requirement to disclose such transactions under Financial Reporting Standard 102.

Consolidated accounts for the Group are available from the Academy Trust's registered office, as listed on page 1. No other related party transactions took place during the period of account.

## **OBJECTIVES AND ACTIVITIES**

### **Objects and aims**

The Academy Trust's object is specifically restricted to the following: to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school specifically organised to make educational provision for pupils with Special Educational Needs (SEN) and with a designated Church of England religious character offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the Funding Agreement), and in having regard to the advice of the London Diocesan Board for Schools.

The Academy Trust, a co-educational Church of England Special Free School, aims to create an environment in which our students can achieve their maximum potential, gain independence and social awareness so that they can enjoy and participate in the world of work and adult society along with their mainstream peers.

## **OBJECTIVES AND ACTIVITIES** (continued)

### **Objects and aims** (continued)

As a church school we nurture respect for religious, moral and spiritual values. These values are located within scripture in *Colossians 3.12-17*, and underpin much of what we believe in. We seek to nurture *compassion, kindness, patience, forgiveness, thankfulness, wisdom, peace and gratitude* in our school community. We acknowledge our special responsibility in promoting British values and in the education of students, so that they can take a full part in society.

### **Whole School Objectives 2024-25**

Our vision is to develop cutting edge, innovative provision with:

1. A multi-professional outward-facing approach in all aspects of school life.
2. Collaboration with other specialists to improve outcomes for pupils at risk of not achieving and thriving.
3. Teaching and learning that pursues excellence.
4. An environment that reflects the spiritual values of its Christian foundation.
5. A transformative approach to supporting pupils with speech, language and communication needs as a leading example to others.

### ***Pupil progress:***

- Utilise advanced multi-disciplinary data analytics to closely monitor pupil progress, ensuring timely and effective interventions for all pupils, particularly those at risk of underachieving.
- Enhance pupils' ability to respond to feedback, fostering active engagement and ownership of their learning process.

### ***Curriculum and career paths:***

- Integrate the Preparing for Adulthood (PfA) curriculum into the whole school life to further develop essential life skills including independent living, community access and health.
- Strengthen the careers curriculum by fully integrating the Gatsby Benchmarks, with a focus on continuing to provide robust career and labour market information, including technical pathways, to both pupils and parents.

**OBJECTIVES AND ACTIVITIES** (continued)

**Whole School Objectives 2024-25** (continued)

***Teaching and Learning:***

- Continue to build a robust system, that provides the right support at the right time for staff and which is grounded in a coaching approach, to ensure the delivery of high quality individualised teaching.
- Embed diverse teaching techniques that empower pupils to make informed decisions about their learning and set ambitious goals, encouraging risk-taking and creativity.

***Oracy and communication:***

- Implement an extensive oracy programme to develop pupils into effective communications and self-advocates, embedding these skills across the curriculum.
- Enhance collaborative learning practices to ensure pupils acquire essential teamwork and communication skills required for adulthood.

***Behaviour and attitudes:***

- Equip all staff with evidence-based strategies to effectively support students' behaviour and promote the well-being and safety of all.
- Implement a tiered multi-disciplinary model of practice to respond to the diverse therapy, support, behaviour and learning needs of our school community.

***Church of England Ethos and Personal Development:***

- Continue to promote the School's worship programme in collaboration with St Marylebone Parish Church and through the active involvement of the School's Chaplain.
- Engage in projects that reflect and reinforce the School's Church of England values, fostering a strong sense of community and personal development among pupils.

***Leadership and Management:***

- Ensure that all staff are accessing meaningful CPD, as appropriate to the stage of their career and experience, through a graduated training offer.
- Expand the Welfare, Well-being and Mental Health team's capacity to provide both proactive and responsive support, ensuring a supportive and inclusive environment.

***Finance and Premises:***

- Ensure sustainable funding levels to maintain the School's current offerings by managing the budget effectively and working closely with the local Authority.
- Upskill site staff on the maintenance of mechanical and electrical installations to ensure that the School's infrastructure supports its educational goals.

## **OBJECTIVES AND ACTIVITIES** (continued)

### **Whole School Objectives 2024-25** (continued)

#### **Outreach:**

- Maintain and enhance the Speech and Language Therapy (SaLT) outreach services by providing comprehensive support to other educational settings and focussing on a whole-school approach to Speech, Language and Communication Needs (SLCN).
- Offer additional training on SLCN for local schools and regularly evaluate the impact of the outreach services to ensure continuous improvement.

## **STRATEGIC REPORT**

### **Objectives, strategies and activities**

The Academy is a co-educational centre of excellence for pupils with Speech, Language and Communication needs. Serving the local community it fulfils a need for secondary places for students with speech and language barriers.

The close link with The St Marylebone Church of England School allows the Academy's students to benefit from the mainstream school's specialism in SEN and its proven commitment to outstanding, effective and inclusive educational provision, supported by integrated care. Students also benefit from St Marylebone's proven track record in the pursuit of excellence, and its high aspirations for all members of our multi-cultural, multi-faith community, and its outstanding teaching and learning.

Form Tutors and the Key Stage 3 and 4 Leads carefully monitor academic progress. A code of conduct, which pupils agree to follow when they start in Year 7, ensures that firm yet fair discipline engenders an orderly and happy school community.

Academy rules are simple, clear and precise, encouraging routine, structure and consistency. The Academy aims for excellent behaviour from all students who will actively support one another and the wider community.

A close partnership between the Academy and parents and carers helps to support academic progress. All pupils have a school diary in which to record their homework, providing a day-to-day method for teachers to communicate with home. Parents and carers receive regular reports and are encouraged to attend Parents' Days where they will be able to discuss their child's academic progress and achievement.

In order to develop and nurture the confidence and self-esteem of pupils, the Academy believes in the importance of celebrating achievement. To this end we operate a system of specific praise and reward for academic success, hard work and good conduct.

### **Public Benefit**

In setting the Academy's objectives and planning its activities, the Board of Governors has given careful consideration to the Charity Commission's general guidance on public benefit.

## **STRATEGIC REPORT (continued)**

### **Achievements and performance**

#### ***Review of activities***

In 2024/25, The St Marylebone Church of England Bridge School continued to strengthen its provision for pupils with Speech, Language and Communication Needs (SLCN) through a highly individualised and therapeutic approach. The School further embedded trauma-informed and neuro-affirming practices across all classrooms, ensuring that every pupil's social, emotional, and academic needs are understood and supported.

This year, a significant focus was placed on *responsive teaching and support*, with staff developing strategies that adapt teaching in real time based on pupil engagement and communication. Reflective practice became an integral part of professional learning, enhanced through instructional coaching, peer observations, and cross-school visits.

Creative learning remained central to the curriculum. The School deepened its engagement with the *Creativity Collaboratives* network and *Art Bytes* partnership, culminating in pupil artwork being exhibited at the Saatchi Gallery. The School's performing arts programme also expanded with productions such as *The Tempest* and *The Twits* showcasing pupils' communication, teamwork, and expressive skills.

In addition, the School achieved the Healthy Schools Gold Award, recognising its sustained commitment to physical and mental wellbeing. Ongoing initiatives in personal development, PSHE, and life skills further strengthened pupils' readiness for adulthood, while enrichment opportunities such as the Westminster Marathon, work experience placements, and residential trips promoted independence and confidence.

