LADY BARN HOUSE SCHOOL LIMITED

England & Wales · Charity number 1042587

Details

Other names	L B H S LIMITED
Status	Registered
Legal form	Charitable company
Company number	02986515
Registered	1994-12-06
Register	View on the Charity Commission register

Contact

Address	Lady Barn House School Schools Hill Cheadle SK8 1JE
Phone	01614282912
Email	info@ladybarnhouse.org
Website	www.ladybarnhouse.org

Activities

Objects: (A) TO ESTABLISH AND MAINTAIN A SCHOOL AT CHEADLE GREATER MANCHESTER FOR THE ACADEMIC AND PHYSICAL EDUCATION OF YOUNG PERSONS OF BOTH SEXES (B) TO INSTRUCT THE STAFF OF SUCH SCHOOL AND OTHER PERSONS TO QUALIFY THEM TO PROMOTE THE AFORESAID PURPOSES (C) TO PROMOTE ANY OTHER CHARITABLE PURPOSES OF AN EDUCATIONAL NATURE

Activities: LBHS aims to provide a first class academic and physical education for young persons of both sexes from age 3 to 11.Up to 10 means-tested bursaries are awarded annually for children in the Junior section of the School.We also offer facilities to local sports clubs;societies;charities & the church, as well as fund raising for a wide range of charities, local, national and international annually.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** Education/training, Amateur Sport
- **Who:** Children/young People

Geography

- Stockport

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£6,367,444	£6,321,487	£3,062,883	102
2023-08-31	£5,343,411	£5,703,840	£2,979,897	115
2022-08-31	£4,849,378	£5,157,966	£3,297,724	80
2021-08-31	£4,414,392	£4,739,324	£3,601,235	95
2020-08-31	£4,593,108	£4,543,322	£3,826,252	75

Trustees

Name	Role	Appointed
Christian Mayo		2022-01-01
Dr Claire MAxwell		2018-09-01
Dr Omer Aziz		2022-01-01
FADI KABBANI		2013-05-08
James Poole		2021-04-01
Julie Flynn		2018-01-01
Kay Alwan-Walker		2021-09-01
Lena Ledson		2024-03-31
Shelley Perry		2024-03-31

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LADY BARN HOUSE SCHOOL LIMITED

England & Wales - Charity number 1042587

Accounts

REGISTERED COMPANY NUMBER: 02986515 (England and Wales)

REGISTERED CHARITY NUMBER: 1042587

LADY BARN HOUSE SCHOOL LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

LADY BARN HOUSE SCHOOL LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2024

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LADY BARN HOUSE SCHOOL LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2024

Trustees

R Doidge, (Resigned 5 February 2024)
J Flynn, Chair
R Hart (Resigned 31 August 2024)
F Kabbani
J Poole
C Maxwell
C Mayo
O Aziz
K Alwan Walker
J Webster (Appointed 1 July 2024, Resigned 17 November 2024)
S Perry (Appointed 1 July 2024)
L Ledson (Appointed 1 July 2024)

Company registered number

02986515

Charity registered number

1042587

Registered office

Schools Hill
Cheadle
Cheshire
SK8 1JE

Company secretary

A Webb

Chair

J Flynn

Independent auditors

Crowe U.K. LLP
Chartered Accounts, Statutory Auditors
St George's House
56 Peter Street
Manchester
M2 3NQ

Bankers

Royal Bank of Scotland

LADY BARN HOUSE SCHOOL LIMITED

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY,
ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2024**

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97 Fishergate
Preston
PR1 2D

LADY BARN HOUSE SCHOOL LIMITED
TRUSTEES REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The Trustees (who are also Directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the company Lady Barn House School Limited (the company) for the year ended 31 August 2024. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives: Strategies and Activities

In setting objectives, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and in particular to its supplementary public benefit guidance.

The principal objectives of the company are:

a. to establish and maintain a school at Cheadle, Stockport for the academic and physical education of all young persons
b. to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes
c. to promote any other charitable purposes of an educational nature.

Within the above objectives it is the aim of the school to provide each child with a personal journey of discovery, opportunity and success and to inspire each child to discover a love of learning, giving them the opportunity and confidence to be themselves, so that they can flourish and succeed in all aspects of Lady Barn life and beyond. The main objective is to enable all children to reach the secondary school which is most appropriate for them, to continue the foundation work done at Lady Barn during their primary phase of education.

Strategies for achieving objectives

- Promote personal and moral qualities through our five core values of community, creativity, resilience, respect and teamwork.
- Work with our pupils to ensure that every individual feels safe, valued and respected in school.
- Develop each child's academic and non-academic talents, through providing high quality support, a broad curriculum and a wide range of extra-curricular opportunities.
- Prepare pupils for success in the 11+ entry exams.
- Encourage risk-taking in a supportive, motivational and caring environment, where no one is afraid of making mistakes.
- Give pupils opportunities to lead and to work co-operatively.
- Embrace new technologies and pedagogical practices, whilst continuing to deliver traditional foundations for learning and investigating.
- Continue to recruit and retain high quality teaching and support staff.
- Enable children from lower income, or otherwise disadvantaged families, to attend the school by means of bursary awards.
- Maintain a competitive edge and value for money in the local independent school marketplace.

Activities for achieving objectives

- Broad curriculum offered to all pupils with specialist teaching in music, science, physical education, art, drama, computing, Mandarin, French, Spanish and Woodland School.
- Bespoke learning and revision programmes for individuals and groups in preparation for 11+ entrance examinations.
- Wide range of extra-curricular activities offered, including Various Sports, Performing Arts, Woodland and Gardening Clubs, Construction Club, School Orchestra, Cookery Club, Judo, Archery, Yoga, Chess, Dance, Drama, Gymnastics.
- All children have access to an iPad. From Prep 1, pupils have their own iPad for learning in and out of school.
- Research Award and the annual Exhibition extend pupils' learning skills, knowledge and understanding.
- Lady Barn Lightbulbs weekend workshops.
- Multiple sports fixtures (including whole year group) against local schools as well as inter-house competitions.
- Outdoor and adventurous residential visits for Prep 2 to 6.
- Sporting tours, overseas visits (Prep 6), residential visits for older pupils.
- Family focused trips - parent and child weekends, ski trips.
- Barney’s Breakout Holiday Club provides 50 weeks of wrap-around care.
- Extensive leadership opportunities and pupil voice for all children.
- Fundraising for local, national and international charities including: The Together Trust in Cheadle, Urban Outreach in Bolton, Kanzi Kibera in Nairobi, Macmillan, British Red Cross and Children in Need.
- Thorough recruitment procedures to appoint and retain high calibre staff.
- Ongoing development of the site's technology infrastructure.
- Ongoing professional development programme for individual staff, departments and the whole staff body.
- Continuous monitoring of staff performance by means of lesson observations, learning walks, data and work monitoring.
- Comprehensive Bursary Policy which facilitates broad access to increase take-up to maximum levels (equivalent of 10 full bursaries).
- Maintenance of close financial control so that fees can remain affordable whilst maintaining the high quality of the education on offer.
- Development of an alumni and development office to facilitate engagement with alumni.

Structure, governance and management constitution

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 31 October 1994.
The company is constituted under a Memorandum of Association dated 31 October 1994 and is a registered charity, number 1042587. It was registered as a charity on 6 December 1994. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The headmistress, Ms Louise Higson, took up post from 1 September 2021.

Method of appointment or election of Trustees
The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Trustees are recruited through a rigorous and inclusive recruitment process. Suitable applicants are invited to join the board on the basis of their expertise and general experience in view of the gaps in skills of the board which are identified via a regular skills audit. Potential Trustees are interviewed by the Chair of Governors as well as members of the SLT prior to introduction to the full board and appointment. If deemed suitable, a Trustee is elected as a Trustee/Director at the regular termly meeting. Mrs Julie Flynn, is the current Chair of Governors.

Policies adopted for the induction and training of Trustees
On joining the board new Trustees are provided with sufficient background information documents to enable them to discharge their duty and are offered the opportunity of gaining detailed knowledge of their chosen sector from within the body of expertise available at the school.

Individual trustees are designated to oversee sectors of the school activities such as Health and Safety, Education, Finance and Safeguarding. The Trustees delegate day-to-day operations of the school to the Senior Leadership Team.

Trustees are encouraged to attend training sessions run in-house, online and externally. Support is provided by the ISBA and AGBIS. A full review of governance and committees was undertaken in Autumn 2022. The skill base of the governing body is regularly reviewed in light of the changing needs of the school.

SLT and Governors aim to meet at least annually to discuss and review the School’s strategic planning.

Organisational structure and decision making
The Trustees determine the general policy of the school and the principles upon which it operates. They set fees and salaries and approve development plans as well as inputting to and reviewing the strategic plans for the school.

Related party relationships
Historically the school has occupied property and premises owned by Lady Barn Properties Limited, which was a registered charity and wholly owned subsidiary of Lady Barn House School Limited. Both companies were controlled by the same Trustees. The school has historically made charitable donations to this company to enable it to improve and extend the premises occupied by the school.

The school has no other relationships with any other parties and the Charity relies on its own resources.

Risk management
The Trustees have assessed the major risks to which the company is exposed, these are logged on the School's Risk Register. The School has a nominated Trustee with particular skills in this area to guide and challenge the work of the SLT. The Risk Register is reviewed annually by the full board and termly by each sub-committee. The trustees work with the SLT and the Head to ensure that systems and procedures are in place to mitigate exposure to the major risks.

Achievements and performance Academic
The school's excellent reputation for academic performance was maintained again this year. In November 2021 the School achieved a grade of Excellent from the Independent Schools Inspectorate across all areas. The School was inspected again in October 2024 and awaits the formal result.

We pride ourselves on being able to prepare pupils for a full range of schools, both independent and state. The extensive experience of our staff is drawn upon to match each pupil with the school that best suits their individual personality, strengths and interests, and enables each child to maximise their academic potential. Pupils in Prep 6 achieved excellent results in entrance exams for schools with very high entry standards, including the Trafford Grammar Schools, Manchester Grammar School, Withington Girls School and Manchester High School for Girls. These results sit alongside excellent pass rates into Cheadle Hulme School, Stockport Grammar School, King's Macclesfield and Alderley Edge School for Girls. A number of children also move on to local state secondary schools and academies.

Pupils were also awarded a significant number of Scholarships, including Academic, Art, Drama, Music and Sport.

Grant-making and access-widening
In recent years the Trustees have maintained their commitment to developing the school's bursary scheme. We are in line with our 5-year plan to support the equivalent of 10 full-time equivalent places at the school and in doing so extending our educational offer and facilities to include a wider group of children.

The Trustees are mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011.I setting the School aims and objectives and planning the School's activities, the Trustees have given careful consideration to the Charity Commission's guidance on public benefit.

- Lady Barn has also set up an informal partnership with a local primary school trust.
- The astro pitches have enabled us to host tournaments for state primary schools. Our facilities are hired on a regular basis to local football coaching providers to widen access to facilities for U12s.
- The school is active within the local community in Cheadle and takes part in local events as well as being represented at the local community forum.
- We support local charities and have links to businesses and religious institutions in the local area.

LBHS Charitable Work 2023-24

Over the course of the academic year, a phenomenal amount of charitable work was undertaken. The school community came together to support each cause and have made a difference locally, regionally, nationally, and internationally in their fundraising work.

The Charity Councillors (from Prep 2 to 6), worked to represent the views of their peers in giving focus to the School's charitable efforts.

Support was given to the British Red Cross in their vital humanitarian work. The relationship with international charities was strengthened during the year, when the school sent obsolete uniform items to Zimbabwe for use by fellow school children.

The School sponsored four animals via an adoption programme at Chester Zoo; this facilitated support in the protection of endangered species and the welfare of animals across the globe. Pupils, in each department, engaged in the process of learning about the animals and voting for the one they wished to sponsor.

Other highlights which raised over £6.5k:

- Books to Kingsway Community Trust which, at sale, raised £73
- £200 to St Anne's Hospice.
- £883 for St Francis House Hospice (£400 collected at the Christmas Carol Service)
- Easter Eggs donated to the Chelwood Foodbank (Stockport)
- Over 700kg of food and other goods donated to the Urban Outreach charity (Bolton) - supplying their Store House and Winter Watch initiatives

- £1,088 for MacMillan Nurses and Maggie's Cancer Care (Manchester)
- £500 for Children in Need
- £940 for the Royal British Legion's Poppy Appeal
- Over 250 Christmas presents donated to children at Royal Manchester Children's Hospital
- Christmas chocolate selection boxes to Family Action charity in Wythenshawe (community outreach team)
- 150 Christmas presents donated to the children staying at Ronald McDonald House, Manchester - for siblings of children receiving treatment at the Royal Manchester Children's Hospital
- Over £150 to help train Medical Detection Dogs
- £400 for Chester Zoo Adopt an Animal programme (adopted animals were - EYFS - Elephant, Infants - Tiger, Lower Juniors - Penguin, Upper Juniors - Snow Leopard)
- £350 for the Together Trust which was used to help fund the children's extracurricular activities
- We raised £470 for the British Red Cross for the relief effort in Gaza
- We collected a mountain of shoes and clothing for Refugee Aid (Manchester) - which has now arrived in Zimbabwe
- We raised £1,503 for Kanzi Kibera charity which will fund four informal schools in the poverty-stricken slum of Kibera on the outskirts of Nairobi, Kenya - feeding hundreds of pupils, providing learning resources, training teachers and providing scholarships for pupils at formal schools.

The School is committed to continue to build on this positive work in the charitable area made possible by the whole school community.

PE and Games
Sport remained a focus across the whole school with a wide variety of opportunities for pupils at a range of levels to encourage the children.
The department continued to extend the provision of a varied Games experience with new initiatives to be more inclusive and accessible. These included:

- Mixed hockey fixtures, including friendly fixtures in Prep 5 and 6.
- Mixed House Competitions with girls and boys participating in mixed teams

An enrichment programme was offered, where pupils chose the activities they wished to participate in. In addition, Infant Games has provided opportunities for house competitions for cross country as well as house futsal and football.

Department highlights:

- The department received a brand-new hard ball cricket equipment package from the PTA, spending over £1,000 for the children to enable them to play hard ball U'11 cricket.
- A number of pupils qualified for the ISA Swimming Nationals, which will be at the London Olympic Pool
- Pupils participated in the MCFC Junior Football Festivals at the Etihad Campus achieving a range of successes; U'8 Boys runners up, U'10 Boys quarter finals, U'11 Girls winners, U'11 Boys quarter finals.
- Swimming galas for Prep 4 and 5 were well supported by our parents.
- The U'11 Girls A team won the EFL Stockport Schools Cup at Stockport Sports Village, Woodley. They progressed to the next level, where they represented Stockport County and played 10 fixtures. They won 9 and lost one but qualify for the National Finals as runners up.
- The U'11 Boys A team narrowly missed out in qualifying for the ISA 5-a-side Nationals at St George's Park. We were one game away after losing in the quarter final.
- A Saturday football day trip was organised to Queen Ethelburga's, York, engaging 28 Prep 6 boys. Four fixtures resulting in three wins and 27 goals scored. Other activities included swimming and a match at York City FC v Wealdstone FC, in the National League.
- Prep 6 Boys played MGS at Hockey for our first competitive hockey experience. Four pitches brought 22 goals and lots of success and enjoyment.
- U11 Girls' netball team qualified for the ISA National Finals.
- Prep 6 girls visited Condover Hall on a weekend residential tour which saw 28 girls representing Lady Barn House School, taking part in both a netball tournament and various outdoor adventure activities.
- Prep 4 Girls experienced their first football festival at Man City FC. The girls were overall Plate winners.
- Prep 6 girls won the ISA U12 Girls Relay in the ISA Athletics.
- Two pupils represented the north in the ISA Athletic National Finals, in the 600m.

- Two more House swimming galas at the end of June, for Prep 3 and Prep 6.
- Twelve Prep 6 Boys participated in the Yorkshire Cricket Tour. A cricket net session at Lancashire CCC, visiting the club shop, photographs outside the ground, two competitive fixtures, swimming session, team meeting reviewing the days play and an overnight stay at Queen Ethelburga's School.
- The Prep 6 girls participated in a very successful Rounders Tour. The tour saw 29 girls play games against Bowdon Prep, Cransley and Rydal Penrhos School as well as enjoy a visit to Great Budworth Ice Cream Farm.
- Boys and Girls in Prep 3, 4 and 5 took part in a swimming gala against Manchester Grammar School where Lady Barn won by just one point.
- Boys and Girls in Prep 5 and 6 competed in a swimming gala against Cheadle Hulme School.
- The U9 ISA Netball team won their netball tournament with a very convincing performance at the start of the term.
- Late Games Rounders has seen a high level of participation with over 40 children attending the Prep 5 and 6 session on a Monday evening and 20-30 Prep 3 and 4 children attending on a Wednesday.
- There has been the opportunity for several Prep 5 and 6 Girls and Boys to enjoy tennis fixtures against Manchester High School for Girls and Manchester Grammar School.