#### ***Going concern***

After making appropriate enquiries, the Board of Governors has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. With pupil numbers increasing to 71, the School was able to operate in surplus. With 71 pupils also at the start of 2025/26, continued operation in surplus is expected. For this reason the Academy Trust continues to adopt the going concern basis in preparing the financial statements. The Academy Trust Balance Sheet shows net assets of £10,051k (2024 – £10,141k). The Academy Trust's operating surplus for the period was £135k (2024 – surplus of £214k), leaving revenue reserves carried forward of £451k (2024 – £316k). The Academy Trust's reserves policy ensures that the level of revenue reserves maintained reflects the level of both revenue expenditure and any LGPS pension deficit, although at present there is an LGPS pension surplus. The LGPS asset has not been recognised in these financial statements. Further details regarding the adoption of the going concern basis can be found in the Principal Accounting Policies.

## **STRATEGIC REPORT (continued)**

### **Achievements and performance (continued)**

#### ***Key financial performance indicators***

The Finance and Premises Committee reviews key financial data, including performance indicators, at each of their meetings. A commentary on performance for the period is presented, with detailed management accounts that include the following information:

- ◆ Income to date versus budget to date comparisons, analysed by income heading;
- ◆ Expenditure to date versus budget to date comparisons, analysed by expenditure heading;
- ◆ Projected surplus/deficit for the year, analysed by income and expenditure headings, including operating surplus/deficit per pupil; and
- ◆ Bank and investment balances, both period end and current.

Staff costs represent the majority of the Academy Trust's expenditure and as such they are closely scrutinised. Actual staff costs are monitored monthly against budget with trends being extrapolated to provide expected year-end outcomes. Utility costs, including gas, electric and water, are also scrutinised to ensure efficient use of resources having regard to environmental impact.

#### **Financial report for the year**

The results for the year are shown on page 30. The net movement in funds is negative at £90k (2024 – positive at £7k). The movement on the LGPS pension scheme was £nil (2024 – £nil). The operational surplus for the year, after excluding the reduction on the fixed asset fund of £225k, was £135k (2024 – £214k surplus).

The financial position of the Academy at 31 August 2025 showed surplus funds of £10,051k (2024 – surplus funds of £10,141k), consisting of restricted other revenue funds of £432k (2024 – £303k), unrestricted revenue funds of £19k (2024 – £13k) and restricted capital funds of £9,600k (2024 – £9,825k).

#### **Financial review**

Revenue funding over the year was £93k more than budget largely due to additional grants received that were not budgeted for, such as Core Schools Additional Grant (CSAG) and Core Schools Budget Grant (CSBG). Revenue expenditure over the year was over-budget by £45k largely due to the higher cost of staff following pay awards and the increase in employer national insurance contributions. This resulted in an operating surplus of £135k against a budgeted deficit of £86k.

## **STRATEGIC REPORT (continued)**

### **Financial review (continued)**

Revenue reserves amount to £451k representing 16.7% of annual revenue income. The LGPS asset of £184k increased during the year to an LGPS asset of £464k. As the LGPS surplus is irrecoverable, recognition of the surplus on the balance sheet has been restricted to £nil. The adjustment of £464,000 has been offset against the overall actuarial gain for the year.

### **Reserves policy**

The Academy has established a reserves policy that requires a minimum level of restricted revenue reserves, before deduction of any pension deficit, of 10% (2024 – 5%) of restricted revenue expenditure plus 1/7th of the value of any LGPS pension deficit. The increase from 5% to 10% of restricted revenue expenditure ensures that reserves are better within the 5% to 20% range recommended by the Department for Education.

As at 31 August 2025, there was an LGPS surplus of £464k although as the LGPS surplus is irrecoverable, recognition of the surplus on the balance sheet has been restricted to £nil. Consequently, this reserves policy requires a minimum balance of £254k (2024 – £118k) to be retained (£254k plus £nil in respect of any pension deficit). As at 31 August 2025, the restricted revenue reserves excluding pension asset totalled £451k (2024 – £316k) which is £197k more than the minimum requirement. During 2025/26 this headroom is expected to decrease as staffing costs continue to rise.

### **Financial and risk management objectives and policies**

The Governors, with assistance from the Audit and Risk Committee, review the Academy's risk register on a regular basis. Policy development and maintenance is informed by this review.

### **Investment policy**

At each of its meetings, the Finance and Premises Committee reviews the level of funds held. Throughout the period these funds were held at HSBC Bank plc.

The Finance and Premises Committee will approve any changes to the organisations and/or accounts in which the Academy's funds are invested. However, in doing so they will take a low risk approach to investment, particularly at a time when investment returns are low, in order to protect the funds generated to date for the benefit of future years.

### **PRINCIPAL RISKS AND UNCERTAINTIES (continued)**

Having moved into new permanent premises from September 2022, there has been scope to increase the official capacity from 60 to 72 pupils. With 71 pupils in 2024/25 and 2025/26 the school is now able to operate in surplus, rather than in deficit. As a relatively new school without historic reserves, cashflow is also a key risk and we are reliant on timely monthly payments from the Department for Education and from the local authorities that we serve. The Governors are acutely aware of these risks but are confident that the Finance Department monitors the budget and cashflow as their highest priority.

The financial viability of the school is dependent on successful annual re-negotiation of top-up rates with each local authority that commissions places. Without this annual re-negotiation, inflationary increases to operating costs, in particular staffing costs, would not be covered. Given that the Department for Education has not increased funding per place since the school opened in 2013, the responsibility for ensuring continued financial viability lies with the local authorities although we acknowledge that there are many pressures on their High Needs Budgets.

The maintenance and safety of the Trust's estate features prominently within the Risk Register and Governors are aware of the importance of maintaining the new building to a high standard so as to avoid expensive repairs, to ensure best value is obtained from public funds, and to maintain a continuously high level of health and safety.

### **FUNDRAISING**

The Academy does not actively engage in public fundraising activities and does not utilise any third-party organisations to fundraise on its behalf. Donations and grants are secured from time to time through the generosity of its supporters, and these are hugely appreciated.

### **FUTURE ACTIVITIES AND PLANS**

Looking ahead, the School will continue to refine its *therapeutic and multidisciplinary model* of education. Priorities for 2025/26 include deepening the integration of Speech and Language Therapy (SaLT), Occupational Therapy (OT), and Wellbeing interventions into the classroom, ensuring therapeutic principles inform daily teaching and behaviour support.

The School will extend its focus on *staff development*, building on the success of reflective coaching and responsive teaching. Targeted CPD will continue to emphasise trauma-aware and inclusive pedagogy, enabling all staff to deliver high-quality, adaptive teaching tailored to pupils' communication profiles.

In partnership with the *Creativity Collaboratives* and local community organisations, the School aims to expand creative and vocational learning pathways. Plans include developing cross-curricular arts projects and increasing opportunities for pupils to engage with external exhibitions, workshops, and work-based experiences.

The School will also strengthen its well-being and mental health provision, including the introduction of new art and drama therapy initiatives. These plans align with the mission to provide a nurturing, inclusive environment where every pupil is supported to thrive, communicate confidently, and prepare for life beyond school.

**Governors' report (including the strategic report) Year to 31 August 2025**

**AUDITOR**

In so far as the Governors are aware:

- ◆ there is no relevant audit information of which the Academy Trust's auditor is unaware;  
and
- ◆ the Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Governors' report, incorporating a strategic report, was approved by resolution of the Governors and signed on their behalf by:



Chairman of the Board of Governors

Alistair Watson

Date: 26 Nov 2025

## Governance statement Year to 31 August 2025

### Scope of responsibility

As Governors, we acknowledge we have overall responsibility for ensuring that the Academy Trust has an effective and appropriate system of control, financial and otherwise. However such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board of Governors has delegated the day-to-day responsibility to the Head of School, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between the Academy and the Secretary of State for Education. The Head of School is also responsible for reporting to the Board of Governors any material weaknesses or breakdowns in internal control.

### Governance

As trustees, we have reviewed and taken account of the guidance in the DfE's Academies Trust Governance Guide.

The information on governance included here supplements that described in the Governors' report and in the statement of Governors' responsibilities. The Board of Governors has formally met six times during the period. Attendance during the year at meetings of the Board of Governors was as follows:

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs Carys Ampofo	4	5
Ms Elizabeth Carey	5	6
Reverend Stephen Evans	3	6
Mr Steven Larcombe	4	6
Mrs Eliza Low	6	6
Miss Kate Miller (Head of School)	6	6
Mrs Jane Morel	4	6
Ms Kathryn Pugh (Executive Headteacher)	6	6
Mr Tim Smith	5	6
Ms Kirsty Walker	3	5
Mr Alistair Watson (Chairman)	6	6

The Board of Governors maintains effective oversight over the Academy Trust's finances by meeting six times per year and reviewing the reports of its dedicated Finance and Premises and Audit and Risk Committees, which meet six and three times per year, respectively.

### Conflicts of interest

Governors complete, on an annual basis, a Declaration of Interests form. These are made available to all Governors and other key personnel at the Academy Trust, including the Finance Team. In addition, at the start of every Board or Committee meeting, interests are declared in respect of any items on the agenda.

**Governance reviews** (continued)

**Conflicts of interest** (continued)

Visibility of these interests ensures that:

- ◆ Governors are excluded from voting, or influencing voting on matters for which they may have an interest;
- ◆ Procurement processes prevent the Academy Trust from entering into contracts with companies or individuals that may be connected to Governors and/or other key personnel.

**Governance reviews**

The composition and effectiveness of the Board of Governors is reviewed annually. The Academy Trust is very fortunate to have a strong Board, the composition of which is consistent with the Articles of Association and brings a broad and varied knowledge and experience base to both full Board and Committee meetings. The Governors have a clear commitment to the provision of high-quality education to pupils with speech, language and communication needs.

There will be a further review of the composition and effectiveness of the Board of Governors during the academic year 2025/26.

The Finance and Premises Committee is a sub-committee of the main Board of Governors, consisting of five of those Governors. Its purpose is to support the Board in making decisions concerning the Academy's finances within the Committee's Terms of Reference. The Finance and Premises Committee has formally met six times during the year. Attendance during the year at meetings of the Committee was as follows:

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Ms Elizabeth Carey (Chairman)	5	6
Reverend Stephen Evans	3	6
Mr Steven Larcombe	5	6
Miss Kate Miller (Head of School)	5	6
Mr Alistair Watson	6	6

**Governance reviews** *(continued)*

The Audit and Risk Committee is a sub-committee of the main Board of Governors, consisting of four of the governors. Its purpose is to ensure that there is an appropriate system of internal control in place, that it is implemented and reviewed, and to recommend the audit plan and financial statements for approval by the Board of Governors. The Audit and Risk Committee formally met three times during the period, attendance was as follows:

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Ms Elizabeth Carey	2	3
Mr Steven Larcombe (Chairman)	3	3
Mrs Eliza Low	3	3
Mr Alistair Watson	2	3

All planned Board and Committee meetings have taken place.

**Review of value for money**

As Accounting Officer, the Head of School has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes, as well as estates safety and management, achieved in return for the taxpayer resources received.

The Accounting Officer considers how the Academy Trust's use of its resources has provided good value for money during the academic year, and reports to the Board of Governors where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer for the Academy Trust has delivered and improved value for money during the year as follows:

Core funding for the school from the Department for Education and from local authorities is modest as a result of the small pupil count. It is therefore of paramount importance to ensure that those funds are well managed and used only for expenditure that derives most benefit to pupils. There are regular meetings for senior staff to closely analyse curriculum spending to ensure any money spent has a direct impact on pupils' achievement and engagement. The Finance Team ensure that high standards of probity are maintained and that all purchasing follows public procurement guidelines.

To supplement these core funds, over the past year additional funding has been secured for a range of initiatives. We have been very fortunate to have benefitted from support from the St Marylebone Educational Foundation, Jack Petchey Foundation, Westminster City Council and The Howard de Walden Estate. The Academy is hugely grateful for the contributions from these organisations, all of whom have enabled an enriched educational experience for pupils.

Governors are aware of the importance of maintaining the new building to a high standard so as to avoid expensive repairs, to ensure best value is obtained from public funds, and to maintain a continuously high level of health and safety.

### **The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Academy's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place at the Academy for the year ended 31 August 2025 and up to the date of approval of the annual report and financial statements.

### **Capacity to handle risk**

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

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

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

- ◆ comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Governors;
- ◆ regular reviews by the Finance and Premises Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- ◆ setting targets to measure financial and other performance;
- ◆ clearly defined purchasing (asset purchase or capital investment) guidelines;
- ◆ delegation of authority and segregation of duties; and
- ◆ identification and management of risks, through review of the Risk Register.

The Board of Governors have noted any changes within the Academy Trust Handbook 2024 and the Academies Accounts Direction 2024/25. Governors have decided to use external consultants for Internal Assurance purposes and have appointed Schools Choice as an independent internal auditor for 2024/25.

## Governance statement Year to 31 August 2025

### Review of effectiveness

As Accounting Officer, the Head of School has responsibility for reviewing the effectiveness of the system of internal control. During the year in question, the review has been informed by:

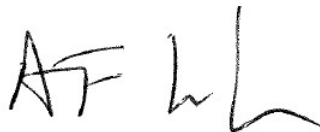
- ◆ the work of the Audit and Risk Committee;
- ◆ the work of the external auditor;
- ◆ the work in respect of Internal Assurance;
- ◆ the financial management and governance self-assessment process;
- ◆ the work of the Senior Leadership Team within the Academy who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has advised the Audit and Risk Committee of the implications of their review of the system of internal control and a plan to address weaknesses and ensure continuous improvement of the system is in place.

### Conclusion

Based on the advice of the Audit and Risk Committee and the Accounting Officer, the Board of Governors is of the opinion that the Academy Trust has an adequate and effective framework for governance, risk management and control.

Approved by order of the Board of Governors and signed on its behalf by:



(Chairman of Board of Governors)

Alistair Watson



(Accounting Officer)

Kate Miller

Approved on:

26 November 2025

**Statement on regularity, propriety and compliance** Year to 31 August 2025

As accounting officer of The St Marylebone Church of England Bridge School, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the academy trust Board of Governors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I, and the Board of Governors are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the framework of authorities.