Cricket has been very popular for both girls and boys, inspiring Reception to Prep 2 to join All Stars cricket coaching outside of school and Junior pupils to attend local cricket clubs. The infants have developed their skills with our external provider on Fridays after school. These pathways generate an outstanding cricket culture at Lady Barn, where cricket provision is flourishing. At our open Junior Late Games sessions, we attracted 68 Upper Junior pupils one week and 51 Lower Juniors to play cricket after school.
Pupils achieved two victories over MGS with the 1st XI and U'10 cricket teams.

The girls football team have enjoyed an incredible season this year. After tournament success in the Autumn Term, the girls won an ISA Northern competition in April at The Grange. In May, they followed that up with a win at the ISA Northwest Qualifier, following a win in the final. They also qualified for the Premier League Primary Stars National Finals with a second-place finish at the Northern qualifier. Two National Finals for Lady Barn followed. Overall, the team finished in 6th place nationally, missing out on a semi-final appearance on goal difference. Nonetheless, a great year for the girls' team with plenty of goals scored in the process.

Gymnastics

Over 100 Prep 2, 3 & 4 children attend on a Monday, Wednesday or Friday lunchtime to participate in gymnastics and Prep 6 children volunteered as coaches to assist at these sessions.
The ISA North Gymnastics (Hipperholme Grammar School) provided an opportunity for two teams to represent LBHS in this inaugural event. The coach worked closely with the event host to plan and coordinate the format, and 11 school teams took part. We hope to repeat the event next year and expand to include boys.
Prep 2 and Prep 3 lunchtime gymnastics sessions with a coach from Vernon Park Gymnastics Club continued to be fully booked and children are making great progress.
The Elite Squad Gymnasts attended the Northwest Regional Floor and Vault competition in Blackburn in February. The team event saw the Girls A team take Gold and the B Team take Silver. The Mixed A took Gold, Mixed B Silver and Mixed C Bronze.
The Elite Squad also took part in the NW Milano regional qualification. This is a group and team competition. The girls took Gold & Bronze medals, the Boys Gold and the Mixed Gold and Silver, meaning that we qualified for National Finals in all three categories.
National Finals on the 9 May in Stoke saw Lady Barn representing the Northwest Region in the girls, boys and mixed competitions. This is a huge event and takes place over two days with over 150 teams participating. The team were crowned U11 National Champions.
ISA National Gymnastics Championships – Shrewsbury 2024. Lady Barn were represented in all categories (U9 Boys, U9 Girls, U9 Girls Group, U11 Boys, U11 Girls and U11 Girls Group)

Music lessons and exams
The Music Department started the year with over 120 children having individual music lessons in school. This fed well into our Class Concerts and Recitals which took place throughout the year. Many of the children in Prep 5 and Prep 6 also attended the early morning Theory lessons to further support their music making. Our external exam results continued to be fantastic with a 100% pass rate. 62% of the entries gained a Merit and 22% gained a Distinction.

School choirs and singing
Our choirs rehearsed weekly and involved many pupils across the Junior Department. We enjoyed singing Christmas songs and carols at John Lewis in December and at the Carol Service at St Mary's. We also had a Vocal Evening in May. All the choirs and singing groups from the Juniors performed at this event and we also enjoyed some solo songs from the children who have singing lessons in school. This was a lovely evening which allowed the younger children to see where they might be going in the future. The evening demonstrated the improvements the children make as they make their journey through the various singing groups and levels in school.

Ensembles and instrumental concerts
Musical Ensembles were provided throughout the year by our Visiting Music Teachers and these groups performed both in and out of school. Each of the String, Guitar and Flute Ensembles performed in one of our Recitals and the guitars and flutes played again at the summer prize giving event.

We also had the Drum Night in May, run by our peripatetic teacher. On this occasion some of our Prep 4, 5 and 6 drummers were invited to play with the band. It was a fantastic opportunity for the children to perform in a "real-life" context.

Music Theatre
Music Theatre was very popular again and we ran two separate groups throughout the year. They performed "Chitty Chitty Bang Bang" and "My Fair Lady". This involved children from Prep 3 – Prep 6 all working together within the ensemble to perform a condensed version of the stage musicals. There were some great solo performances and lots of whole cast singing and dancing.

Prep 6 Production
The Prep 6 group auditioned for the production of Beauty and the Beast in February and began their rehearsals in earnest in March. Many children gave outstanding performances in solo parts and the whole year group created some memorable moments as the enchanted cutlery in Be Our Guest!

In the classroom
In the class music lessons all children in the Juniors have continued to learn to play the keyboard. In addition to this I have been exploring composition with the children in Prep 4 – 6.

The Infants have enjoyed singing, playing the classroom instruments and exploring the instruments of the orchestra through the musical stories of composers such as Saint-Saens and Tchaikovsky.

Drama
Following October half-term, the Infants rehearsed their Christmas shows. The shows were performed in the penultimate week of term.

Prep 4 took part in a production called The Greeks in the Spring Term. Prep 6 performed Beauty and the Beast in the Summer Term

Prep 3 & 4 and Prep 5 & 6 Limelighters groups performed their plays for parents in the Drama Studio. Lower Juniors performed *Beowulf* and Upper Juniors, *Romeo and Juliet.*

West End in Schools Dance/Drama Workshops took place in March to coincide with World Book Day. There were separate workshops for Lower Juniors and Infants.
The Young Shakespeare Company visited and worked on *Henry V.* with Prep 5 and 6 in March. The combination of professional actors and Lady Barn children created a magical retelling of Shakespeare's classic play.

LAMDA exams were taken by 120 children over two Saturdays in March. Most of the children achieved a Distinction.

The Prep 5 drama trip to Bromsgrove went in October. The children visited The Space Museum, Warwick Castle and The Black Country Museum and saw *Charlie and the Chocolate Factory* at the Birmingham Hippodrome.

Art
The year began on a high note with the unveiling of the impressive large-scale Barney model. Every pupil from Prep 1-6 contributed by designing and painting their own feather, which was proudly displayed on the model, showcasing the creativity and teamwork of the children.

Art Club was immensely popular, with weekly lunchtime sessions on rotation for Lower and Upper Juniors. Due to high demand, the club was oversubscribed throughout the year.

A number of students were selected to participate in the regional level of the ISA Art Competition, and we had several winners:
- Prep 2 for their Summer Camp canvas
- Ceramic portrait
- Photography entry
- Fashion design work

A pupil also received a highly commended award for her ceramic portrait at the National level.

In December, a successful parent workshop, with nearly 100% attendance from all Prep 5 classes. Feedback from both parents and children was overwhelmingly positive, with many expressing pride in the creations they took home.

The Art Department participated in the "Team Up" event, during which several excellent stop-motion videos were produced in the art studio by mixed groups of students from across the school.

In February, eight students were invited to compete in the annual Stockport Grammar School Portrait Competition. Extracurricular clubs were held where students created mixed-media photography pieces. Although competition was tough and we did not place, the experience was greatly enjoyed by all.

Prep 6 worked collaboratively to create an artwork based on a contemporary British artist. Each pupil contributed their own design, and the finished piece is now proudly displayed near the MAC team office.

A Prep 6 pupil achieved another win in the ISA Butterfly Competition, receiving a highly commended award for her beautiful pencil crayon design.

The Art Department also represented LBHS in this year's Bramhall Duck Race, with our duck, Belle, finishing strong and just narrowly beaten.

A selection of Upper Juniors represented LBHS in a bespoke exhibition at John Lewis, where each student designed their own dream bedroom. Prizes were awarded to the winners, making it a memorable event.

In June, a pupil from Prep 6 won first place in the ISA Sports Cover Design competition for his rugby-themed artwork. His design will be featured prominently and viewed by over 1,800 people this academic year.

Science
The past academic year in Science has been an exciting one. As the new curriculum has been well embedded, the 23 –24 academic year saw the introduction of a hybrid approach to Prep 1 lessons. This follows the successful introduction of woodland science in Prep 2.
Following an evidence-based approach, use of the outdoor spaces has been carefully planned to enhance learning outcomes. As this teaching is delivered by form teachers rather than a subject specialist, the Head of Science has worked closely with staff to support the change in approach. Prep 2 children were excited to invite their parents to take part in one of their woodland science lessons which presented a wonderful opportunity to give a real experience of what curriculum-based outdoor learning can look like.

Lessons in Lower Juniors continue to be varied and exciting, with a practical focus. By beginning to work more independently, the children are developing real competence in their practical skills and have laid good foundations for their next steps. A trip to the Catalyst Science Centre for Prep 3 continues to be a popular highlight of the year.

In Upper Juniors, all children are able to participate in more demanding practical work, where they are encouraged to deepen their scientific thought processes and investigative skills. The Prep 6 lamb heart dissection is an eagerly anticipated milestone which is both enjoyable and stretches the children's knowledge well beyond the primary curriculum. The benefits of a strong subject specialist and bespoke laboratory are both evident in this provision. In an aim to prepare the children for the modern world where potentially many global issues may be solved by (Science, technology, engineering, arts and mathematics) STEAM, Prep 5 sees the introduction of an enterprise challenge. Here students work in groups to consider the environmental, financial and scientific contexts in insulated cup design. The 23/24 academic year saw this challenge being expanded to culminate in a final 'investment pitch' to potential investors Ms Higson and Mrs Beer.

Commented [AW1]: Pig?

Enrichment always forms an essential part of the offering in science. Last year's highlight was the loan of lunar materials from NASA alongside a planetarium visit. A significant proportion of the school entered the Science Week Challenge which culminated in an impressive exhibition of work. It has been a pleasure to invite parents and grandparents to come in to school and appreciate some of these extra-curricular offerings. Looking ahead, a new trip has been introduced to Prep 5 where the children will visit RHS Bridgewater to enjoy some hands-on activities looking at plant reproduction.

Woodland
We have had a school conservation project to remove the Himalayan Balsam new growth with large piles of new plants being removed by each year group that visit. We successfully removed all new growth that was invading onto the pathway.

The willow structures in Buttercup Meadow, as a screen around the shed and the fire circle continue to provide interest, soak up rainwater and provide abundance of resources for further projects. Bows & arrows have been made in the hundreds, as well as fishing rods, dream catchers, den building, child led building projects and the bark being used for cordage and woven plates.

The Woodland Trust is supplying a couple of hundred new saplings this autumn to create new hedges alongside the woodland and increase the biodiversity within the woodland.

- Buttercup Meadow – The willow continues to be an excellent enhancement to this area. It has taken well and grows prolifically.
- A large "digging area" was created and has been filled with small pebbles. This provides a different area of interest. The children enjoy burying items (including themselves), creating dens that are stuck into the pebbles as well as digging to see if they can reach the bottom.
- The new willow growth has been harvested. Over 200 bows and arrows were made in the year, as well as swords, fishing rods, dream catchers and boats. The children started to create their own living willow arches using the cut willow which has survived and has also started to grow further. Some of the cut willow was used to make additional trees within the forest. New for this academic year we have been using the willow bark to make into cordage and weave into plates.
- Steep slope; to assist those needing a little more support there are two guard rails alongside the steep path down to the lower levels.
- We had 15 plums on the new plum trees. Cherry and apples yet to fruit, but this next year should see this happen as the trees have doubled in size.
- Tools; the four shave horses have been used to create various items with the new draw knives. The children's confidence in their skills is growing. Four children can be at work at the same time. We have had no near misses in their use.
- Himalayan Balsam: spring saw the Himalayan Balsam start to grow so each group spent 5 minutes pulling as many of the new plants as possible out of the ground. This will help reduce the plants extension into the path and beyond.

Gardening club continues to create delight with food the children can eat straight from the plants. Broad beans, runner beans and an excellent pea harvest have been gobbled up. We had a successful entry to the RHS Tatton Flower Show. The children painted tins recycled from the kitchen and made them into planters that could sit on a constructed "owl" stand. All the plants we grew were edible including purple mange tout and lots of nasturtiums. We made gnomes out of wood and signage using off cuts and decorative nails.

The guttering on the shed and outdoor classroom; we now have 3 barrels which collect the rainwater from the roof of the outdoor classroom. These serve to reduce the water that runs into the surrounding area so reducing mud creation around the seated area plus they enable us to have water for watering the plants. The garden club have made their own watering cans from plastic bottles.

Bulb planting; Gardening club have planted snowdrops & bluebells bulbs with tulips and daffodils being planted nearer the school buildings.

Curriculum Enrichment 2023-2024
Curriculum Enrichment this year, has continued to develop and grow. We have spent time improving relatively new schemes, such as the Lightbulb lessons and The Exhibition, as well as continuing with the success of the Research Award.
During 2023/2024, we ran Lightbulb Lessons for Basketball, Woodland School, Art and Computing. These sessions are run on Saturday mornings and provide a bespoke session for pupils that is both fun and stretches their knowledge in a particular subject, the school offered three community outreach places on the Computing session, attended by pupils from Kingsway Community Trust School.

Commented [AW2]: explain

The Exhibition
Was on the theme of "Sustainability'. We had 50 entries from across all departments and showcased the work in Scott House over two days. New black display boards were an excellent addition this year and displayed the children's work beautifully.

The Research Award
The Research Award ran for Preps 3 and 4 this year, as a whole department guided project. The chosen theme was the "UK", and all children submitted a project book alongside some models, baking and other supplementary work. The work was showcased in the Dining Room after school and was extremely well-attended by many of the parents in the Lower Junior dept. Holroyd Howe created a UK based menu for refreshments, including traditional dishes from across the UK.

Out of Hours Provision
The wraparound care we provide at Lady Barn continues to be a key provision of the school day. Open from 7:45 am, the drop-off service is busy, encompassing Breakfast club. Although this area is not widely used, it is a good option and it is available daily. A great facility for our busy parents it helps with the car park's flow. The ASC and Homework Club run to 6pm and form an essential facility for our busy parents, helping them navigate their childcare needs working alongside the extracurricular activities on offer.

Barney's Breakout Holiday Club
Barney's continues to be popular with both Lady Barn parents and the wider community. We have now offered the provision for three summers with consistent numbers. We mix our in-house facilities at school with external providers offering fun and exciting new experiences for the children. Everything from sport including archery and fencing, Woodland Days to spin art, Gymnastics, Circus days and Bubble days, Craft and Science days, Laser quest was a big hit this summer, along with seasonal, themed activities and always a party and disco at some point. We continue to seek new and exciting activities for the children.
Activities are highlighted on the school socials daily, which parents appreciate, and at dismissal we share any special moments from the day which the children love too.

We are flexible with our timetable of events and can work around the weather making full use of the site when the weather is kind to us and being organised and creative to provide fulfilling activities when it is not. We offer structure, choice and encourage and credit good behaviour with stickers and certificates.

Financial review

Results, reserves policy and financial viability

The directors have considered the level of unrestricted reserves which would be reasonable given the nature of the school activities and obligations. Unrestricted reserves are required to fund improvements and enhancement of the premises and site as well as being necessary to provide cover for expenditure in the event of a significant fall in income. It is also considered that 10% of income is an appropriate surplus for the school to aim to generate each year.

Commented [AW3]: The school has no restricted rererves

Commented [AW4]: also

Commented [AW5]: appropriate

Financial projections are carefully reviewed and monitored by the board, and generating an adequate level of surplus each year is necessary to sustain the future of the School. The school has £3.06m of unrestricted funds (2023: £2.9m),and holds an amount £581k (2023: £531k) in long term investments, which does not contribute to the day to day working capital requirement. Financial forecasts indicate an improving level of surplus which will be used to build the unrestricted fund position of the school, as well as the measures listed;

- Governors review the market and economic conditions of local independent schools and decide annually on an appropriate fee increase in advance of the academic year,
- Continued focus on growth of pupil numbers as well as an additional nursery class,
- Strengthening of the marketing team to strengthen recruitment and retention strategies,
- Target level of £3.6m of reserves, which is considered sufficient to cover two terms of expenses in an average year,
- Build the net current assets of the School.