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

Kate Miller



Accounting Officer

Date: 25.11.25

## Statement of Governors' responsibilities Year to 31 August 2025

The Governors (who act as trustees of the Academy Trust and are also the directors of the Academy Trust for the purposes of company law) are responsible for preparing the Governors' report and the financial statements in accordance with the Annual Accounts Direction published by the Department for Education, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statement unless these are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its income and expenditure for that period. In preparing these financial statements, the Governors are required to:

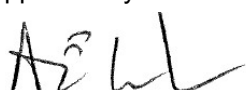
- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities' SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Academy Trust will continue in operation.

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

The Governors are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA/DfE have been applied for the purposes intended.

The Governors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the Board of Governors and signed on its behalf by:



Chairman of Board of Governors      Alistair Watson

Date: 25 Nov 25

**Independent auditor's report to the Members of The St Marylebone Church of England Bridge School**

**Opinion**

We have audited the financial statements of The St Marylebone Church of England Bridge School (the 'charitable company') for the year ended 31 August 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, 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), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP 2019) and the Academies Accounts Direction 2024 to 2025.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its income and expenditure, for the period then ended;
- ◆ have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006; and
- ◆ have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2024 to 2025.

**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 charitable company 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 Governors' 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 charitable company'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.

**Conclusions relating to going concern** (continued)

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

**Other information**

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

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

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- ◆ the information given in the Governors' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Governors' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' report including the strategic report.

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

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of Governors' remuneration specified by law are not made; or

**Matters on which we are required to report by exception** (continued)

- ◆ we have not received all the information and explanations we require for our audit.

**Responsibilities of governors'**

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

In preparing the financial statements, the Governors' are responsible for assessing the charitable company'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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

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

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

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge of the academy trust sector;
- ◆ the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- ◆ we considered the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant are the Companies Act 2006, the Charities SORP 2019, the Academies Accounts Direction 2024 to 2025, the Academies Trust Handbook 2024, and the academy trust's funding agreement with the DfE (formerly ESFA) as well as legislation pertaining to safeguarding in the UK;

**Auditor's responsibilities for the audit of the financial statements** (continued)

- ◆ we understood how the charitable company is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of Governors' meetings and papers provided to the Governors'.
- ◆ we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the Department for Education, as set out in our separate independent reporting accountant's assurance report on regularity.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

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

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ tested the authorisation of expenditure as part of our substantive testing thereon;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- ◆ used data analytics to identify any significant or unusual transactions and identify the rationale for them.

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

- ◆ agreeing financial statement disclosures to underlying supporting documentation;
- ◆ reviewing the minutes of Governors' meetings;
- ◆ enquiring of management and those charged with governance as to actual and potential litigation and claims;
- ◆ reviewing any available correspondence with Ofsted, DfE (formerly ESFA) and HMRC; and

**Auditor's responsibilities for the audit of the financial statements** (continued)

- ◆ the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the Department for Education, as set out in our separate independent reporting accountant's assurance report on regularity.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. International Standards on Auditing also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Governors' and other management and the inspection of regulatory and legal correspondence, if any.

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.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe, Senior Statutory Auditor  
for and on behalf of Buzzacott Audit LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 11 December 2025

**Independent Reporting Accountant's Assurance Report on Regularity to The St Marylebone Church of England Bridge School and the Secretary of State for Education**

In accordance with the terms of our engagement letter dated 14 July 2025 and further to the requirements of the Department for Education (DfE), as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by The St Marylebone Church of England Bridge School Academy Trust during the period 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

This report is made solely to The St Marylebone Church of England Bridge School Academy Trust and the Secretary of State for Education in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The St Marylebone Church of England Bridge School Academy Trust and the Secretary of State for Education those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The St Marylebone Church of England Bridge School Academy Trust and the Secretary of State for Education, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of the accounting officer of The St Marylebone Church of England Bridge School and the reporting accountant**

The accounting officer is responsible, under the requirements of The St Marylebone Church of England Bridge School Academy Trust's funding agreement with the Secretary of State for Education and the Academy Trust Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament, and that the financial transactions conform to the authorities which govern them.

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

### **Approach**

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

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

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

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the academy trust's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

*Buzzacott Audit LLP*

Date: 11 December 2025

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

**Statement of financial activities** (including an income and expenditure account). **Year** to 31 August 2025

	Notes	Unrestricted general fund £'000	Restricted funds			<b>2025 Total Funds £'000</b>	2024 Total Funds £'000
			ADfE fund £'000	Other funds £'000	Fixed assets fund £'000		
<b>Income from:</b>							
Donations and capital grants	1	—	—	52	13	<b>65</b>	119
Charitable activities							
. Funding for the Academy's educational operations	2	—	770	1,866	—	<b>2,636</b>	2,477
Investments		9	—	—	—	<b>9</b>	4
<b>Total income</b>		<b>9</b>	<b>770</b>	<b>1,918</b>	<b>13</b>	<b>2,710</b>	<b>2,600</b>
<b>Expenditure on:</b>							
Charitable activities:							
. Academy's educational operations	4	—	751	1,789	241	<b>2,781</b>	2,584
<b>Total expenditure</b>	3	<b>—</b>	<b>751</b>	<b>1,789</b>	<b>241</b>	<b>2,781</b>	<b>2,584</b>
<b>Net income/(expenditure) before transfers</b>		<b>9</b>	<b>19</b>	<b>129</b>	<b>(228)</b>	<b>(71)</b>	<b>16</b>
<b>Transfers between funds</b>	12	<b>(3)</b>	<b>—</b>	<b>—</b>	<b>3</b>	<b>—</b>	<b>—</b>
<b>Net income/(expenditure)</b>		<b>6</b>	<b>19</b>	<b>129</b>	<b>(225)</b>	<b>(71)</b>	<b>16</b>
<b>Other recognised gains and losses</b>							
Actuarial (losses)/gains on defined benefit pension schemes	15	—	(19)	129	(225)		(9)
<b>Net movement in funds</b>		<b>6</b>	<b>—</b>	<b>129</b>	<b>(225)</b>	<b>(90)</b>	<b>7</b>
<b>Reconciliation of funds</b>							
Fund balances brought forward at 1 September 2024		13	—	303	9,825	<b>10,141</b>	10,134
<b>Fund balances carried forward at 31 August 2025</b>		<b>19</b>	<b>—</b>	<b>432</b>	<b>9,600</b>	<b>10,051</b>	<b>10,141</b>

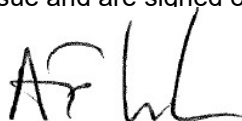
All of the Academy Trust's income derived from continuing operations in the above two financial periods.

The School has no recognised gains or losses other than those shown above.