In these unpredictable times, the need for clear leadership, strong governance and effective decision making based on reliable information is more important than ever.

Directors deem the maintenance of facilities to the highest standards to be essential for the School's future success. During the year, significant capital projects were funded from the trading surplus generated.

Going Concern

The academic year 2023/4 saw growth in pupil numbers via the addition of a third nursery class. The continued success of the in-house holiday club further secured the school's income and financial stability. Budgets and cashflow forecasts have been considered in light of a number of scenarios in an unstable market and Governors are confident in the continued financial success of the school.
Governors' sub-committees meet regularly and more than once a term and have more time to discuss sector and school issues in depth to develop strategic plans. This gives an agile approach to guiding the strategic progress of the school.

Strategic Report and Viability Statement

The Senior Team continue to undertake extensive sensitivity analysis and scenario planning, and whilst pupil numbers are at the highest level in the history of the School, they have considered the potential need for swift cost cutting if required.

Numbers remain strong through the school but a clear focus has been given to the marketing and admissions department to establish clear future strategies. The marketing strategy has been refreshed to focus on the core offering of the school and USPs of the school.

Having prudently considered the debt capacity of the School, together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Governors have considered options available to the School and would in future consider leveraging assets as required.

Investment policy and objectives

The board and the finance sub-committee duly advised by a professional investment managers continue to monitor investment risk and rewards in the context of the market. The main objective is to safeguard the charity's assets by providing stability and ensuring a low to medium level of risk. Cash management is considered as part of this policy to ensure the appropriate balance of long, and short term, investments as well as meeting the seasonal cashflow of the school during the year.

Overall, the strategy of investment is to earn an income yield of around 3% p.a. During the financial year a yield of approximately 6% was achieved.

The account manager regularly updates Governors via updates and briefings to the finance committee. The risk profile of Governors is also reviewed regularly.

Principal funding

Incoming resources for the charity increased by 17.2% to £6,367,444 (2023: £5,434,411).

Fundraising

The school had no fundraising activities requiring disclosure under S162A of the Charities Act.

Plans for future developments

- Continue to develop and refine a long-term site masterplan to co-ordinate and phase development of the site.
- Continue development of outdoor areas and the Woodland school to enhance and extend the curriculum for all ages.
- Further improving the site's facilities in terms of technological, sporting and co-curricular provision
- Apply for Apple Distinguished School status.
- Improve and build communication platforms internally and externally.
- Extending partnerships with local schools and the local area
- Continuing programme of professional development for teaching and support staff
- Develop alumni relations.
- Introduce a G&T programme for primary aged children in the local area.
- Develop clear strategies and policies on ED&I
- To map out our carbon footprint and become a more sustainable school with a clearly defined Estates Sustainability Plan

Principal Risks and uncertainties

The board track all perceived risk once a year via the risk register. Each committee monitors the areas relevant to it at each meeting and takes appropriate action to mitigate risk as much as possible.

The principal ramifications of the risks and uncertainty faced by the school are:

- Management of allergens
- IT and cybersecurity
- Impact on pupil numbers caused by political uncertainty around business rates relief, VAT on school fees
- Changes in employer pension contribution rises
- Effect of the risks listed on cashflow

The school will continue to monitor and mitigate the impact of these areas.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Lady Barn House School Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the auditors

Each of the persons who are Trustees at the same time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on _____ and signed on their behalf by:

J Flynn
Chair

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

Opinion

We have audited the financial statements of Lady Barn House School Limited ('the charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

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

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

We have nothing to report in this regard.

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate and reading minutes of meetings of those charged with governance.

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

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

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.

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
St George's House
56 Peter Street
Manchester
M2 3NQ

Date:

LADY BARN HOUSE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024 Total Unrestricted funds	2023 Total Unrestricted funds
		£	£
INCOME FROM:			
Charitable activities			
School fees	**2**	**5,507,667**	4,625,431
Investment income	**3**	**28,214**	25,285
Other income	**4**	**831,923**	783,695
Total incoming resources		**6,367,444**	5,434,411
EXPENDITURE ON:			
Charitable activities			
Education	**5**	**6,321,487**	5,703,840
Total expenditure		**6,321,487**	5,703,840
NET (OUTGOING)/INCOMING RESOURCES BEFORE GAINS AND LOSSES ON INVESTMENTS		**46,317**	(269,429)
Net gains / (losses) on investments	**11**	**36,669**	(48,398)
NET MOVEMENT IN FUNDS		**82,986**	(317,827)
RECONCILIATION OF FUNDS			
Total funds brought forward		**2,979,897**	3,297,724
TOTAL FUNDS CARRIED FORWARD		**3,062,883**	2,979,897

The notes on pages 22 to 33 form part of these financial statements

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LADY BARN HOUSE SCHOOOL LIMITED

BALANCE SHEET
Registered Number: 02986515
AT 31 AUGUST 2024

	Note	2024 £	2023 £
FIXED ASSETS			
Tangible assets	**10**	**2,662,289**	2,995,795
Fixed asset investments	**11**	**581,491**	531,667
		3,243,780	3,527,462
CURRENT ASSETS			
Debtors	**12**	**273,837**	167,517
Cash at bank and in hand		**812,769**	(137,043)
		1,086,606	30,474
CREDITORS			
Amounts falling due within one year	**13**	**(1,267,503)**	(578,038)
NET CURRENT LIABILITIES		**(180,897)**	(547,565)
NET ASSETS		**3,062,883**	2,979,897
TOTAL UNRESTRICTED FUNDS	**17**	**3,062,883**	2,979,897

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

The financial statements were approved and authorised for issue by the Board of Governors on

and were signed on its behalf by:

J Flynn
Chair

The notes on pages 22 to 33 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024		2023	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	20		**1,117,837**		(114,472)
Cash flows from investing activities					
Investment income: dividends		**28,214**		25,285	
Purchase of tangible fixed assets		**(183,084)**		(466,716)	
Purchase of investments		**(227,740)**		(540,281)	
Disposal of investment		**208,188**		527,862	
Drawdown of investment		**6,397**		201,803	
			(168,025)		(252,047)
Change in cash and cash equivalents in the reporting period			949,812		(366,518)
Cash and cash equivalents at the beginning of the period			**(137,043)**		229,475
Cash and cash equivalents at the end of the period	21		**812,769**		(137,043)

The notes on pages 22 to 33 form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the companies Act 2006.

Lady Barn House School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting. However, at present numbers remain strong and the marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school, including;

- keeping abreast and ahead of the market, tuning into threats and opportunities
- focused strategies for recruitment and retention
- focused social media to attract new families
- review of the school values and educational and non-educational offering

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a clear expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Company status and general information

Lady Barn House School Limited is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The principal objectives of the company are a) to establish and maintain a school at Cheadle, Greater Manchester for the academic and physical education of young persons of both sexes (b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes (c) to promote any other charitable purposes of an educational nature.

Incoming resources

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

Resources expended
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. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributed to single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributed to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of asset's use.

1. ACCOUNTING POLICIES

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's education operations including support costs and costs relating to the governance of the company apportioned to charitable activities.

Tangible fixed assets and depreciation
A review of impairment of fixed assets is carried out if event or changes in circumstance indicate that the carrying value of any fixed assets may not be covered. Shortfalls between the carrying value of fixed assets and their recoverable amount are recognised as impairments. Impairment losses are recognised in the statement of financial activities incorporating income and expenditure account.

Tangible fixed asset are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Deprecation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value over their expected useful lives on the following bases:

Freehold	-	Over useful economic life
Fixtures	-	15% straight line
Computer equipment	-	33% straight line

Investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Operating leases
Rentals under operating leases are charged to the same statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and in hand includes cash and a short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. ACCOUNTING POLICIES

Liabilities and provisions

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 company anticipates it will pay to settle the debit or the amount it has received as advance payments for goods or services It must provide. Provisions are measured at the best material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The teaching staff are members of the Government's Teaching Defined Benefits Scheme. The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the School 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 projected unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently there is insufficient information available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charged to the statement of financial activities being the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either other creditors or prepayments

Fund accounting

General funds are unrestricted funds which are available for us at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2024	2023
	£	£
Gross Fees	**6,415,587**	5,428,508
Less: bursaries, grants and allowances	**(907,920)**	(803,077)
Total School fees	**5,507,667**	4,625,431

Discounts, bursaries and other awards were paid to 164 pupils (2023: 240). Within this means-tested bursaries totalling £176,582 were paid to 28 pupils (2023: £155,116 to 27 pupils).

3. INVESTMENT INCOME

	2024	2023
	£	£
Investment income	**15,949**	20,550
Bank interest receivable	**12,265**	4,735
	28,214	25,285

4. OTHER INCOME

	2024	2023
	£	£
Extra-curricular activities	**180,941**	250,278
Donations	**15,308**	23,165
Grant income	**495,135**	412,892
Lettings & Hire income	**5,344**	3,123
Trip Income	**128,109**	94,237
Miscellaneous income	**7,086**	-
	831,923	783,695

5. ANALYSIS OF EXPENDITURE

	Staff Costs	**Depreciation**	**Other costs**	**Total 2024**	Total 2023
Charitable expenditure	**£**	**£**	**£**	**£**	£
Education	**3,978,063**	**516,591**	**1,761,017**	**6,255,672**	5,648,093
Governance costs	**-**	**-**	**65,815**	**65,815**	55,747
	3,978,063	**516,591**	**1,826,832**	**6,321,487**	5,703,840

6. GOVERNANCE COSTS

	2024	2023
	£	£
Auditors' remuneration	**15,940**	15,100
Professional fees	**49,875**	40,646
	65,815	55,746

7. NET (OUTGOING)/INCOMING RESOURCES

Net (outgoing)/incoming resources are stated after charging:

	2024	2023
	£	£
Depreciation - owned assets	**516,591**	469,767

8. AUDITORS REMUNERATION

	2024	2023
	£	£
Fees payable for the audit of the annual accounts	**13,450**	12,800
Fees payable in respect of Teachers Pension Scheme	**1,150**	1,050
All other non-audit services not included above	**1,300**	1,250

9. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	**3,120,454**	2,878,752
Social security costs	**323,700**	283,659
Other pension costs	**533,909**	469,630
	3,978,063	3,632,041
Aggregate employee benefits of key management personnel	**964,696**	827,383

The average monthly number of employees during the year was as follows:

	2024	2023
Teaching and administration	**102**	115

Salary costs have increased during the year reflecting the significant increase in Teachers' Pension employer contribution from April '24.

The number of higher paid employees in bands of: -

	2024	2023
£60,000 to £70,000	**3**	2
£70,000 to £80,000	**1**	1
£80,000 to £90,000	**1**	-
£90,000 to £100,000	-	1
£100,000+	**1**	**-**

During the year no trustees received any remuneration (2023: £nil).
During the year no trustees received any benefits in kind (2023: £nil).
During the year no trustees received any reimbursement of expenses (2023: £nil).

10. TANGIBLE FIXED ASSETS

	Freehold Property - Land and Building £	Fixtures and Fittings £	Computer Equipment £	Totals £
COST				
At 1 September 2023	**3,749,100**	**2,255,007**	**593,941**	**6,598,048**
Additions	**-**	**139,299**	**43,785**	**183,084**
Disposals	-	**(2,383)**	**(54,239)**	**(56,622)**
At 31 August 2024	3,749,100	**2,391,923**	**583,487**	**6,724,510**
DEPRECIATION				
At 1 September 2023	**2,233,699**	**941,864**	**426,689**	**3,602,252**
Charge for the year	**91,939**	**343,903**	**80,750**	**516,591**
Disposals		**(2,383)**	**(54,239)**	**(56,622)**
At 31 August 2024	**2,325,638**	**1,283,384**	**453,200**	**4,062,221**
NET BOOK VALUE				
At 31 August 2024	**1,423,462**	**1,108,539**	**130,287**	**2,662,289**
At 31 August 2023	1,515,401	1,313,142	167,252	2,995,795

11. FIXED ASSET INVESTMENTS

	Unrestricted Funds £	Total 2024 £	Total 2023 £
Market Value @ 1 September 2023	**531,667**	**531,667**	769,449
Additions	**227,740**	**227,740**	540,281
Disposals	**(210,476)**	**(210,476)**	(527,862)
Revaluations	**36,669**	**36,669**	(48,398)
Drawdown	**(6,397)**	**(6,397)**	(201,803)
Market Value @ 31 August 2024	**579,203**	**579,203**	531,667
Listed on UK Stock exchange	**579,203**	**579,203**	531,033
Cash deposits	**2,288**	**2,288**	634
	581,491	**581,491**	531,667

12. DEBTORS

	2024	2023
	£	£
Trade debtors	**90,261**	58,431
Other debtors	**103,223**	14,064
Prepayments and accrued income	**80,353**	95,022
	273,837	167,517

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	**82,451**	-
Social security and other taxes	**146,966**	141,080
Other creditors	**311,385**	153,208
Accruals and deferred income	**726,701**	283,750
	1,267,503	578,038

Deferred income

	£
Deferred income at 1 September 2023	208,946
Resources deferred during the year	576,078
Amounts released from previous years	(208,946)
Deferred income at 31 August 2024	576,078

Deferred income comprises of tuition and school trip fees paid in advance.

14. OPERATING LEASE COMMITMENTS

At 31 August 2024 the total of the charity's future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
	£	£
Less than one year	16,250	-
Between two and five years	3,500	-
	19,750	-

15. CAPITAL COMMITMENTS

At 31 August 2024 the total of the charity's capital commitments which were authorised and contracted for amounted to Nil (2023: £Nil).

The School intends to fund future commitments out of cash flow.

16. Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £529,559 (2023: £472,629) and at the year-end £60,797 (2023 - £51,575) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

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

17. MOVEMENT IN FUNDS

Statement of funds

	At 1 September 2023 £	Incoming resources £	Resources expended £	Gain on investments £	**At 31 August 2024 £**
Unrestricted funds					
General fund	**2,979,897**	**6,367,804**	**(6,321,487)**	**36,669**	**3,062,883**
Total funds	**2,979,897**	**6,367,804**	**(6,321,487)**	**36,669**	**3,062,883**

	At 1 September 2022 £	Incoming resources £	Resources expended £	Loss on investments £	**At 31 August 2023 £**
Unrestricted funds					
General fund	3,297,724	5,434,411	(5,703,840)	(48,398)	2,979,897
Total funds	3,297,724	5,434,411	(5,703,840)	(48,398)	2,979,897

Analysis of net assets between funds – current year

	Fixed assets £	Net current liabilities £	Long term liabilities £	**Total 2024** £
Unrestricted funds	3,243,780	(180,897)	-	3,062,883

Analysis of net assets between funds – prior year

	Fixed assets £	Net current liabilities £	Long term liabilities £	**Total 2023** £
Unrestricted funds	3,527,462	(547,565)	-	2,979,897

18. RELATED PARTY TRANSACTIONS

A number of the trustees at the School who held office for at least part of the year had children enrolled at the School during the year. The children attended the school on the same terms as the other pupils. Apart from the above there are no other related party transactions that require disclosure.

19. FINANCIAL INSTRUMENTS

	2024	2023
	£	£
Financial assets measured at amortised cost (a)	**193,484**	72,495
Financial assets measured at fair value (b)	**581,491**	531,667
Financial liabilities measured at amortised cost (c)	**544,818**	365,55

(a) Financial assets include cash, fee debtors, other debtors (see note 12)

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

(c) Financial liabilities measured at amortised cost include deposits, trade creditors, other creditors (see note 13) and overdrawn bank balances.

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

20. RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net incoming/ (outgoing) resources	**82,986**	(317,827)
Depreciation charges	**516,591**	469,767
(Gains)/ losses on investments	**(36,669)**	48,398
Dividends, interest and rents from investments	**(28,214)**	(25,285)
(Increase)/ decrease in debtors	**(106,320)**	(60,607)
Increase/ (decrease) in creditors	**689,465**	(228,918)
Net cash inflow from operating activities	**1,117,837**	(114,472)

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash in hand	**812,769**	(137,043)
Overdraft facility repayable on demand	**-**	-
	812,769	(137,043)

22. RECONCILIATION OF NET DEBT

	At 1 September 2023	Cashflow	At 31 August 2024
	£	£	£
Cash in hand, at bank	(137,043)	949,812	812,769
Bank overdraft	-	-	-
Total	(137,043)	949,812	812,769

LADY BARN HOUSE SCHOOL LIMITED

England & Wales - Charity number 1042587

Accounts

REGISTERED COMPANY NUMBER: 02986515 (England and Wales)
REGISTERED CHARITY NUMBER: 1042587

LADY BARN HOUSE SCHOOL LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

LADY BARN HOUSE SCHOOL LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2023

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LADY BARN HOUSE SCHOOL LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2023

Trustees

R Doidge, Chair
J Berry (Resigned 31 March 2023)
J Flynn
R Hart
F Kabbani
J Poole
C Maxwell
C Mayo (Appointed 16 March 2022)
O Aziz (Appointed 27 June 2022)
B A Murray (Resigned 27 November 2021)
P J Ward (Resigned 7 September 2022)
H Cooper (Resigned 25 October 2022)
K Alwan Walker (Appointed 30 November 2022)
C Moors (Appointed 30 November 2022, Resigned 31 August 2023)

Company registered number

02986515

Charity registered number

1042587

Registered office

Schools Hill
Cheadle
Cheshire
SK8 1JE

Company secretary

A Webb

Chair

R Doidge

Independent auditors

Crowe U.K. LLP
Chartered Accounts, Statutory Auditors
The Lexicon
Mount Street
Manchester
M2 5NT

Bankers

Royal Bank of Scotland
97 Fishergate
Preston
PR1 2DP

The Trustees (who are also Directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the company Lady Barn House School Limited (the company) for the year ended 31 August 2023. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives: Strategies and Activities

In setting objectives, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and, in particular to its supplementary public benefit guidance.

The principal objectives of the company are;

a. to establish and maintain a school at Cheadle, Stockport for the academic and physical education of all young persons
b. to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes
c. to promote any other charitable purposes of an educational nature.

Within the above objectives it is the aim of the school to provide each child with a personal journey of discovery, opportunity and success and to inspire each child to discover a love of learning, giving them the opportunity and confidence to be themselves, so that they can flourish and succeed in all aspects of Lady Barn life and beyond. The main objective is to enable all children to reach the secondary school which is most appropriate for them to continue the foundation work done at Lady Barn during their primary phase of education.

Strategies for achieving objectives

- Promote personal and moral qualities through our five core values of community, creativity, resilience, respect and teamwork.
- Work with our pupils to ensure that every individual feels safe, valued and respected in school.
- Develop each child's academic and non-academic talents, through providing high quality support and a broad curriculum and a wide range of extra-curricular opportunities.
- Prepare pupils for success in the 11+ entry exams.
- Encourage risk-taking in a supportive, motivational and caring environment, where no one is afraid of making mistakes.
- Give pupils opportunities to lead and to work co-operatively.
- Embrace new technologies and pedagogical practices, whilst continuing to deliver traditional foundations for learning and investigating.
- Continue to recruit and retain high quality teaching and support staff.
- Enable children from lower income, or otherwise disadvantaged families, to attend the school by means of bursary awards.
- Maintain a competitive edge and value for money in the local independent school marketplace.

Activities for achieving objectives

- Broad curriculum offered to all pupils with specialist teaching in music, science, physical education, art, drama, computing, Mandarin, French, Spanish and Woodland School.
- Bespoke learning and revision programmes for individuals and groups in preparation for 11+ entrance examinations.
- Wide range of extra-curricular activities offered including: Various Sports, Performing Arts, Woodland and Gardening Clubs, Construction Club, School Orchestra, Cookery Club, Judo, Archery, Yoga, Chess, Dance, Drama, Gymnastics.
- All children have access to an iPad. From Prep 1, pupils have their own iPad for learning in and out of school.
- Research Award and the annual Exhibition extend pupils' learning skills, knowledge and understanding.
- Lady Barn Lightbulbs weekend workshops.
- Multiple sports fixtures (including whole year group) against local schools as well as inter-house competitions.
- Outdoor and adventurous residential visits for Prep 2 to 6.
- Sporting tours, overseas visits (Prep 6), residential visits for older pupils.
- Family focused trips - parent and child weekends, ski trips.
- Barney's Breakout Holiday Club to provide 50 weeks of wrap-around care.
- Extensive leadership opportunities and pupil voice for all children.
- Fundraising for local, national and international charities including The Together Trust in Cheadle, Urban Outreach in Bolton, Kanzi Kihera in Nairobi, Macmillan, British Red Cross and Children in Need.
- Thorough recruitment procedures to appoint and retain high calibre staff.
- Ongoing improvements to the site technology infrastructure.
- Ongoing professional development programme for individual staff, departments and the whole staff body.
- Continuous monitoring of staff performance by means of lesson observations, data analysis and work monitoring.
- Comprehensive Bursary Policy which facilitates broad access to increase take-up to maximum levels (equivalent of 10 full bursaries).
- Maintain close financial control so that fees can remain affordable whilst maintaining the high quality of the education on offer.
- Development of an alumni and development office to facilitate engagement with alumni.

Structure, governance and management constitution

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 31 October 1994. The Memorandum and Articles of Association were updated in 2022.

The company is constituted under a Memorandum of Association dated 31 October 1994 and is a registered charity number 1042587. It was registered as a charity on 6 December 1994. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The headmistress, Ms Louise Higson took up post from 1st September 2021.

Method of appointment or election of Trustees
The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Trustees are recruited through a rigorous and inclusive recruitment process. Suitable applicants are invited to join the board on the basis of their expertise and general experience in view of the gaps in skills of the board which are identified via a regular skills audit. Potential Trustees are interviewed by the Chair of Governors as well as members of the SLT prior to introduction to the full board and appointment. If deemed suitable, a Trustee is elected as a Trustee/Director at the regular termly meeting. Mr Ron Doidge, is the current Chair of Governors.

Policies adopted for the induction and training of Trustees
On joining the board new Trustees are provided with sufficient background information documents to enable them to discharge their duty and are offered the opportunity of gaining detailed knowledge of their chosen sector from within the body of expertise available at the school.

Individual Trustees are designated to oversee sectors of the school activities such as Health and Safety, Education, Finance and Safeguarding. The Trustees delegate day-to-day operations of the school to the Senior Leadership Team.

Trustees are encouraged to attend training sessions run in-house, online and externally. Support is provided by the ISBA and AGBIS. A full review of governance and committees was undertaken in Autumn 2022. The skill base of the governing body is regularly reviewed in light of the changing needs of the school.

Organisational structure and decision making
The Trustees determine the general policy of the school and the principles upon which it operates. They set fees and salaries and approve development plans as well as inputting to and reviewing the strategic plans for the school.

Related party relationships
Historically the school has occupied property and premises owned by Lady Barn Properties Limited, which was a registered charity and wholly owned subsidiary of Lady Barn House School Limited. Both companies were controlled by the same Trustees. The school has historically made charitable donations to this company to enable it to improve and extend the premises occupied by the school.

The school has no other relationships with any other parties and the Charity relies on its own resources.

Risk management
The Trustees have assessed the major risks to which the company is exposed, these are logged on the School's Risk Register. The School has a nominated Trustee with particular skills in this area to guide and challenge the work of the SLT. The Risk Register is reviewed annually by the full board and termly by each sub-committee. The Trustees work with the SLT and the Head to ensure that systems and procedures are in

place to mitigate exposure to the major risks.

Achievements and performance Academic
The school's excellent reputation for academic performance was maintained again this year. In November 2021 the School achieved a grade of Excellent from ISI across all areas.

We pride ourselves on being able to prepare pupils for a full range of schools, independent and state. The extensive experience of our staff is drawn upon to match each pupil with the school that best suits their individual personality, strengths and interests, and enables each child to maximise their academic potential. Pupils in Prep 6 achieved excellent results in entrance exams for schools with very high entry standards, including the Trafford Grammar Schools, Manchester Grammar School, Withington Girls School and Manchester High School for Girls. These results sit alongside excellent pass rates into Cheadle Hulme School, Stockport Grammar School, King's Macclesfield and Alderley Edge School for Girls. A number of children also move on to local state secondary schools and academies.

Pupils were also awarded a number of Scholarships, including Academic, Art, Drama, Music and Sport.

Grant-making and access-widening
In recent years the Trustees have maintained their commitment to developing the school's bursary scheme. We are in line with our 5-year plan to support the equivalent of 10 full time equivalent places at the school. In doing so, extending our educational offer and facilities to a wider group of children.

The Trustees are mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011 and, in setting the School aims and objectives and planning the School's activities, the Trustees have given careful consideration to the Charity Commission's guidance on public benefit.

- Lady Barn has also set up an informal partnership with a state primary school in Wythenshawe.
- The astro pitches have enabled us to host tournaments for state primary schools. Our facilities are hired on a regular basis to local football coaching providers to widen access to facilities for U12s.
- The school is active within the local community in Cheadle and takes part in local events as well as being represented at the local community forum.
- We support local charities and have links to businesses and religious institutions in the local area.

150th Anniversary Celebrations
During the year 2023, Lady Barn House School celebrated a landmark anniversary, its 150th year. In celebration of this milestone, the School developed and delivered an 18 month programme of events across two academic years, to engage every stakeholder.

The 150th Anniversary Ball was one such event. Several years in the planning, Friends of Lady Barn, a new alumni society with its own community website, was the starting point. The event culminated in a fundraising 150th Anniversary Ball for parents, staff and alumni which took place at The Midland Hotel, Manchester, having found an archive photo of a Jubilee dinner from 1933 in the same location. This hugely successful event raised £20,000 for the Beyond Learning Bursary Fund.

This new, ring-fenced Bursary Fund will enable one academically gifted new pupil per academic year to join the School in Prep 3 or above on a fully funded place.

The School commissioned a Barney Owl-shaped copper donor board; Friends of Lady Barn, our broader community – PTA, alumni, former staff and parents, can purchase an engraved 'feather' by way of donating to the School's new Bursary Fund. It was officially opened by The Mayor of Stockport on our Open Morning and Family Fun Day in June 2023; another opportunity to communicate our milestone birthday to the local community.

In advance of the start of the anniversary year a new logo was created, and the school mascot Barney was given a much-needed makeover. The purpose of creating the new logo was to highlight the School's

continued success as a co-educational independent prep school whilst showing that Lady Barn has a proven history in our field – 150 years is a great achievement.

As part of the 150th celebrations the school also introduced a new modern and more cost-effective school uniform. It is bespoke to Lady Barn and has been a big success; the children take great pride in wearing it.

The school PTA kindly gifted a 150th limited edition Barney toy to every child on roll at the end of the summer term 2023, as a wonderful keepsake of a very special year.

The children undertook a whole-school project in June 2023 to help to create a vibrant Barney Owl sculpture for the school premises. Each child was invited to colour in a feather relating to the 150th anniversary theme. A local company produced a resin Barney Owl sculpture for us and the children's artwork was added to create a permanent and colourful reminder of a wonderful year. Barney now sits in pride of place at Lady Barn House School on a newly made raised stand, with a plaque to commemorate our anniversary.

Charities
During the School's 150th year Lady Barn continued to support many local, regional, national and international charitable causes. The School responded at times of great need and in total, more than £8k was raised. The School collected Harvest goods for the homeless in Bolton, Christmas presents for children in local hospitals, clothing for refugees and electronic devices for Kenyan school children. We have also sent shipments of our old school uniform to Zimbabwe for school children there.

Local causes:

- St Ann's Hospice (Heald Green) £562
- St Francis House Hospice (Didsbury) £358,
- Chelwood Foodbank (Stockport) £152,
- Maggie's cancer care (Manchester) £1,186,
- 200 Christmas presents to children at Royal Manchester Children's Hospital,
- 50 Christmas chocolate selection boxes to the community outreach team in Wythenshawe,
- 100 presents to the children staying at Ronald McDonald House (Manchester) whose siblings were receiving treatment at the Royal Manchester Children's Hospital,
- Manchester Donkey Sanctuary for the upkeep of Henry our adopted donkey and the training of the sanctuary's vets, £416,
- Together Trust (Cheadle) to fund the children's extra-curricular activities £416,
- Shoes and clothing collected for Refugee Aid (Manchester).

Regional causes:

- 700kg of food and other goods to the Urban Outreach charity (Bolton) - supplying their Store House and Winter watch initiatives.

National causes:

- MacMillan Nurses £579,
- Children in Need £872,
- Royal British Legion's Poppy Appeal £800,
- Guide Dogs for the Blind £90,
- JDRF (Diabetes charity) £300,
- Medical Detection Dogs £150.

International Causes:

- Kanzi Kibera (our newly appointed international charity that funds 4 informal schools in Nairobi) £865 and 8 IPads, 5 laptops, 6 tablets, a range of books and stationery to support the schools.
- UNICEF's relief efforts in response to the Pakistan floods £1176.
- British Red Cross' relief efforts in Turkey and Syria £250.

The school's elected Charity Councillors represent the views of their peers and assisted on charity days. Staff and parent helpers have worked tirelessly to organise our charity days.

Sport
Physical Education

Sport at LBHS remained a focus for all pupils and a wide selection of sporting opportunities across a range of levels were offered. Bringing both individual and team successes and high participation. Pupils participated in:

- Saturday morning Stockport Schools Cross Country.
- ISA North Junior Swimming Gala at Macclesfield with a Prep 4 pupil qualifying for the ISA Nationals in London, representing the North in breaststroke.
- Girls and Boys football fixtures were hosted at the school.
- There were many fixtures in netball, hockey, cross-country, swimming, basketball and football offering lots of opportunity, including all year group fixtures.
- LBHS Extra-curricular clubs flourished, with internal offerings supplemented by external providers, including Gymnastics (Prep 2 & 3), Judo (Prep 3-6), Tennis (Prep 3 & 4), Futtymania (Reception) and a new partner with First 11 Football, who use Manchester City FC football coaches to deliver two evenings, 5pm - 6pm, for Prep 3 - 6.
- Prep 6 Boys Football Day Trip; 29 pupils and 4 adults spending a Saturday playing a fixture against Queen Ethelburga's School, York and watching a live professional football fixture,
- MCFC Junior Football Festivals at the Etihad Campus. Prep 4 boys' winners and U'11 Girl's runners up.
- House swimming galas for Prep 4 and Year 5. Very well supported by our parents. The progression and development of the children was evident between the age groups. Every single pupil in Prep 5 participated in the gala – full attendance.
- U'11 Boys A team qualified for the ISA 5-a-side Nationals at St George's Park, coming third overall in the North regional tournament, reaching the semi-final.
- All pupils from Nursery to Prep 6 participated in our 150th Sporting Challenge week in their PE lessons. Every age group had a different sporting challenge, resulting in a timed activity requiring 150 goals, tries, or throws into a target. Every winning class received credits to post.
- U'11 ISA National 5-a-side Football Tournament. 26 teams entered. LBHS won their Group winning 4 out of 5 games. Qualified for the top Cup competition.
- U'11 IAPS North Bee Netball Tournament: joint winners.
- U'11 ISA North 7 a-side Netball Tournament Bronze medallists and qualifiers for the nationals.
- The Prep 5 parent body were invited to join in with their children for a Games afternoon. Parents could join in with Hockey and Netball activities. Over twenty parents attended and were great sports to have a go and experience a Lady Barn Junior Games lesson.
- Prep 5/6 netball, Prep 3/4 Hockey and Prep 3/4 Netball Cup Cake Tournaments included over 70 children.
- Lady Barn pupils attended the final presentation at Woodbank Park for the Stockport Schools' Cross Country League 22/23, receiving medals and trophies, for the amazing collaborative achievements of our children.
- Champions of the ISA North U10 Netball Tournament, beating Bowdon in the Semi-Final and AESG in the Final.
- LBHS Cup Cake Tournaments in Prep 3/4 hockey, Prep 3/4 netball and Prep 5/6 netball.
- ISA U11 Netball Nationals at Rugby School saw us top our group.
- ISA North U9 Netball Tournament, Bronze medals.