**Balance sheet 31 August 2025**

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
<b>Fixed assets</b>					
Tangible fixed assets	9		<b>9,600</b>		9,835
<b>Current assets</b>					
Debtors	10	<b>251</b>		386	
Cash at bank and in hand		<b>485</b>		247	
			<b>736</b>	633	
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	11	<b>(285)</b>		(327)	
<b>Net current assets</b>			<b>451</b>		306
<b>Net assets excluding pension scheme liability</b>					
			<b>10,051</b>		10,141
Pension scheme liability	15		—		—
<b>Total net assets</b>			<b>10,051</b>		10,141
<b>Funds of the Academy</b>					
<b>Restricted funds</b>					
. Fixed assets fund			<b>9,600</b>		9,825
. Restricted DfE fund			—		—
. Other restricted funds			<b>432</b>		303
. Pension reserve			—		—
<b>Total restricted funds</b>			<b>10,032</b>		10,128
<b>Unrestricted income funds</b>					
. General fund			<b>19</b>		13
<b>Total funds</b>			<b>10,051</b>		10,141

The financial statements on pages 30 to 54 were approved by the Governors, authorised for issue and are signed on their behalf by:



Chairman of Board of Governors      Alistair Watson

Date: 23 Nov 2025

The St Marylebone Church of England Bridge School  
Company Limited by Guarantee  
Registration Number: 08270125 (England and Wales)

## Statement of cash flows Year to 31 August 2025

		<b>2025</b> <b>£'000</b>	2024 £'000
<b>Net cash flows from operating activities</b>			
Net cash provided by operating activities	A	<b>222</b>	114
<b>Cash flows from investing activities</b>			
	B	<b>16</b>	(65)
<b>Change in cash and cash equivalents in the year</b>		<b>238</b>	49
<b>Reconciliation of net cash flow to movement in net funds:</b>			
<b>Cash and cash equivalents at 1 September 2024</b>		<b>247</b>	198
<b>Cash and cash equivalents at 31 August 2025</b>	C	<b>485</b>	247

### A. Reconciliation of net expenditure to net cash flow from operating activities

		<b>2025</b> <b>£'000</b>	2024 £'000
<b>Net (expenditure)/income for the year (as per the statement of financial activities)</b>			
		<b>(71)</b>	16
<b>Adjusted for:</b>			
Depreciation (note 10)		<b>241</b>	230
Capital Grants / Donations from DfE and other capital income		<b>(13)</b>	(25)
Interest receivable		<b>(9)</b>	(4)
Defined benefit pension scheme cost less contributions payable (note 16)		<b>(10)</b>	(4)
Defined benefit pension scheme finance cost (note 16)		<b>(9)</b>	(5)
Decrease/(increase) in debtors		<b>135</b>	(208)
(Decrease)/Increase in creditors		<b>(42)</b>	114
<b>Net cash provided by operating activities</b>		<b>222</b>	114

### B. Cash flows from investing activities

		<b>2025</b> <b>£'000</b>	2024 £'000
Dividends, interest and rents from investments		<b>9</b>	4
Purchase of tangible fixed assets		<b>(6)</b>	(94)
Capital grants from DfE/ESFA and other capital income		<b>13</b>	25
<b>Net cash used in/(provided by) investing activities</b>		<b>16</b>	(65)

### C. Analysis of changes in net debt

	2024 £'000	Cash flow £'000	<b>2025</b> <b>£'000</b>
Cash at bank and in hand	247	238	<b>485</b>
<b>Total cash and cash equivalents</b>	<b>247</b>	<b>238</b>	<b>485</b>

## Principal accounting policies Year to 31 August 2025

### Statement of accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

### Basis of preparation

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Charities SORP (FRS 102), the Academies Accounts Direction 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

The St Marylebone Church of England Bridge School meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in sterling and rounded to the nearest thousand pounds.

### Going concern

The Governors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy Trust to continue as a going concern. The Governors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements. Whilst the Academy Trust Balance Sheet shows net assets of £10,051k (2024 – net assets of £10,141k), this is largely due to the carrying value of the new premises £9,450k (2024 - £9,651k). Net assets excluding the carrying value of the new premises were £601K (2024 – £490k) and the Academy Trust's operating surplus for the period was £135k (2024 – surplus £214k), increasing revenue reserves carried forward to £451k (2024: £316k). The Academy Trust's reserves policy ensures that the level of revenue reserves maintained reflects the level of both revenue expenditure and any LGPS pension deficit, although at 31 August 2025 there was a LGPS pension asset as disclosed in the actuarial report but not recognised in these financial statements.

Governors have concluded that the Academy Trust has sufficient resources to continue for the foreseeable future, and there are no material uncertainties about the Academy Trust's ability to continue as a going concern. Thus, the Governors continue to adopt the going concern basis of accounting in preparing the financial statements.

## Principal accounting policies Year to 31 August 2025

### **Income**

All incoming resources are recognised when the Academy Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

### **Grants**

Grants are included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

The General Annual Grant is recognised in full in the statement of financial activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund.

### **Donations**

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

### **Other income**

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the Academy Trust has provided the goods or services.

### **Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

### **Charitable activities**

These are costs incurred on the Academy Trust's educational operations, including support costs and costs relating to the governance of the Academy Trust apportioned to charitable activities.

All expenditure is stated net of recoverable VAT.

### **Tangible fixed assets**

Assets costing £2,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on such assets is charged to the restricted fixed asset fund in the statement of financial activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Academy Trust's depreciation policy.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost/valuation of each asset on a straight-line basis over its expected useful economic life, as follows:

Leasehold buildings	2% per annum
Building improvements	20% per annum
Furniture and equipment	20% per annum
Motor vehicles	20% per annum

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

### **Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

### **Leased assets**

Rentals under operating leases are charged on a straight-line basis over the lease term.

### **Financial instruments**

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement basis are as follows:

*Financial assets* – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

**Financial instruments** (continued)

*Cash at bank* – is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

**Taxation**

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

**Pensions benefits**

Retirement benefits to employees of the Academy Trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 15, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

**Pensions benefits** (continued)

Actuarial gains and losses are recognised immediately in other recognised gains and losses, to the extent that does not create an unrealised asset. Where the LGPS scheme is estimated to be in a surplus position, under the reporting provisions of FRS 102, the School is only able to recognise the surplus as to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As the School does not anticipate being able to recover the surplus in the aforementioned manner, the surplus is not recognised on the balance sheet, and a corresponding adjustment is made within other recognised gains and losses on the statement of financial activities (as an actuarial loss) to bring the net LGPS position to £nil on the balance sheet.

**Fund accounting**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Academy Trust at the discretion of the Governors.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the Department for Education or other funders where the asset acquired or created is held for a specific purpose.

Restricted DfE funds comprise all grants received from the Department for Education.

Other restricted funds comprise all other restricted funds received and include grants from the Local Authority, Westminster City Council.

**Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

***Critical accounting estimates and assumptions***

The Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The permanent premises have been occupied since September 2022 on a leasehold basis with a 125-year lease. As the Academy has the beneficial interest in the land and building, the value of that beneficial interest is assumed to be the net book value of £9,450k, being equal to the cost of construction, as incurred by Westminster City Council, less depreciation. The present value of the Local Government Pension Scheme defined benefit asset depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 15, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Notes to the financial statements Year to 31 August 2025

**1 Donations and capital grants**

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed assets funds £'000	<b>2025 Total funds £'000</b>	2024 Total funds £'000
Capital grants	—	—	13	<b>13</b>	25
Other donations	—	52	—	<b>52</b>	94
	—	52	13	<b>65</b>	119

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed assets funds £'000	2024 Total funds £'000
Capital grants	—	—	25	25
Other donations	—	94	—	94
	—	94	25	119

**2 Funding for Academy's educational operations**

	Unrestricted funds £'000	Restricted funds £'000	<b>2025 Total funds £'000</b>	2024 Total funds £'000
<b>DfE / ESFA revenue grant</b>				
. General Annual Grant (GAG)	—	700	<b>700</b>	700
<b>Other DfE / ESFA grants</b>				
. Pupil Premium	—	38	<b>38</b>	38
. Recovery Premium	—	—	—	—
. Others	—	32	<b>32</b>	24
	—	<b>770</b>	<b>770</b>	794
<b>Other government grants</b>				
. Local authority grants	—	1,842	<b>1,842</b>	1,641
	—	<b>1,842</b>	<b>1,842</b>	1,641
Other income from the Academy Trust's educational operations	—	24	<b>24</b>	42
	—	<b>2,636</b>	<b>2,636</b>	2,477

**Investment Income**

	Unrestricted funds £'000	Restricted funds £'000	<b>2025 Total funds £'000</b>	2024 Total funds £'000
<b>Short term deposits</b>	9	—	<b>9</b>	—
	<b>9</b>	—	<b>9</b>	—

**2 Funding for Academy's educational operations (continued)**

	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>2024 Total funds £'000</i>
<i>DfE / ESFA revenue grant</i>			
. <i>General Annual Grant (GAG)</i>	—	700	700
<i>Other DfE / ESFA grants</i>			
. <i>Pupil Premium</i>	—	38	38
. <i>Recovery Premium</i>	—	—	—
. <i>Others</i>	—	24	24
	—	798	798
<i>Other government grants</i>			
. <i>Local authority grants</i>	—	1,641	1,641
	—	1,641	1,641
<i>Other income from the Academy Trust's educational operations</i>	13	29	42
	13	2,468	2,481

**3 Expenditure**

	<i>Staff costs (note 6) £'000</i>	<i>Non-pay expenditure</i>		<b>2025 Total funds £'000</b>
		<i>Premises £'000</i>	<i>Other costs £'000</i>	
<i>Academy's educational operations (note 4)</i>				
. <i>Direct costs</i>	1,343	241	99	<b>1,683</b>
. <i>Support costs</i>	794	158	146	<b>1,098</b>
<b>Total Expenditure</b>	<b>2,137</b>	<b>399</b>	<b>245</b>	<b>2,781</b>

	<i>Staff costs (note 6) £'000</i>	<i>Non-pay expenditure</i>		<i>2024 Total funds £'000</i>
		<i>Premises £'000</i>	<i>Other costs £'000</i>	
<i>Academy's educational operations (note 4)</i>				
. <i>Direct costs</i>	1,791	230	118	2,139
. <i>Support costs</i>	202	136	107	445
<b>Total Expenditure</b>	<b>1,993</b>	<b>366</b>	<b>225</b>	<b>2,584</b>

**3 Expenditure (continued)**

	<b>2025 Total funds £'000</b>	2024 Total funds £'000
<b>Net income/(expenditure) during the year includes:</b>		
Fees payable to auditor		
. Statutory audit	7	7
. Other Services	1	1
Depreciation	<b>241</b>	230

**4 Charitable activities – Academy's educational operations**

	<b>2025 Total funds £'000</b>	2024 Total funds £'000
Direct costs	<b>1,683</b>	2,139
Support costs	<b>1,098</b>	445
	<b>2,781</b>	2,584

	<b>2025 Total funds £'000</b>	2024 Total funds £'000
<b>Analysis of support costs</b>		
Support staff costs	<b>794</b>	202
Technology costs	<b>42</b>	30
Premises costs	<b>158</b>	136
Other support costs	<b>96</b>	62
Governance costs (see below)	<b>8</b>	15
<b>Total support costs</b>	<b>1,098</b>	445

**Governance costs**

	Unrestricted funds £'000	Restricted funds £'000	<b>2025 Total funds £'000</b>	2024 Total funds £'000
Auditor's remuneration:				
. Audit of financial statements			7	7
Other Legal and professional fees			1	8
			<b>8</b>	15

	<i>Un-restricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>2024 Total funds £'000</i>
<i>Auditor's remuneration:</i>			
. Audit of financial statements	—	7	7
Other Legal and professional fees	—	8	8
	—	15	15

**Notes to the financial statements** Year to 31 August 2025

**5 Comparative information**

Analysis of income and expenditure in the year ended 31 August 2024 between restricted and unrestricted funds:

	Notes	Unrestricted general fund £'000	Restricted funds			2024 Total Funds £'000
			DfE/ESFA fund £'000	Other funds £'000	Fixed assets fund £'000	
<i>Income from:</i>						
<i>Donations and capital grants</i>	1	—	—	94	25	119
<i>Charitable activities</i>						
<i>. Funding for the Academy's educational operations</i>	2	9	798	1,670	—	2,477
<i>Investments</i>		4	—	—	—	4
<b>Total income</b>		<b>13</b>	<b>798</b>	<b>1,764</b>	<b>25</b>	<b>2,600</b>
<i>Expenditure on:</i>						
<i>Charitable activities:</i>						
<i>. Academy's educational operations</i>	4	—	789	1,565	230	2,584
<b>Total expenditure</b>	3	<b>—</b>	<b>789</b>	<b>1,565</b>	<b>230</b>	<b>2,584</b>
<i>Net income/(expenditure) before transfers</i>		13	9	199	(205)	16
<i>Transfers between funds</i>	12	—	—	2	(2)	—
<b>Net income/(expenditure)</b>		<b>13</b>	<b>9</b>	<b>201</b>	<b>(207)</b>	<b>16</b>
<i>Other recognised gains and losses</i>						
<i>Actuarial (losses)/gains on defined benefit pension schemes</i>	15	—	(9)	—	—	(9)
<b>Net movement in funds</b>		<b>13</b>	<b>—</b>	<b>201</b>	<b>(207)</b>	<b>7</b>
<i>Reconciliation of funds</i>						
<i>Fund balances brought forward at 1 September 2023</i>		—	—	102	10,032	10,134
<b>Fund balances carried forward at 31 August 2024</b>		<b>13</b>	<b>—</b>	<b>303</b>	<b>9,825</b>	<b>10,141</b>

## 6 Staff costs

### a) Staff costs and other employee benefits

Staff costs during the year were:

	2025 £'000	2024 £'000
Wages and salaries	1,359	1,252
Social security costs	164	139
Pension costs	273	235
	<b>1,796</b>	1,626
Staff costs recharged by The St Marylebone Church of England School	88	85
Other agency staff costs	253	282
	<b>2,137</b>	1,993

During the year, the Academy employed its own teachers and support staff. In addition, the Academy utilised staff resources from its parent company, The St Marylebone Church of England School. Staff utilised from the parent company were recharged at cost, including social security and pension contributions.

### b) Staff numbers

The average number of persons (including the senior management team) employed by the charitable company during the year ended 31 August 2025 was as follows:

Charitable activities	2025 No.	2024 No.
Teaching	12	12
Administration and support	17	18
Management	3	3
	<b>32</b>	33

### c) Higher paid staff

The number of employees whose emoluments fell within the following bands was:

	2025 No.	2024 No.
£60,001 – £70,000	5	3
£70,001 – £80,000	—	—
£80,001 – £90,000	—	1
£90,001 - £100,000	1	—
	<b>6</b>	4

The above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2025 pension contributions for these staff members amounted to £101,282 (2024 – £50,849).

## 6 Staff costs

### d) Key management personnel

The key management personnel of the Academy Trust comprise the Governors and the Executive Group. The total amount of employee benefits (including employee national insurance and pension contributions) received by key management personnel for their services to the Academy Trust was £368,176 (2024 – £335,139).

## 7 Governors' remuneration and expenses

The Head of School and Staff Governors only receive remuneration in respect of services they provide in undertaking their roles as employees and not in respect of their services as Governors. The value of Governors' remuneration and other benefits, during their period in office as a Governor, was as follows:

	2025 £'000	2024 £'000
Miss K Miller, Head of School and Governor		
. Remuneration	90-95	85-90
. Employer's pension contributions	25-30	20-25
Mr Timothy Smith, Staff Governor		
. Remuneration	55-60	55-60
. Employer's pension contributions	15-20	10-15

Other Governors did not receive any payments, or expenses, from the Academy in respect of their role as Governors (2024 – none).

Other related party transactions are set out in note 18.

## 8 Governors' and Officers' insurance

As recommended by the Department for Education, the Academy has joined the Risk Protection Arrangement (RPA) to protect Governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. Membership provides unlimited cover on any one claim. The cost of the entire insurance package and RPA membership for the year ended 31 August 2025 was £1,750 (2024 – £1,610).

**9 Tangible fixed assets**

	Leasehold land and buildings £'000	Furniture and equipment £'000	Motor vehicles £'000	Total funds £'000
<b>Cost</b>				
At 1 September 2024	10,053	167	78	<b>10,298</b>
Additions	—	6	—	<b>6</b>
Disposals	—	—	—	<b>—</b>
At 31 August 2025	<b>10,053</b>	<b>173</b>	<b>78</b>	<b>10,304</b>
<b>Depreciation</b>				
At 1 September 2024	402	61	—	<b>463</b>
Charge in year	201	32	8	<b>241</b>
Disposals	—	—	—	<b>—</b>
At 31 August 2025	<b>603</b>	<b>93</b>	<b>8</b>	<b>704</b>
<b>Net book value</b>				
<b>At 31 August 2025</b>	<b>9,450</b>	<b>80</b>	<b>70</b>	<b>9,600</b>
At 31 August 2024	9,651	106	78	<b>9,835</b>

In September 2022, the Academy Trust moved into new permanent premises at Herries Street, London, W10 4LE.

A new vehicle started being used on 1 of March 2025, with a cost of £78,110 and for which depreciation for 6 months was charged at £7,811.

**10 Debtors**

	<b>2025 £'000</b>	2024 £'000
Trade debtors	—	19
Amounts due from St Marylebone Church of England School	<b>56</b>	178
Prepayments and accrued income	<b>195</b>	189
	<b>251</b>	386

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

	<b>2025</b>	2024
	<b>£'000</b>	£'000
Trade creditors	<b>11</b>	59
Taxation and social security	<b>38</b>	31
Other Creditors	—	43
Accruals and deferred income	<b>236</b>	194
	<b>285</b>	327

	<b>2025</b>	2024
	<b>£'000</b>	£'000
<b>Deferred income (included above)</b>		
Deferred income at 1 September 2024	<b>93</b>	74
Released during the year	<b>(93)</b>	(53)
Resources deferred during the year	<b>123</b>	72
Deferred income at 31 August 2025	<b>123</b>	93

Deferred income consists of grants for which entitlement to recognise as income has not yet materialised: Westminster City Council: Core School Budget grant relating to the period September 2025 to March 2026 for £103,149 (2024 – £nil) and St Marylebone Educational Foundation: £20,000 (2024 – £20,000); The release of the Howard de Walden Estate previously deferred in respect of start-up grants of £(21,333) (2024 - £nil).

## 12 Funds

	Balance at 1 September 2024 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	Balance at 31 August 2025 £'000
<b>Restricted DfE/ESFA funds</b>					
. General Annual Grant (GAG)	—	700	(700)	—	—
. Pupil Premium	—	38	(38)	—	—
. Other grants	—	32	(32)	—	—
. Pension reserve	—	—	19	(19)	—
	—	770	(751)	(19)	—
<b>Other restricted funds</b>					
Local authority grants	180	1,842	(1,789)	—	233
Other restricted funds	123	76	—	—	199
	303	1,918	(1,789)	—	432
<b>Fixed assets fund</b>					
. Local Authority donated fixed assets	9,651	—	(201)	—	9,450
. Capital grants	174	13	(40)	3	150
	9,825	13	(241)	3	9,600
<b>Total restricted funds</b>	10,128	2,701	(2,781)	(16)	10,032
<b>Unrestricted funds</b>					
. General funds	13	9	—	(3)	19
<b>Total unrestricted funds</b>	13	9	—	(3)	19
<b>Total funds</b>	10,141	2,710	(2,781)	(19)	10,051

The specific purposes for which the funds are to be applied are as follows:

### DfE revenue grant fund and other restricted funds

DfE grants consist of monies received for the operation of the School. Local authority top-up funding consists of monies received for the operation of the Academy.

### General Annual Grant

Under the funding agreement with the Secretary of State, the Academy was not subject to a limited amount of GAG that it could carry forward at 31 August 2025.

### Restricted fixed asset fund

Restricted fixed asset funds represent capital grants receivable, for the purchase of capital items, less depreciation charged in the period.

12 Funds (continued)

**Transfers between funds**

The Academy transferred £3,000 (2024 – £2,000) to the Fixed Assets fund to cover eligible spend, in respect of items treated as fixed assets, included within other unrestricted expenditure.

**Comparative information**

Comparative information in respect of the preceding period is as follows:

	<i>Balance at 1 September 2023 £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Transfers, gains and losses £'000</i>	<i>Balance at 31 August 2024 £'000</i>
<i>Restricted DfE/ESFA funds</i>					
<i>. General Annual Grant (GAG)</i>	—	700	(700)	—	—
<i>. Pupil Premium</i>	—	38	(38)	—	—
<i>. Other grants</i>	—	60	(60)	—	—
<i>. Pension reserve</i>	—	—	9	(9)	—
	<u>—</u>	<u>798</u>	<u>(789)</u>	<u>(9)</u>	<u>—</u>
<i>Other restricted funds</i>					
<i>Local authority grants</i>	102	1,641	(1,565)	2	180
<i>Other restricted funds</i>	—	123	—	—	123
	<u>102</u>	<u>1,764</u>	<u>(1,565)</u>	<u>2</u>	<u>303</u>
<i>Fixed assets fund</i>					
<i>. Local Authority donated fixed assets</i>	10,053	—	—	—	10,053
<i>. DfE/ESFA capital grants</i>	205	7	—	(2)	210
<i>. Westminster Clean Air Fund</i>	—	14	—	—	14
<i>. St Marylebone Educational Foundation</i>	—	4	—	—	4
<i>. Depreciation of fixed assets</i>	(226)	—	(230)	—	(456)
	<u>10,032</u>	<u>25</u>	<u>(230)</u>	<u>(2)</u>	<u>9,825</u>
<i>Total restricted funds</i>	<u>10,134</u>	<u>2,587</u>	<u>(2,584)</u>	<u>(9)</u>	<u>10,128</u>
<i>Unrestricted funds</i>					
<i>. General funds</i>	—	13	—	—	13
<i>Total unrestricted funds</i>	<u>—</u>	<u>13</u>	<u>—</u>	<u>—</u>	<u>13</u>
<i>Total funds</i>	<u>10,134</u>	<u>2,600</u>	<u>(2,584)</u>	<u>(9)</u>	<u>10,141</u>