- Bronze medals at the ISA North Girls Football Tournament at Queen Ethelburgas.
- Cricket has been very popular for both girls and boys – especially inspiring Reception children to Prep 2 to join All Stars cricket coaching outside of school and Junior pupils to attend local cricket clubs. These pathways generate an outstanding cricket culture at Lady Barn, where cricket provision is flourishing.
- As part of our 150th celebrations, Swimming champion Lauren Quigley and a Sportivator from the 'Sports for Schools' organisation, visited LBHS. The pupils participated in a fitness circuit to raise money for the Kanzi Kibera Charity – in which Cyprian from the charity joined in with the pupils.
- Twenty Prep 6 girls attended the North Wales Rounders Tour participating in matches against local schools.
- Twelve Prep 6 Boys participated in the Yorkshire Cricket Tour undertaking a packed programme including, a cricket net session at Yorkshire CCC, Headingley, two competitive fixtures and an overnight stay at Queen Ethelburga's School.
- Two pupils achieved excellence outside of school representing Cheshire District Cricket team and Liverpool FC youth, playing in an international tournament.
- Rounders club continues to be popular, and uptake in Prep 3 to 5 boys is particularly high; many fixtures were played, and a new style 'coaching' game was introduced to ease pupils into the vast number of rules involved. The School held its first mixed rounders match, which saw our Prep 5 boys and girls take on Prep 6 pupils from Ryley's Prep.
- Bronze medals at the ISA North U11 Rounders.
- Friendly girls' cricket matches for Prep 6 against SGS and Prep 5 against Terra Nova.
- Friendly athletics meet against MHSG.
- Prep 6 Netball Tour to Condover Hall, Shrewsbury.
- Junior Sports Day at Longford Park Stadium.
- Early Years & Infant Sports Day at Lady Barn House School
- 8 children qualified to represent the North in the ISA National Cross Country Finals.
-

Gymnastics continues to be a strong and popular sport at the School:

- Up to 80 children are involved in weekly sessions.
- Prep 6 pupils have been involved in a coaching programme, working alongside the coach to help train the younger gymnasts.
- Prep 4 gymnastics continues to be well attended with up to 40 children participating. 12 children were selected to represent LBHS in the ISA.
- 4 teams represent LBHS in the North West Regional Floor & Vault competition. Girls finished winners and Girls B as silver medallists, mixed team as silver medallists and mixed B as bronze medallists. Gymnasts qualified for the Nationals.
- 6 teams represent LBHS in the NW Regional Milano team competition, winning the mixed and girls competition and silver for the girls B and bronze for the mixed B teams. Gymnasts qualified for the Nationals.
- Milano National Finals, LBHS mixed team take silver medals, the first time the NW U11 squad have won medals in 20 years. Combined team scores see the NW place in Bronze medal position in the overall competition.
- Links were built between the coach and Barney's holiday club, an excellent way to promote our fantastic gymnastics facilities at LBHS and make them available to external children.

Music Department

The Music Department started the year with an increased number of children having individual music lessons in school. Over half of the children in the Juniors now learn an instrument in school and this fed well into our Class Concerts and Recitals which took place throughout the year. Many of the children in Prep 5 and Prep 6 also attended the early morning theory lessons to further support their music making. External exam results continued in strength with a 100% pass rate. 47% of the entries gained a Merit and 31% gained a Distinction.

School choirs and singing

The School's three choirs rehearsed weekly and involved many pupils across the Junior Department. The School was represented at community events; the Cheadle Christmas market at the Mercedes garage in December, the Carol Service at St Mary's and a newly introduced Vocal Evening in May. All the choirs and singing groups from the Juniors performed at this event and we also enjoyed some solo songs from the children who have singing lessons in school. This event allowed the younger children to see where they might progress in the future, also demonstrating the improvements the children make as they make their journey through the various singing groups and levels in school.

Ensembles and instrumental concerts

Musical Ensembles were provided throughout the year by our Visiting Music Teachers and these groups performed both in and out of school. For our Instrumental Evening approximately 60 children took part in the String, Guitar and Flute Ensembles and this provided the opportunity for the younger to play alongside children in the later years. In addition, we heard solo performances from pianists and drummers in Prep 5.

In addition, supplementary events were organised by our peripatetic staff. These took place out of school and allowed our children to demonstrate their musical talents to an even wider audience of people within the community. Pupils were a credit to the school and their parents. The first was the Drum Night, run by the drum teacher. On this occasion some of our Prep 4, 5 and 6 drummers were invited to play with his band. It was a fantastic opportunity for the children to perform in a "real-life" context. Our violin teacher organised two concerts for violinists and singers. These took place at St Paul's Church in Heaton Moor and were lovely occasions for children to be a part of.

Musical Theatre

Musical Theatre was very popular again and as a group they performed a Christmas Showcase in December followed by "Chitty Chitty Bang Bang" in April. This involved children from Prep 3 – Prep 6 all working together within the ensemble to perform a condensed version of the stage musical. There were impressive solo performances and lots of whole cast singing and dancing. Pupils worked collaboratively across different year groups.

Prep 6 Production

The Prep 6 cohort auditioned for the production of Oliver in February and began their rehearsals in earnest in March. Many children gave outstanding performances in solo parts and the whole year group created some memorable moments as Fagin's gang and orphans. The audience certainly left wanting more.

In the classroom

In the class music lessons all children in the Juniors have continued to learn to play the keyboard. In addition to this there has been the opportunity to explore composition with the children in Prep 4 – 6. They have all had the chance to create their own music, based on the pentatonic scale in Prep 4, a cyborg attack in Prep 5 and the London Underground in Prep 6. This built on the keyboard skills gained from Prep 3 and allowed for some fantastic, original creations. Prep 5 particularly enjoyed adding music to a silent film clip from Star Wars towards the end of the year.

The Infants have enjoyed singing, playing the classroom instruments and exploring the instruments of the orchestra through the musical stories of composers such as Saint-Saens and Tchaikovsky. Children in Prep 1 and 2 can all recognise the main instruments and groups now when they hear them playing and many parents are well acquainted with The Carnival of the Animals following Prep 1's work in the Spring Term. Their curiosity and interest definitely helped our uptake of instrument lessons in Prep 3 and allowed the children to make an informed choice about what they wanted to play.

Drama

Drama facilities were improved in the year to give a new-look Drama Studio of black drapes, a large screen and ceiling spotlights which provided a backdrop to Drama lessons and performances this year.

All pupils from Prep 1 to Prep 6 have a Drama lesson during their week delivered by Head of Drama. Prep 5 and Prep 6 have an additional Performing Arts lesson which culminated in a performance of The Pied Piper for our Lower Junior children.

Following October half-term, the Infants rehearsed their Christmas shows. The shows were performed in the penultimate week of term. Prep 1's show was Ralph the Reindeer and Prep 2 performed a show written by the Head of Music called Not the Nativity.

Prep 4 took part in a production called Folktales and Fairytales, adapted from Carol Ann Duffy's Grimm Tales. Prep 6 performed Oliver!

The new Limelighters groups that meet each week after school showcased their productions for parents and pupils in the Drama Studio. Prep 3 and 4 performed Orpheus and Prep 5 and 6, A Midsummer Night's Dream.

A West End in Schools Drama Workshop took place in November for Remembrance Day, entitled Poetry and Poppies. All pupils in Prep 5 and 6 participated in a series of sessions throughout the day inspired by the poets of the Great War. The same company ran two days of dance/drama workshops in March to coincide with World Book Day. The Lower Juniors worked on Where the Wild Things Are by Maurice Sendak and the Infants on The Enormous Crocodile by Roald Dahl. Both workshops gave the children the opportunity to use a combination of dance and drama to tell the stories.

The Young Shakespeare Company visited and worked on A Midsummer Night's Dream with Prep 5 and 6 on 15 March. The combination of professional actors and Lady Barn children created a magical retelling of Shakespeare's classic play.

LAMDA exams were taken by 127 children over two Saturdays in March. Most of the children achieved a Distinction.

A new Prep 5 drama trip to Bromsgrove and Stratford was introduced that included an RSC workshop on The Tempest and a visit to see a musical, The Titanic at the Birmingham Hippodrome.

Science

With a new science lead for 22-23 the primary focus was the instigation of Woodland Science with Prep 2 and re-writing of the curriculum for Prep 3 – 6. In developing this new curriculum, the focus was on embedding an engaging, practical approach with fully integrated investigative techniques. In Upper Juniors opportunities to scaffold success in Science at Key Stage 3 and beyond were developed.

The profile of Science was a focus through the school and a wide range of enrichment opportunities, whereby each child has at least one opportunity over the year to engage in an activity. These activities have included Prep 2 Science Club, British Science Week lessons and drop-in activities throughout the school, an external trip for Prep 3 and a special scientific award to mark the 150th Anniversary. The 150th entries were used to present an exhibition of work to parents. New purchases for the Science Department included the use of light microscopes which has transformed aspects of teaching in Upper Juniors.

Next steps will include increased use of microscopes in class, an update of the Science library to accommodate a modern learning environment. The 2023-24 academic year also sees the roll-out of Woodland Science into Prep 1 for delivery by Form Teachers with re-writing this curriculum and engaging with staff to support this development.

Art

The year brought many successes for the Art department. September saw the LBHS pupils enjoy participating in the annual ISA Regional Art Competition. All 4 first places made it through to the National Competition in the November. One pupil progressed to win the Key Stage 2 category for a stunning appliqué cushion.

Weekly lunchtime Art club was well attended throughout the year, with waiting lists for all sessions.
The Head of Art ran a specialist ceramic workshop for a group of Prep 5 children. These sessions ran for 2 hours after school for 3 weeks. The children each created a clay pot inspired by natural forms. The work made during these sessions was entered into the annual Stockport Grammar School Art Competition.

In March 2023, Lady Barn staff attended the SGS annual Art Competition, along with 8 pupils and their families. There were in excess of 100+ competitors, with one of our pupils winning first runner up with an intricate ceramic portrait.

Prep 5 children took part in a whole year group display of work for Black History Month. This has been a showstopper and point of discussion for guests in the art studio, especially on family tours with visitors.

As part of our 150th Anniversary celebrations, all children designed then decorated a small wooden owl during their art lesson, which they took home as a small token and memory.

In connection with the celebrations, all children also designed their own decorative feather which was then painted onto the giant Barney which welcomes all to the school.

An Easter Egg design competition attracted a high standard of work with winners across all Key Stages.
During the Summer Term the department ran Prep 2 parent workshops. They ran for 70 minutes each, with nearly 100% parental attendance. Families had the opportunity to create a Van Gogh inspired oil pastel piece of artwork.

Outdoor Education
Outdoor learning continued to develop and strengthen during the year. New developments created further opportunities for the children to play and learn.

In Buttercup Meadow the addition of benches, path and willow areas have transformed this area and it has been used for workshops and group circles. Several fruit trees were planted and gooseberries grown by the children were enjoyed in gardening club. A digging area is planned for this space as well as more fruit trees and bushes.

Willow fencing provides security along the path from Early Years. As the willow is harvested it will be re-used to create further structures and allow the children to use the materials creatively in their outdoor lessons.

New paths created accessible routes from the car park to the woodland area and completed the circuit round the whole school.

Outdoor Classroom Area
Tools have been added and they will be colour coded so it is clear to the children which ones they can use safely. Four shave horses have been completed and this year we will add draw saws to encourage the children in their skills in this area. The children enjoy designing, creating and making in this area. A further work area has been added and pathways and boardwalks added between the shed and the fire-pit for safety in the muddier periods, making the area usable year-round. This year we will endorse our eco-projects with the addition of guttering and oak water-butts. It will also provide valuable water storage for play and watering the saplings and vegetable patch. This would be on one side of the outdoor classroom with further guttering sending water into an underground trough taking excess water out of the area.

Clubs

In addition to all pupils having the opportunity to participate in a weekly outdoor session, learning is further supplemented with clubs. Gardening club continues to be full and we have had great harvests of chard, courgettes, runner beans, tomatoes, peas, broad beans, radishes, salad leaves, kale and the very popular garlic. There are still pumpkins, cabbages and borlotti beans growing with wild strawberries being planted out. Children have enjoyed harvesting a range of produce and seeing it cooked for their lunch in the kitchen. Woodland club sessions are offered through the year across year groups.

To enable a deeper understanding of temperature, wind direction and speed, humidity and precipitation woodland instructors will collaborate with science this year to develop a weather station. A solar panel will also be installed on the roof of the outdoor classroom or shed to demonstrate energy production.

A wash area has been added for muddy boots and hands after wetter woodland adventures.

Curriculum Enrichment

These programs had a positive impact on the school, offering a variety of additional activities to the children. Through various Lightbulb Lessons, the Research Award, The Exhibition and guest speaker events, students have experienced diverse perspectives and gained valuable skills. Furthermore, it has helped them develop crucial life skills, such as teamwork, communication, and problem-solving.

Lightbulb Lessons

Two Lightbulb Lessons were held this academic year: one for creative writing and another for science. The creative writing session had an attendance of around 11 children, and the Science was at 14. Both sessions received good feedback from staff, pupils and parents. Moving forward, we have 1 session per half term booked for the entire academic year next year.

The Exhibition

This year's Exhibition theme was 150, to match the whole-school focus for the school's 150th year. Children submitted work within five categories, to match the ISA Art competition categories: Digital Art, 2D, 3D, Fashion and Textiles, and Photography. The school had 52 entries for this year's competition. Work from three of the children was submitted to the ISA Art competition as well, with two placing at national finals.

The Research Award

Prep 3 and 4 conducted their guided Research Award once again this year, with the theme of 'The Victorians' to align with the whole school 150th focus.

All of the children created beautiful projects that were displayed for the parents in the Dining Room with a selection of refreshments.

The Prep 5 and 6 children conducted independent Research projects. These were displayed for parents as a drop-in before school in Herford House. We had 57 children express interest, with 46 children following the process to the end.

Inspirational Speakers

The School continues to showcase inspirational speakers across the academic year.

Holiday Club Provision
Barney's Breakout Club continues to bring diversity and enrichment to LBHS. This relatively new venture for the school, brought holiday care in-house to complement the already popular and well attended wrap-around care at Lady Barn. The holiday club allows the School to offer an all year-round provision for parents whilst maintaining the highest standards of care and quality.

Financial review

Results, reserves policy and financial viability

The directors have considered the level of cash reserves which would be reasonable given the nature of the school activities and obligations. Reserves are required to fund improvements and enhancement of the premises and site as well as being necessary to provide *cover* for expenditure in the event of a significant fall in income. It is felt that 10% of income is an achievable surplus for the school to aim to generate each year.

Financial projections are carefully reviewed and monitored by the board, and generating an adequate level of surplus each year is necessary to sustain the future of the School. The school has £2.9m of unrestricted fund (2022: £3.3m), which after deducting fixed assets equates to deficit of £15k (2022: surplus of £305k) The school holds an amount of £531k (2022: £769k) in long term investments, this does not contribute to the day to day cashflow requirement. Financial forecasts indicate an improving cash position which will be used to build the free reserve position of the school, including the measures listed;

- Careful monitoring of school's investment portfolio in light of an unstable market,
- Governors, having reviewed market and economic conditions decided on a 10% fee increase for the academic year 23/24,
- Continued growth of pupil numbers as well as an additional nursery class,
- Building of the marketing team to strengthen recruitment and retention strategies,
- The School will target £3.6m of reserves, which is considered sufficient to cover two terms of expenses in an average year.

In these unpredictable times, the need for clear leadership, strong governance and effective decision making based on reliable information is more important than ever.

Governors deem the maintenance of facilities to the highest standards to be essential for the School's future success. During the year, significant capital projects were funded from the trading surplus generated.

Going Concern

The academic year 2022/23 saw growth in pupil numbers via the addition of a third nursery class. The launch of a new in-house holiday club further secured the school's income and financial stability. Budgets and cashflow forecasts have been considered in light of a number of scenarios in an unstable market and Governors are confident in the continued financial success of the school.
Two additional Governors' sub-committees have been set up which will meet more frequently than once a term and have more time to discuss sector and school issues in depth to develop strategic plans.

Strategic Report and Viability Statement

The Senior Team continue to undertake extensive sensitivity analysis and scenario planning, and whilst pupil numbers are at the highest level in the history of the School, they have considered the potential need for swift cost cutting if required.

Numbers remain strong through the school but a clear focus has been given to the marketing and admissions department to establish clear future strategies. The marketing strategy has been refreshed to focus on the core offering of the school and USPs of the school.

Having reviewed the funding facilities available to the School, together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Investment policy and objectives

The board and the finance sub-committee continue to monitor investment risk and rewards in the context of the market. The main objective is to safeguard the charity's assets and ensure a low to medium level of risk. The school seeks professional advice in this area. Cash management is considered as part of this policy to ensure the appropriate balance of long, and short term, investments as well as meeting the seasonal cashflow of the school during the year.

The entire legacy holding in the Income Fund was sold in July '23 to finance a capital withdrawal of £201k and to fund establishment of a new portfolio of segregated holdings. The new portfolio is managed to the same investment model as the Income Fund, however, excludes holdings in oil & gas companies (the original Income Fund had holdings in Shell plc and TotalEnergies).

Overall, the strategy of investments is for an minimum income yield of around 3% p.a.

Principal funding

Incoming resources for the charity increased by 10.8% to £5,376,079 (2022: £4,849,378).

Fundraising

The school had no fundraising activities requiring disclosure under S162A of the Charities Act.

Plans for future developments

- Continue to develop and refine a long-term site masterplan to co-ordinate and phase development of the site.
- Continue development of outdoor areas and the Woodland school to enhance and extend the curriculum for all ages.
- Further improving the site's facilities in terms of technological, sporting and co-curricular provision
- Apply for Apple Distinguished School status.
- Improve and build communication platforms internally and externally.
- Extending partnerships with local schools and the local area.
- Continuing programme of professional development for teaching and support staff.
- Develop alumni relations.
- Introduce a Gifted and Talented programme for primary aged children in the local area.
- Develop clear strategies and policies on ED&I.
- To map out our carbon footprint and become a more sustainable school with a clearly defined Estates Sustainability Plan.

Principal Risks and uncertainties

The board track all perceived risk once continusously via the risk register. Each committee monitors the areas relevant to it at each meeting and takes appropriate action to mitigate risk as much as possible.

The principal risks and uncertainty faced by the school are:

- Management of allergens
- IT and cybersecurity
- Political uncertainty around business rates relief, VAT on school fees
- Teacher Pension employer contribution rises
- Effect of the risks listed on cashflow

The school will continue to monitor the impact of these areas.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Lady Barn House School Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the auditors

Each of the persons who are Trustees at the same time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 9 December 2023 and signed on their behalf by:

R Doidge 13. 12. 2023

R Doidge
Chair

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

Opinion

We have audited the financial statements of Lady Barn House School Limited ('the charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate and reading minutes of meetings of those charged with governance.

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

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

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.

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

Date 18th December 2023

LADY BARN HOUSE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	2023 Total Unrestricted funds £	2022 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	2	**4,625,431**	4,252,653
Investment income	3	**25,285**	16,769
Other income	4	**783,695**	579,956
Total incoming resources		**5,434,411**	4,849,378
EXPENDITURE ON:			
Charitable activities			
Education	5	**5,703,840**	5,157,966
Total expenditure		**5,703,840**	5,157,966
NET (OUTGOING)/INCOMING RESOURCES BEFORE GAINS AND LOSSES ON INVESTMENTS		**(269,429)**	(308,588)
Net (losses)/ gains on investments	11	**(48,398)**	**5,077**
NET MOVEMENT IN FUNDS		**(317,827)**	(303,511)
RECONCILIATION OF FUNDS			
Total funds brought forward		**3,297,724**	3,601,235
TOTAL FUNDS CARRIED FORWARD		**2,979,897**	3,297,724

The notes on pages 23 to 34 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

BALANCE SHEET
Registered Number: 02986515
AT 31 AUGUST 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible assets	10	**2,995,795**	2,998,846
Fixed asset investments	11	**531,667**	769,449
		3,527,462	3,768,295
CURRENT ASSETS			
Debtors	12	**167,517**	106,910
Cash at bank and in hand		**(137,043)**	229,475
		30,474	336,385
CREDITORS			
Amounts falling due within one year	13	**(578,038)**	(806,956)
NET CURRENT LIABILITIES		**(547,565)**	(470,571)
NET ASSETS		**2,979,897**	3,297,724
TOTAL UNRESTRICTED FUNDS	17	**2,979,897**	3,297,724

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

The financial statements were approved and authorised for issue by the Board of Governors on

and were signed on its behalf by:

R Doidge 13.12.2023

R Doidge
Chair

The notes on pages 23 to 34 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	2023		2022	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	20		**(114,472)**		23,121
Cash flows from investing activities					
Investment income: dividends		**25,285**		16,769	
Purchase of tangible fixed assets		**(466,716)**		(493,572)	
Purchase of investments		**(540,281)**		(17,421)	
Disposal of investment		**527,862**		1,873	
Drawdown of investment		**201,803**			
			(252,074)		(492,351)
Change in cash and cash equivalents in the reporting period			**(366,518)**		(469,230)
Cash and cash equivalents at the beginning of the period			**229,475**		698,705
Cash and cash equivalents at the end of the period	21		**(137,043)**		229,475

The notes on pages 23 to 34 form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the companies Act 2006.

Lady Barn House School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting. However, at present numbers remain strong and the marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school, including;

- keeping abreast and ahead of the market, tuning into threats and opportunities
- focused strategies for recruitment and retention
- focused social media to attract new families
- review of the school values and educational and non-educational offering

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a clear expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Company status and general information

Lady Barn House School Limited is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The principal objectives of the company are a) to establish and maintain a school at Cheadle, Greater Manchester for the academic and physical education of young persons of both sexes (b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes (c) to promote any other charitable purposes of an educational nature.

Incoming resources

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

Resources expended

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. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributed to single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributed to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of asset's use.

1. ACCOUNTING POLICIES

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's education operations including support costs and costs relating to the governance of the company apportioned to charitable activities.

Tangible fixed assets and depreciation
A review of impairment of fixed assets is carried out if event or changes in circumstance indicate that the carrying value of any fixed assets may not be covered. Shortfalls between the carrying value of fixed assets and their recoverable amount are recognised as impairments. Impairment losses are recognised in the statement of financial activities incorporating income and expenditure account.

Tangible fixed asset are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Deprecation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value over their expected useful lives on the following bases:

Freehold	-	Over useful economic life
Fixtures	-	15% straight line
Computer equipment	-	33% straight line

Investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Operating leases
Rentals under operating leases are charged to the same statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and in hand includes cash and a short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. ACCOUNTING POLICIES

Liabilities and provisions

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 company anticipates it will pay to settle the debit or the amount it has received as advance payments for goods or services It must provide. Provisions are measured at the best material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The teaching staff are members of the Government's Teaching Defined Benefits Scheme. The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the School 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 projected unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently there is insufficient information available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charged to the statement of financial activities being the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either other creditors or prepayments

Fund accounting

General funds are unrestricted funds which are available for us at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2023 £	2022 £
Gross Fees	**5,428,508**	4,844,689
Less: bursaries, grants and allowances	**(803,077)**	(592,036)
Total School fees	**4,625,431**	4,252,653

Discounts, bursaries and other awards were paid to 240 pupils (2022: 209). Within this means-tested bursaries totalling £155,116 were paid to 27 pupils (2022: £163,590 to 33 pupils).

3. INVESTMENT INCOME

	2023 £	2022 £
Investment income	**20,550**	15,548
Bank interest receivable	**4,735**	1,221
	25,285	16,769

4. OTHER INCOME

	2023 £	2022 £
Extra-curricular activities	**250,278**	177,319
Donations	**23,165**	19,870
Grant income	**412,892**	252,841
Lettings & Hire income	**3,123**	6,201
Trip Income	**94,237**	123,725
	783,695	579,956

5. ANALYSIS OF EXPENDITURE

Charitable expenditure	**Staff Costs** £	**Depreciation** £	**Other costs** £	**Total 2023** £	Total 2022 £
Education	**3,632,041**	**469,767**	**1,546,285**	**5,648,093**	5,071,475
Governance costs	**-**	**-**	**55,747**	**55,747**	86,491
	3,632,041	**469,767**	**1,602,032**	**5,703,840**	5,157,966

6. GOVERNANCE COSTS

	2023	2022
	£	£
Auditors' remuneration	**15,100**	13,000
Professional fees	**40,646**	73,491
	55,746	86,491

7. NET (OUTGOING)/INCOMING RESOURCES

Net (outgoing)/incoming resources are stated after charging:

	2023	2022
	£	£
Depreciation - owned assets	**469,767**	431,977

8. AUDITORS REMUNERATION

	2023	2022
	£	£
Fees payable for the audit of the annual accounts	**12,800**	10,900
Fees payable in respect of Teachers Pension Scheme	**1,050**	950
All other non-audit services not included above	**1,250**	1,150

9. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	**2,878,752**	2,574,978
Social security costs	**283,659**	267,836
Other pension costs	**469,630**	440,926
	3,632,041	3,283,740
Aggregate employee benefits of key management personnel	**827,383**	697,686

The average monthly number of employees during the year was as follows:

	2023	2022
Teaching and administration	**115**	105

The number of higher paid employees in bands of: -

	2023	2022
£60,000 to £70,000	2	1
£70,000 to £80,000	1	-
£80,000 to £90,000	-	1
£90,000 to £100,000	1	-

During the year no Trustees received any remuneration (2022: £nil).
During the year no Trustees received any benefits in kind (2022: £nil).
During the year no Trustees received any reimbursement of expenses (2022: £nil).

10. TANGIBLE FIXED ASSETS

	Freehold Property - Land and Building £	Fixtures and Fittings £	Computer Equipment £	Totals £
COST				
At 1 September 2022	3,749,100	1,898, 457	517,019	6,164,576
Additions	-	360,483	106,233	466,716
Disposals	-	(3,933)	(29,311)	(33,244)
At 31 August 2023	3,749,100	2,255,007	593,941	6,597,707
DEPRECIATION				
At 1 September 2022	2,141,760	683,088	340,882	3,165,730
Charge for the year	91,939	262,710	115,118	469,767
Disposals	-	(3,933)	(29,311)	(33,244)
At 31 August 2023	2,233,699	941,864	426,689	3,602,252
NET BOOK VALUE				
At 31 August 2023	1,515,401	1,313,142	167,252	2,995,795
At 31 August 2022	1,607,340	1,215,369	176,137	2,998,846

11. FIXED ASSET INVESTMENTS

	Unrestricted Funds £	Total 2023 £	Total 2022 £
Market Value @ 1 September 2022	769,449	769,449	748,824
Additions	540,281	540,281	17,421
Disposals	(527,862)	(527,862)	(1,873)
Revaluations	(48,398)	(48,398)	5,077
Drawdown	(201,803)	(201,803)	0
Market Value @ 31 August 2023	531,667	531,667	769,449
Listed on UK Stock exchange	531,033	531,033	768,804
Cash deposits	634	634	645
	531,667	531,667	769,449

12. DEBTORS

	2023	2022
	£	£
Trade debtors	**58,431**	24,414
Other debtors	**14,064**	12,696
Prepayments and accrued income	**95,022**	69,800
	167,517	106,910

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade creditors	**-**	338,213
Social security and other taxes	**141,080**	63,797
Other creditors	**153,208**	243,656
Accruals and deferred income	**283,750**	161,290
	578,038	806,956

Deferred income

	£
Deferred income at 1 September 2022	71,476
Resources deferred during the year	208,946
Amounts released from previous years	(71,476)
Deferred income at 31 August 2023	208,946

Deferred income comprises of tuition and school trip fees paid in advance.

14. OPERATING LEASE COMMITMENTS

At 31 August 2023 the total of the charity's future minimum lease payments under non-cancellable operating leases are as follows:

	2023	2022
	£	£
Less than one year	-	72,990
Between two and five years	-	-
	-	72,990

15. CAPITAL COMMITMENTS

At 31 August 2023 the total of the charity's capital commitments which were authorised and contracted for amounted to £nil (2022: £Nil).

The School intends to fund future commitments out of cash flow.

16. Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £472,629 (2022: £441,821) and at the year-end £51,575 (2022: £55,019) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

17. MOVEMENT IN FUNDS

Statement of funds

	At 1 September 2022	Incoming resources	Resources expended	Losses on investments	**At 31 August 2023**
	£	£	£	£	£
Unrestricted funds					
General fund	3,297,724	5,434,411	(5,703,840)	(48,398)	2,979,897
Total funds	3,297,724	5,434,411	(5,703,840)	(48,398)	2,979,897

	At 1 September 2021	Incoming resources	Resources expended	Gains on investments	**At 31 August 2022**
	£	£	£	£	£
Unrestricted funds					
General fund	3,601,235	4,849,378	(5,157,966)	5,077	3,297,724
Total funds	3,601,235	4,849,378	(5,157,966)	5,077	3,297,724

Analysis of net assets between funds – current year

	Fixed assets	Net current liabilities	Long term liabilities	**Total 2023**
	£	£	£	£
Unrestricted funds	3,527,462	(547,565)	-	2,979,897

Analysis of net assets between funds – prior year

	Fixed assets	Net current liabilities	Long term liabilities	**Total 2022**
	£	£	£	£
Unrestricted funds	3,768,295	(470,571)	-	3,297,724

18. RELATED PARTY TRANSACTIONS

A number of the Trustees at the School who held office for at least part of the year had children enrolled at the School during the year. The children attended the school on the same terms as the other pupils.

19. FINANCIAL INSTRUMENTS

	2023	2022
	£	£
Financial assets measured at amortised cost (a)	**72,495**	266,585
Financial assets measured at fair value (b)	**531,667**	769,449
Financial liabilities measured at amortised cost (c)	**574,001**	743,159

(a) Financial assets include cash, fee debtors, other debtors and accrued income (see note 12)

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

(c) Financial liabilities include deposits, trade creditors, other creditors (see note 13) and overdrawn bank balances.

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

20. RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net (outgoing)/ incoming resources	**(317,827)**	(303,511)
Depreciation charges	**469,767**	431,977
Losses/ (gains) on investments	**48,398**	(5,077)
Dividends, interest and rents from investments	**(25,285)**	(16,769)
Decrease / (increase) in debtors	**(60,607)**	13,025
(Increase)/decrease in creditors	**(228,918)**	(96,524)
Net cash inflow from operating activities	**(114,472)**	23,121

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash in hand*	(137,043)	229,475
Overdraft facility repayable on demand	-	-
	(137,043)	229,475

*This balance represents the payments made to suppliers that have not gone through the bank as at year end, but accounted for the in the accounts.

22. RECONCILIATION OF NET DEBT

	At 1 September 2022 £	Cashflow £	At 31 August 2023 £
Cash in hand, at bank	229,475	(366,518)	(137,043)
Bank overdraft	-	-	-
Total	229,475	(366,518)	(137,043)

LADY BARN HOUSE SCHOOL LIMITED

England & Wales - Charity number 1042587

Accounts

REGISTERED COMPANY NUMBER: 02986515 (England and Wales)
REGISTERED CHARITY NUMBER: 1042587

LADY BARN HOUSE SCHOOL LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

LADY BARN HOUSE SCHOOL LIMITED

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LADY BARN HOUSE SCHOOL LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2022

Trustees

R Doidge, Chair
J Berry
J Flynn
R Hart
F Kabbani
J Poole
C Maxwell
C Mayo (Appointed 16 March 2022)
O Aziz (Appointed 27 June 2022)
B A Murray (Resigned 27 November 2021)
P J Ward (Resigned 7 September 2022)
H Cooper (Resigned 25 October 2022)

Company registered number

02986515

Charity registered number

1042587

Registered office

Schools Hill
Cheadle
Cheshire
SK8 1JE

Company secretary

A Webb

Chair

R Doidge

Independent auditors

Crowe U.K. LLP
Chartered Accounts
Statutory Auditors
The Lexicon
Mount Street
Manchester
M2 5NT

Bankers

Royal Bank of Scotland
97 Fishergate
Preston
PR1 2DP

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the company Lady Barn House School Limited (the company) for the year ended 31 August 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Strategic aims and objectives

In setting objectives, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and in particular to its supplementary public benefit guidance.
The principal objectives of the company are;

a. to establish and maintain a school at Cheadle, Stockport for the academic and physical education of young persons of both sexes
b. to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes
c. to promote any other charitable purposes of an educational nature.

Within the above objectives it is the aim of the school to develop every child to his/her maximum potential in as many areas as possible. The main objective is to enable all children to reach the secondary school which is most appropriate for them to continue the foundation work done at Lady Barn during their primary phase of education.