### 13 Analysis of net assets between funds

	Unrestricted fund £'000	Restricted general funds £'000	Restricted fixed asset fund £'000	<b>Total 2025 £'000</b>
<b>Fund balances at 31 August 2025 are represented by:</b>				
Tangible fixed assets	—	—	9,600	<b>9,600</b>
Current assets	19	717	—	<b>736</b>
Current liabilities	—	(285)	—	<b>(285)</b>
Pension scheme liability	—	—	—	—
<b>Total net liabilities</b>	<b>19</b>	<b>432</b>	<b>9,600</b>	<b>10,051</b>
	Unrestricted fund £'000	Restricted general funds £'000	Restricted fixed asset fund £'000	Total 2024 £'000
<i>Fund balances at 31 August 2024 are represented by:</i>				
<i>Tangible fixed assets</i>	—	—	9,835	9,835
<i>Current assets</i>	13	620	—	633
<i>Current liabilities</i>	—	(317)	(10)	(327)
<i>Pension scheme liability</i>	—	—	—	—
<i>Total net liabilities</i>	<b>13</b>	<b>303</b>	<b>9,825</b>	<b>10,141</b>

### 14 Members' liability

Each member of the Academy Trust undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

### 15 Pension and similar obligations

The Academies' employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Westminster City Council. Both are multi-employer defined benefit schemes.

As at 31 August 2025 the most recent actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS to 31 March 2022.

The latest actuarial valuation for TPS was implemented from April 2024 and was carried out using scheme data as at 31 March 2020, and for LGPS the latest actuarial valuation is to 31 March 2025. There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

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

## 15 Pension and similar obligations (continued)

### Teachers' Pension Scheme

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

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors.

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

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

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

**15 Pension and similar obligations (continued)**

The employer's pension costs paid to TPS in the period amounted to £196,937 (2024 – £159,988).

A copy of the valuation report and supporting documentation is on the Teachers' Pension Scheme website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above the information available on the scheme.

**Local Government Pension Scheme (LGPS)**

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £112,000 (2024 – £111,000), of which employer's contributions totalled £80,000 (2024 – £79,000) and employees' contributions totalled £32,000 (2024 – £32,000).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event the School's closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on the GOV.UK website.

<b>Principal Actuarial Assumptions</b>	<b>At 31 August 2025</b>	<b>At 31 August 2024</b>
Rate of increase in salaries	<b>3.70%</b>	3.65%
Rate of increase for pensions in payment / inflation	<b>2.70%</b>	2.95%
Discount rate for scheme liabilities	<b>6.10%</b>	5.00%
Inflation assumption (CPI)	<b>2.70%</b>	2.65%
Commutation of pensions to lump sums	<b>50.00%</b>	50.00%

**15 Pension and similar obligations (continued)**

**Local Government Pension Scheme (LGPS) (continued)**

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

	<b>At 31 August 2025 Years</b>	At 31 August 2024 Years
<i>Retiring today</i>		
Males	<b>22.0</b>	21.8
Females	<b>24.3</b>	24.3
<i>Retiring in 20 years</i>		
Males	<b>23.2</b>	22.9
Females	<b>25.8</b>	25.7

	<b>At 31 August 2025 £'000</b>	At 31 August 2024 £'000
<b>Sensitivity analysis – impact on the net pension liability arising from a change in assumptions</b>		
Discount rate -0.1%	<b>17</b>	21
Mortality assumption – 1 year increase	<b>25</b>	28

The Academy's share of the assets and liabilities in the scheme were:

	<b>Fair value at 31 August 2025 £'000</b>	Fair value at 31 August 2024 £'000
Equities	<b>671</b>	555
Other Bonds	<b>184</b>	161
Property	<b>206</b>	170
Cash and other liquid assets	<b>22</b>	9
<b>Total market value of assets</b>	<b>1,083</b>	895
<b>Present value of scheme liabilities</b>		
. Funded	<b>(619)</b>	(711)
Surplus in the scheme as determined by the actuary	<b>464</b>	184
Adjustment recognised in actuarial losses to cap the Scheme surplus	<b>(464)</b>	(184)
<b>Deficit in the Scheme as recognised on the balance sheet</b>	<b>—</b>	—

\*As the LGPS surplus is irrecoverable, recognition of the surplus on the balance sheet has been restricted to £nil. The adjustment of £464,000 has been offset against the overall actuarial gain for the year.

**15 Pension and similar obligations (continued)**

**Local Government Pension Scheme (LGPS) (continued)**

<b>Amounts recognised in statement of financial activities</b>	<b>2025 £'000</b>	<b>2024 £'000</b>
Current service cost	70	75
Interest cost	38	33
<b>Total operating charge</b>	<b>108</b>	<b>108</b>
 <b>Analysis of pension finance</b>		
Expected return on pension scheme assets	(47)	(38)
Interest on pension liabilities	38	33
Pension finance costs	(9)	(5)
 <b>Changes in the present value of defined benefit obligations were as follows:</b>		
<b>as follows:</b>	<b>2025 £'000</b>	<b>2024 £'000</b>
At 1 September 2024	711	582
Current service cost	70	75
Interest cost	38	33
Employee contributions	32	32
Actuarial Gain	(218)	(7)
Benefits paid	(14)	(4)
<b>At 31 August 2025</b>	<b>619</b>	<b>711</b>

**15 Pension and similar obligations (continued)**

**Local Government Pension Scheme (LGPS) (continued)**

<b>Changes in the fair value of the Academy's share of scheme assets:</b>	<b>2025 £'000</b>	2024 £'000
Fair value of scheme assets at 1 September 2024	<b>895</b>	683
Interest income	<b>47</b>	38
Other actuarial gains	<b>43</b>	67
Employer contributions	<b>80</b>	79
Employee contributions	<b>32</b>	32
Benefits paid	<b>(14)</b>	(4)
<b>Fair value of scheme assets at 31 August 2025</b>	<b>1,083</b>	895

**16 Ultimate control**

The St Marylebone Church of England School, a Charitable Company registered in England and Wales (Company Registration Number 07719620), is the ultimate parent undertaking of The St Marylebone Church of England Bridge School. The parent company exercises control by virtue of its ability to appoint the majority of Governors within the subsidiary company.

**17 Related party transactions**

Owing to the nature of the Academy Trust's operations and the composition of the Board of Governors being drawn from local public and private sector organisations, transactions may take place with organisations in which a member of the Governor has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures.

The financial statements do not include disclosure of transactions between the Academy Trust and The St Marylebone Church of England School. This is because, as the Academy Trust is under the control of The St Marylebone Church of England School, the Academy Trust is treated as a subsidiary and is exempt from the requirement to disclose such transactions under Financial Reporting Standard 102.

Consolidated accounts for the Group are available from the Academy Trust's registered office, as listed on page 1.

Other than those transactions set out in note 6 to these financial statements, no related party transactions took place during the period of account.