Strategies for achieving objectives

- Develop each child's academic and non-academic talents, through providing high quality support and a broad curriculum and a wide range of extra-curricular opportunities
- Prepare pupils for success in the 11+ entry exams
- Develop each pupil's self-confidence so they can 'be themselves, but their best selves'
- Promote personal and moral qualities, including being respectful, collaborative, creative, determined and positive
- Encourage risk-taking in a supportive, motivational and caring environment, where no one is afraid of making mistakes
- Give pupils opportunities to lead and to work co-operatively
- Embrace new technologies and pedagogical practices, whilst continuing to deliver traditional foundations for learning and investigating
- Continue to recruit and retain high quality teaching and support staff
- Enable children from lower income, or otherwise disadvantaged families, to attend the school by means of bursary awards
- Maintain a competitive edge and value for money in the local independent school marketplace

Activities for achieving objectives

- Broad curriculum offered to all pupils with specialist teaching in music, science, physical education, art, drama, computing, Mandarin, French and Spanish
- Planned expansion of EYFS provision with an additional nursery class from Autumn 2022
- Bespoke learning & revision programmes for individuals and groups in preparation for 11+ entrance examinations
- Wide range of extra-curricular activities offered including: Various Sports, Construction Club, School Orchestra, Cookery Club, Judo, Archery, Yoga, Chess, Dance, Drama
- All children have access to an ipad. From Year 1, pupils have their own ipad for learning in and out of school
- Research Award and Challenge Programme to extend pupils' learning skills, knowledge and understanding
- AGT workshops for children from all over the northwest of England
- Multiple sports fixtures (including whole year group) against local schools as well as inter-house competitions
- Outdoor and adventurous residential visits for Years 2 to 6
- Sporting tours, overseas visits, residential visits for older pupils
- Family focused trips – parent and child weekends, ski trips
- Extensive leadership opportunities and pupil voice for all children
- Fundraising for local, national and international charities including The Together Trust in Cheadle, Urban Outreach in Bolton, Macmillan and Children in Need
- Thorough recruitment procedures to appoint and retain high calibre staff
- Ongoing improvements to the site technology infrastructure
- Ongoing professional development programme for individual staff, departments and the whole staff body
- Continuous monitoring of staff performance by means of lesson observations, data analysis and work monitoring
- Review of Bursary Policy to broaden access and increase take-up to maximum levels (equivalent of 10 full bursaries)
- Maintain close financial control so that fees can remain affordable whilst maintaining the high quality of the education on offer
- Development of an alumni and development office to facilitate engagement with alumni and plan celebrations for our 150th year

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 31 October 1994.

The company is constituted under a Memorandum of Association dated 31 October 1994 and is a registered charity number 1042587. It was registered as a charity on 6 December 1994. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The headmistress, Ms Louise Higson took up post from 1st September 2021.

Method of appointment or election of Trustees
The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Trustees are invited to join the board on the basis of their expertise and general experience. Gaps in skills of the board are identified via a regular skills audit and potential governors identified accordingly. Potential Trustees are interviewed by the Chair of Governors as well as members of the SLT prior to introduction to the full board and appointment. If deemed suitable, a Trustee is elected as a Trustee/Director at the regular termly meeting. Mr Ron Doidge, is the current Chair of Governors.

Policies adopted for the induction and training of Trustees
On joining the board new Trustees are provided with sufficient background information documents to enable them to discharge their duty and are offered the opportunity of gaining detailed knowledge of their chosen sector from within the body of expertise available at the school.

Individual trustees are designated to oversee sectors of the school activities such as health and safety, curriculum, finance and safeguarding. The Trustees delegate day-to-day operations of the school to the Senior Leadership Team.

Trustees are encouraged to attend training sessions run in-house, online and externally. Support is provided by the ISBA and AGBIS. A full review of governance and committees was undertaken in Autumn 2022.

Organisational structure and decision making
The Trustees determine the general policy of the school and the principles upon which it operates. They set fees and salaries and approve development plans as well as inputting to and reviewing the strategic plans for the school.

Related party relationships
Historically the school has occupied property and premises owned by Lady Barn Properties Limited, which was a registered charity and wholly owned subsidiary of Lady Barn House School Limited. Both companies were controlled by the same Trustees. The school has historically made charitable donations to this company to enable it to improve and extend the premises occupied by the school.

On 21 May 2014 the assets of Lady Barn Properties Limited were transferred to the school. Lady Barn Properties Limited has ceased trading and has been struck off the register at Companies House.

The school has no other relationships with any other parties and the Charity relies on its own resources.

Risk management

The Trustees have assessed the major risks to which the company is exposed, these are logged on the School's Risk Register. The Risk Register is reviewed annually by the full board and termly by each committee. The trustees work with the SLT and the Head to ensure that systems and procedures are in place to mitigate exposure to the major risks.

Achievements and performance

Academic

The School's excellent reputation for academic performance was maintained again this year. In November 2021 the School achieved a grade of excellent from ISI across all areas.

We pride ourselves on being able to prepare pupils for a full range of schools, independent and state. The extensive experience of our staff is drawn upon to match each pupil with the school that best suits their individual personality, strengths and interests, and enables each child to maximise their academic potential. Pupils in Year 6 achieved excellent results in entrance exams for schools with very high entry standards, including the Stretford and Altrincham Grammar schools, Manchester Grammar School, Withington Girls School and Manchester High School for Girls. These results sit alongside excellent pass rates into Cheadle Hulme School, Stockport Grammar School, King's Macclesfield and Alderley Edge School for Girls. A number of children also move by choice on to local state secondary schools and academies.

Pupils were also awarded a number of Scholarships, including Academic, Art, Drama, Music and Sport.

Grant-making and access-widening

In recent years the trustees have maintained their commitment to developing the school's bursary scheme. We are in line with our 5-year plan to support the equivalent of 10 full time equivalent places at the school, in doing so extending our educational offer and facilities to a wider group of children.

The trustees are mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011 and, in setting the School aims and objectives and planning the School's activities, the trustees have given careful consideration to the Charity Commission's guidance on public benefit. During Covid many activities were paused but normal operations have now been resumed across the school.

- Able, Gifted and Talented Days have been provided under the auspices of the North West Gifted and Talented Organisation. Pupils from local maintained and independent schools normally visit Lady Barn and enjoy learning new skills and techniques.

- Lady Barn has also set up an informal partnership with a state primary school in a socially deprived area of Wythenshawe. The refurbished astro pitches have enabled us to host tournaments for state primary schools. Our facilities are hired on a regular basis to local football coaching providers to widen access to facilities for U12s.

- The school is interested in, and active within, the local community in Cheadle and takes part in local events as well as being represented at the local community forum.

Sport

Physical Education

The year saw a very welcome return to all sports with a full schedule of fixtures and tours for the department, Inter-house matches were also re-introduced.

All our Junior pupils are fully engaged in our Enrichment programme which complements the Games curriculum, offering a two-lesson window of a contrasting sport of their choice.

We continue to offer a range of opportunities, incorporating whole year group fixtures for boys and girls, competitive fixtures, cups, competitions, friendly fixtures, festivals and internal games.
Our Infant children have the opportunity for class competitions.

Engagement levels in our Late Games programme for Year 1 to Year 6 were strong in the year, enabling pupils to access a rich and varied programme of sporting opportunities.

Highlights of the year:

- One of our pupils qualified for the ISA swimming nationals at the Aquatics Centre; representing the North Region in the squadron relay team.
- A group of Year 6 boys enjoyed a football themed trip to York, both watching and participating in matches locally.
- U11 excelled in Hockey, performing well at local tournaments
- U11 Mixed Basketball participated in ISA North Champions.
- Netball was strong with participation in a range of competitions and medals for the teams as well as an organised tour which our team won.
- Rounders and netball were both selective and inclusive for Year 3 to 6 girls throughout the year.
- Performance in cross-country was very strong in the Stockport Schools' League. Our Year 3 & 4 girls teams secured 1st and 2nd place. A number of LBHS pupils achieved individual performance medals for their achievements throughout the season. Strong regional and national performances followed the local success of the squad.
- The return of our Junior House Swimming Galas with four dates in place for Years 3-6.
- A range of selected/whole year group cricket fixtures have been outstanding experiences of cricket development, nurturing a love of the game and encouraging pupils to play externally for junior clubs and participate in a cricket tour
- Introduction of friendly girls' cricket fixtures for Year 4, 5 and 6
- Year 3 to 6 Girls Athletics friendly against MHSG; competing in 60m sprint, rounders ball throw, speed bounce, standing long jump and relays.
- Introduction of a Year 6 mixed tennis tournament at MGS
- Rounders tour for girls
- New Junior Sports Day event, took place at Longford Park Stadium, Stretford
- Early Years and Infant Sports Day on site
- Infant and Junior Sports Awards Assemblies, Year 6 Sporting Record of Achievements.
- Pupils competed for the Junior Sports Day and the overall winners of the House Sports Cup

Future Developments
These are new initiatives which the PE Department are implementing for 2022/2023:

- The implementation and promotion of the Lady Barn Sporting Culture. The sporting culture aims to outline our expectations of the pupils and what our pupils represent when we participate in sport.
- The PE Department have generated a library of coaching clips and videos for our pupils, to enhance their learning outside of school. We have a range of sports and activities that children can access on Stream. We will be working with our IT Department to allow our Junior pupils access to this library.
- We will continue to monitor the quality of our after Late Games provision from external clubs. We have Stockport County FC Community Foundation, Kingsway Power Netball and Cheshire Albion FC in place from Tuesday to Friday from 5pm.
- The PE Department and the SCFC Foundation are planning for festivals to inspire opportunities in sport and to invite local primary schools to participate in sport at Lady Barn. We will be working together to explore a range of sports throughout an academic year in which our pupils can play against other schools using our fantastic facilities. This is an opportunity which will benefit the school in so many ways and one we would like to launch this year.

Gymnastics
Gymnastics remains popular across the school with opportunities for pupils from Year 2 to Year 6 to participate. We have also been able to offer taster sessions for pupils at lunchtime. Our Year 4, 5 and 6 pupils have dominated the competition circuit throughout the year, winning in the U9 and U11 categories at the ISA national championships.

Musical Highlights
The Music Department was back in full swing by Autumn 2021. In the classroom, the younger children were preparing their Nativity performances and the Juniors enjoyed learning to play the keyboards. Our 8 peripatetic music teachers had over 120 children having individual lessons in school every week. To support their work and provide performance opportunities for all the musicians, the Junior Department had Class Concerts where they could perform on their instrument. Following this we held a Recital in November for the parents of performers in Years 5 and 6.

Choirs resumed in school, with five public performances, culminating in the return of the Carol Service at St Mary's in Cheadle.

Many children participated in the Music Theatre clubs, culminating in short Christmas performances for the parents at the end of the term. Ensembles thrived and working towards performances, it was delightful to hear music around the school again.

Upon returning in January, Year 6 had auditions for their production of 'Poppins' and began their rehearsals in earnest. The children in Years 3 – 5 all performed again in their Class Concerts during their music lesson and over 35 children had the chance to perform in their first Recital for parents in March. They were also joined by the Guitar Ensemble and the Year 3 and Year 4 Recorder Group.

In Music Theatre, the two groups prepared for performances of 'Annie' and 'The Wizard of Oz', and these took place in March just before our Year 6 production of 'Poppins'.

The Summer Term began with a day of ABRSM Music exams. The children gained some fantastic results. For some it was the first face-to-face music exam they had taken in two years.

The Spring Concert in May involved around 100 children and all the choirs and ensembles performed, including our piano trio.

The peripatetic staff organised opportunities for pupils to perform outside of school. At the Drum Night, our Year 5 and 6 drummers were invited to play with the band. It was a fantastic opportunity for the children to perform in a "real-life" context. A concert on a Sunday afternoon was held for violinists and singers. This took place at St Paul's Church in Heaton Moor and it was a lovely occasion for some of our soloists to take part in.

At the end of the Summer Term we held our Year 6 Recital. This was a little different from usual as we turned the Hall into more of a cabaret venue with fabulous canapes, fizz and decorations befitting such an event. The evening was a huge success. We had some fantastic solo and ensemble performances and it was a great way to send our Year 6 musicians off in style.

Our Director of Music took part in some volunteer outreach work with the Victorious Academies Trust during the holidays. This involved 3 days of singing workshops with over 40 children which culminated in a short performance at the Bridgewater Hall.

Drama Department

It was a busy year in the Drama Department with the launch of the Speech and Performance groups. These groups took LAMDA exams and took part in two recitals and the Alderley Edge Festival. There were over 25 children who took part and gained commendations and awards. The EYFS and Infant children continued the tradition of performing four Christmas shows over the various year groups and all Year 6 children took part in the musical Poppins, their final flourish at Lady Barn. As the profile of Drama grows there are further developments planned for the department.

Gifted and Talented Programme

The GT provision has continued to run smoothly over the course of the year, with many of the ongoing strategies continuing for another year. The Enrichment Programme, to support work in the classroom, has been an excellent way to extend learning and offer additional learning opportunities for the children who wish to complete them. Looking ahead to 2022/23, we plan to update the Enrichment Menus to align with any changes to curriculum subject areas, and to ensure the activities are fresh and exciting for the children.

This year we introduced a guided Research Project for the Lower Junior children. This took the form of a French Project. The content of the project was scaffolded by staff to ensure the children learnt the necessary skills for an independent project in Years 5 and 6.

Each child was supplied with a presentation booklet for their completed work. Many of the children went above and beyond, and created posters, models and even baked goods, to support their project. We showcased the incredible work in a 'Parisian Café' in the Hall, where we played French music and Holroyd Howe, our caterers, put on a selection of French themed treats for parents and children.

The Upper Junior Research Award ran seamlessly, with around 45 children taking part.

In addition to the Research Award, we introduced a whole-school initiative called "The Exhibition". This was a themed Art competition for children in Nursery - Year 6 to submit work under one of the following five categories: 3D Art, 2D Art, Digital Art, Textiles and Photography. We had just over forty entries to the competition, with the theme "One Small Step". The pieces were carefully curated and displayed in Scott House for parents, children and visitors to come and see. The Exhibition will run again in the Summer Term of 2023, with the theme of "150 years".

Art

Autumn 2021 saw the opening of the brand-new Art facility at LBHS, with a streamlined adaptable studio space for the pupils to enjoy. Equipped with modular furniture and sewing machines, in a bright airy space.

The high quality of creative work produced by pupils, placed highly in the Stockport Grammar Art Competition, the ISA Digital Art Competition and the ISA Easter Egg Competition.

Children also designed and created bunting for the School's Jubilee celebrations.

Woodland School

During the summer holidays 2021, an area of previously unused land owned by the School was cleared and developed into a space designated for outdoor learning. This project, whilst a work in progress, was fully endorsed by SLT and integrated into the curriculum. Woodland school has become a very successful and popular addition to our curriculum and extra-curricular provision. The benefits of outdoor learning are huge and bring another dimension to the educational provision at LBHS.

The sessions encourage children to learn through play. Whether climbing trees, painting with their hands or throwing stones into a stream, we want children to enjoy life and all the experiences it brings; children can not only enhance their independent thinking skills and be fully immersed in their learning, but also learn to take risks and try new things. All age ranges are catered for and our overall feedback from pupils (and parents) has been extremely positive.

Dr Mary Maclachlan and her team have helped develop a working ethos so that all pupils have chance to explore our woodland area. Mr Jones has recently completed his Forest Schools Level 3 Practitioner Award, and has worked closely throughout the process with Dr Maclachlan to ensure our woodlands have been appropriately risk assessed and deemed 'fit for purpose.'

During the year we continued to develop the area making it secure yet accessible to all age groups and needs. Site staff have received training to maintain and develop the area.

An outdoor classroom was added and offers a place to set up a base; in future it will be used to develop age appropriate, manual skills for using tools and equipment.

Two log circles have been created – one being a canopied 'fire pit' area. Logs have been used from our woodland area when developing pathways and clearing areas.

Raised beds were added and the children have enjoyed growing vegetables including chard, squash, lettuce and herbs, which they were then able to enjoy at lunchtime.

Learning outside is associated with reducing stress levels, building teamwork and social skills and developing those invaluable critical thinking skills which children need to develop as they grow.

Woodland School activities include welly wading, river paddling, foraging for blackberries, making art work of friends out of sticks, mud creations, making wild garlic pesto, winter walks, having fun with sticks, getting to know a tree, wild crowns, snail racing, wild art, helping wild animals, growing a plant and cooking on a campfire, as well as others. We even have children wanting to take spiders home! The possibilities are endless and support the curriculum across the School.

Holiday Club Provision
Summer 2022 saw the launch of Barney's Breakout Club. This new venture for the school, brought holiday care in-house to complement the already popular and well attended wrap-around care at Lady Barn. The holiday club follows the Lady Barn calendar to offer an all year-round provision for parents.

Charitable Contributions at LBHS
In 1873, Lady Barn House School was founded by the Victorian educational pioneer, William Henry Herford. The ethos of the school was based upon Christian values, including showing kindness and consideration for others and giving support to those people who were less fortunate.

This charitable commitment continues to this day, and each year we make significant contributions to local, national and international charities.

At Lady Barn House School we have a Charity Council of democratically elected pupils who assist with the identification of charities we wish to support and the planning and running of charitable events.

Many charities have been supported, bringing the school community together in a common cause. The Charity Councillors (from Year 2 to Year 6), represent the views of their peers and help to organise our charity days.

- We sent over 2000kg of food and other goods to the Urban Outreach charity, Bolton - supplying their Store House and Winter watch initiatives
- We held coffee mornings for MacMillan Nurses and Maggie's centres raising over £1,000
- Our sponsored walk raised £953.48 for Children in Need
- The Poppy Appeal raised over £800
- Over 300 Christmas presents were delivered for children at the Starlight Ward, Wythenshawe Hospital

- Donations of 14 iPads and many Easter eggs to the children staying at Ronald McDonald House, Manchester - their siblings were receiving treatment at the Royal Manchester Children's Hospital
- Over £700 to help train Medical Detection Dogs
- £450 raised for Manchester Donkey Sanctuary and adopted Henry the donkey - our contribution pays for the upkeep of the animals and the training of vets at the sanctuary
- £5,220 raised during Readathon for books and author visits to children in hospital
- Over £2,000 raised for the Christie Hospital through sponsorship for our teachers running in the Great Manchester Run
- £807.51 for the British Red Cross relief work in Ukraine
- A mountain of shoes collected on the last day of term for Shoe Aid, these will be donated to needy people in the UK.

Financial review

Results, reserves policy and financial viability

The directors have considered the level of cash reserves which would be reasonable given the nature of the school activities and obligations. Reserves are required to fund improvements and enhancement of the premises and site as well as being necessary to provide cover for expenditure in the event of a significant fall in income. It is felt that 10% of income is an achievable surplus for the school to aim to generate each year.

Financial projections are carefully reviewed and monitored by the board and generating an adequate level of surplus each year is necessary to sustain the future of the School. The school has £3.3m of unrestricted funds, (2021 - £3.6m) which after deducting fixed assets equates to £305k (2021: £663k). In addition, the school holds an amount £769k in long term investments, the remainder is earmarked to fund the long-term strategic plans of the school to develop the site and facilities via a master-planning exercise.

Directors deem the maintenance of facilities to the highest standards to be essential for the School's future success. During the year, significant capital projects were funded from the trading surplus generated.

Going Concern

The academic year 2021/22 presented challenges not only to the Lady Barn community, but more to the education sector widely. However, a strong ISI inspection, consolidation of the senior team and a return to pre-pandemic functionality will give a solid base on which to move forward. Whilst lessons have been learnt and IT has progressed significantly all of our community have welcomed this.

- Careful monitoring of school's investment portfolio in light of an unstable market
- Governors, having reviewed market and economic conditions decided on an 8% fee increase for the academic year 22/23.

In these difficult times, the need for clear leadership, strong governance and effective decision making based on reliable information is more important than ever.
Attendance rates were strong through the period and stats for Autumn 2021 indicated rates in excess of 95%.

Strategic Report and Viability Statement
The Senior Team have undertaken extensive sensitivity analysis and scenario planning, and in turn have considered the potential need for swift cost cutting.

However, numbers remain strong and the school has focused on delivering tours and open events. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School, together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Investment policy and objectives
The board and the finance sub-committee continue to monitor investment risk and rewards in the context of the market. The main objective is to safeguard the charity's assets and ensure a low to medium level of risk. The school seeks professional advice in this area. Cash management is considered as part of this policy to ensure the appropriate balance of long, and short term, investments.

Principal funding
Incoming resources for the charity increased by 9.5% to £4,849,378 (2021: £4,428,593).

Fundraising
The school had no fundraising activities requiring disclosure under S162A of the Charities Act.

Plans for future periods

Future developments

- Continue to develop and refine a long-term site masterplan to co-ordinate and phase development of the site
- Continue development of outdoor areas and the Woodland school to enhance and extend the curriculum for all ages
- Further improving the site's facilities in terms of technological, sporting and co-curricular provision
- Improve and build communication platforms internally and externally
- Extending partnerships with local schools and the local area
- Continuing programme of professional development for teaching and support staff
- Develop alumni relations
- Introduce a G&T programme for primary aged children in the local area
- Deliver a full program of celebrations and activities to mark the School's 150th year anniversary
- Develop clear strategies and policies on ED and I

Principal Risks and uncertainties

The board track all perceived risk once a year via the risk register. Each committee monitors the areas relevant to it at each meeting and takes appropriate action to mitigate risk as much as possible.

The principal risks and uncertainty faced by the school are:

- Management of allergens
- IT and cybersecurity
- Political uncertainty around business rates relief, VAT on school fees
- Teacher Pension employee contribution rises

The school will continue to monitor the impact of these areas.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Lady Barn House School Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the auditors

Each of the persons who are Trustees at the same time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 28 November 2022 and signed on their behalf by:



R Doidge
Chair

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF LADY BARN HOUSE SCHOOL LIMITED

Opinion

We have audited the financial statements of Lady Barn House School Limited ('the charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

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

Use of our report

This report is made solely to the 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.

Vicky Szulist

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

Date 12th December 2022

LADY BARN HOUSE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2022

	Note	2022 Total Unrestricted funds £	2021 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	2	**4,252,653**	3,936,148
Investment income	3	**16,769**	14,201
Other income	4	**579,956**	478,244
Total incoming resources		**4,849,378**	4,428,593
EXPENDITURE ON:			
Charitable activities			
Education	5	**5,157,966**	4,739,324
Total expenditure		**5,157,966**	4,739,324
NET (OUTGOING)/INCOMING RESOURCES BEFORE GAINS AND LOSSES ON INVESTMENTS		**(308,588)**	(310,731)
Net gains/ (losses) on investments	11	**5,077**	85,714
NET MOVEMENT IN FUNDS		**(303,511)**	(225,017)
RECONCILIATION OF FUNDS			
Total funds brought forward		**3,601,235**	3,826,252
TOTAL FUNDS CARRIED FORWARD		**3,297,724**	3,601,235

The notes on pages 21 to 32 form part of these financial statements

.

LADY BARN HOUSE SCHOOOL LIMITED

BALANCE SHEET
Registered Number: 02986515
AT 31 AUGUST 2022

	Note	2022	2021
		£	£
FIXED ASSETS			
Tangible assets	**10**	**2,998,846**	2,937,251
Fixed asset investments	**11**	**769,449**	748,824
		3,768,295	3,686,075
CURRENT ASSETS			
Debtors	**12**	**106,910**	119,935
Cash at bank and in hand		**229,475**	698,705
		336,385	818,640
CREDITORS			
Amounts falling due within one year	**13**	**(806,956)**	(903,480)
NET CURRENT LIABILITIES		**(470,571)**	(84,840)
NET ASSETS		**3,297,724**	3,601,235
TOTAL UNRESTRICTED FUNDS	17	**3,297,724**	3,601,235

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

The financial statements were approved and authorised for issue by the Board of Governors on 28,11,2022

and were signed on its behalf by:

R Doidge
Chair

The notes on pages 21 to 32 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

	Note	2022		2021	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	20		**23,121**		410,704
Cash flows from investing activities					
Investment income: dividends		**16,769**		14,201	
Purchase of tangible fixed assets		**(493,572)**		(599,833)	
Purchase of investments		**(17,421)**		(13,733)	
Disposal on investment		**1,873**		50	
			(492,351)		(599,315)
Change in cash and cash equivalents in the reporting period			**(469,230)**		(188,611)
Cash and cash equivalents at the beginning of the period			**698,705**		887,316
Cash and cash equivalents at the end of the period	21		**229,475**		698,705

The notes on pages 21 to 32 form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the companies Act 2006.

Lady Barn House School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting. However, numbers remain strong and the school has focused on delivering tours and open events in new, covid friendly ways. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Company status and general information

Lady Barn House School Limited is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The principal objectives of the company are a) to establish and maintain a school at Cheadle, Greater Manchester for the academic and physical education of young persons of both sexes (b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes (c) to promote any other charitable purposes of an educational nature.

Incoming resources

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

Resources expended

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. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributed to single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributed to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of asset's use.

1. ACCOUNTING POLICIES

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's education operations including support costs and costs relating to the governance of the company apportioned to charitable activities.

Tangible fixed assets and depreciation
A review of impairment of fixed assets is carried out if event or changes in circumstance indicate that the carrying value of any fixed assets may not be covered. Shortfalls between the carrying value of fixed assets and their recoverable amount are recognised as impairments. Impairment losses are recognised in the statement of financial activities incorporating income and expenditure account.

Tangible fixed asset are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Deprecation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value over their expected useful lives on the following bases:

Freehold	-	Over useful economic life
Fixtures	-	15% straight line
Computer equipment	-	33% straight line

Investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Operating leases
Rentals under operating leases are charged to the same statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and in hand includes cash and a short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. ACCOUNTING POLICIES

Liabilities and provisions

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 company anticipates it will pay to settle the debit or the amount it has received as advance payments for goods or services It must provide. Provisions are measured at the best material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The teaching staff are members of the Government's Teaching Defined Benefits Scheme. The future pension liability is the responsibility of the Teachers' Pension Scheme. As a result, it is not possible to identify the assets and liabilities of the scheme that are attributable to the school. Accordingly, under FRS 102 the scheme is accounted for as if it were a defined contribution scheme.

Fund accounting

General funds are unrestricted funds which are available for us at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2022 £	2021 £
Gross Fees	**4,844,689**	4,586,475
Less: bursaries, grants and allowances	**(592,036)**	(650,327)
Total School fees	**4,252,653**	3,936,148

Discounts, bursaries and other awards were paid to 209 pupils (2021: 154). Within this means-tested bursaries totalling £163,590 were paid to 33 pupils (2021: £190,559 to 37 pupils).

3. INVESTMENT INCOME

	2022 £	2021 £
Investment income	**15,548**	13,683
Bank interest receivable	**1,221**	518
	16,769	14,201

4. OTHER INCOME

	2022 £	2021 £
Extra-curricular activities	**177,319**	100,081
Donations	**19,870**	13,850
Grant income	**252,841**	253,005
Lettings & Hire income	**6,201**	11,281
Trip Income	**123,725**	27
Covid 19 Insurance Claim	**-**	100,000
	579,956	478,244

5. ANALYSIS OF EXPENDITURE

Charitable expenditure	**Staff Costs** £	**Depreciation** £	**Other costs** £	**Total 2022** £	Total 2021 £
Education	**3,283,740**	**431,977**	**1,355,758**	**5,071,475**	4,680,416
Governance costs	**-**	**-**	**86,491**	**86,491**	58,908
	3,283,740	**431,977**	**1,442,249**	**5,157,966**	4,739,324

6. GOVERNANCE COSTS

	2022	2021
	£	£
Auditors' remuneration	**13,000**	11,870
Professional fees	**73,491**	47,038
	86,491	58,908

7. NET (OUTGOING)/INCOMING RESOURCES

Net (outgoing)/incoming resources are stated after charging:

	2022	2021
	£	£
Hire of equipment	**-**	48,291
Depreciation - owned assets	**431,977**	363,872

8. AUDITORS REMUNERATION

	2022	2021
	£	£
Fees payable for the audit of the annual accounts	**10,900**	9,900
Fees payable in respect of Teachers Pension Scheme	**950**	860
All other non-audit services not included above	**1,150**	1,110

9. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	**2,574,978**	2,581,838
Social security costs	**267,836**	261,719
Other pension costs	**440,926**	455,998
	3,283,740	3,299,555
Aggregate employee benefits of key management personnel	**697,686**	690,210

The average monthly number of employees during the year was as follows:

	2022	2021
Teaching and administration	**105**	106

The number of higher paid employees in bands of: -

	2022	2021
£60,000 to £70,000	1	1
£80,000 to £90,000	1	-
£90,000 to £100,000	-	1

During the year no trustees received any remuneration (2021: £nil).
During the year no trustees received any benefits in kind (2021: £nil).
During the year no trustees received any reimbursement of expenses (2021: £nil).

10. TANGIBLE FIXED ASSETS

	Freehold Property £	Fixtures and Fittings £	Computer Equipment £	Totals £
COST				
At 1 September 2021	**3,749,100**	**1,546,250**	**386,630**	**5,681,980**
Additions	**-**	**356,580**	**136,992**	**493,572**
Disposals	**-**	**(4,373)**	**(6,603)**	**(10,976)**
At 31 August 2022	**3,749,100**	**1,898,457**	**517,019**	**6,164,576**
DEPRECIATION				
At 1 September 2021	**2,049,821**	**455,559**	**239,349**	**2,744,729**
Charge for the year	**91,939**	**231,902**	**108,136**	**431,977**
Disposals	**-**	**(4,373)**	**(6,603)**	**(10,976)**
At 31 August 2022	**2,141,760**	**683,088**	**340,882**	**3,165,730**
NET BOOK VALUE				
At 31 August 2022	**1,607,340**	**1,215,369**	**176,137**	**2,998,846**
At 31 August 2021	1,699,279	1,090,691	147,281	2,937,251

11. FIXED ASSET INVESTMENTS

	Unrestricted Funds £	Total 2022 £	Total 2021 £
Market Value @ 1 September 2021	**748,824**	**748,824**	649,427
Additions	**17,421**	**17,421**	13,733
Disposals	**(1,873)**	**(1,873)**	(50)
Revaluations	**5,077**	**5,077**	85,714
Market Value @ 31 August 2022	**769,449**	**769,449**	748,824
Listed on UK Stock exchange (Historical cost £598,033)	**768,804**	**768,804**	748,269
Cash deposits	**645**	**645**	555
	769,449	**769,449**	748,824

12. DEBTORS

	2022	2021
	£	£
Trade debtors	**24,414**	53,260
Other debtors	**12,696**	13,068
Prepayments and accrued income	**69,800**	53,607
	106,910	119,935

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	**338,213**	108
Social security and other taxes	**63,797**	59,163
Other creditors	**243,656**	282,448
Accruals and deferred income	**161,290**	561,761
	806,956	903,480

Deferred income

	£
Deferred income at 1 September 2021	107,312
Resources deferred during the year	71,476
Amounts released from previous years	(107,312)
Deferred income at 31 August 2022	71,476

Deferred income comprises of tuition and school trip fees paid in advance.

14. OPERATING LEASE COMMITMENTS

At 31 August 2022 the total of the charity's future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Less than one year	72,990	87,588
Between two and five years	-	72,990
	72,990	160,578

15. CAPITAL COMMITMENTS

At 31 August 2022 the total of the charity's capital commitments which were authorised and contracted for amounted to £nil (2021: £Nil).

The School intends to fund future commitments out of cash flow.

16. Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £441,821 (2021: £453,442) and at the year-end £55,019 (2021: £50,556) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. The consultation closed to response on 19 August 2021 and the Government is currently analysing the responses.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

17. MOVEMENT IN FUNDS

Statement of funds

	At 1 September 2021	Incoming resources	Resources expended	Gains on investments	**At 31 August 2022**
	£	£	£	£	**£**
Unrestricted funds					
General fund	3,601,235	4,849,378	(5,157,966)	5,077	3,297,724
Total funds	3,601,235	4,849,378	(5,157,966)	5,077	3,297,724

	At 1 September 2020	Incoming resources	Resources expended	Losses on investments	**At 31 August 2021**
	£	£	£	£	**£**
Unrestricted funds					
General fund	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235
Total funds	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235

Analysis of net assets between funds – current year

	Fixed assets	Net current liabilities	Long term liabilities	**Total 2022**
	£	£	£	£
Unrestricted funds	**3,768,295**	**(470,571)**	-	3,297,724

Analysis of net assets between funds – prior year

	Fixed assets	Net current liabilities	Long term liabilities	**Total 2021**
	£	£	£	£
Unrestricted funds	3,686,075	(84,840)	-	3,601,235

18. RELATED PARTY TRANSACTIONS

A number of the trustees at the School who held office for at least part of the year had children enrolled at the School during the year. The children attended the school on the same terms as the other pupils.

19. FINANCIAL INSTRUMENTS

	2022	2021
	£	£
Financial assets measured at amortised cost (a)	**336,385**	818,640
Financial assets measured at fair value (b)	**769,449**	748,824
Financial liabilities measured at amortised cost (c)	**688,140**	788,757

(a) Financial assets include cash, fee debtors, other debtors and prepayments and accrued income (see note 12)

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

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see note 13)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

20. RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net (outgoing)/ incoming resources	**(303,511)**	(225,017)
Depreciation charges	**431,977**	363,872
(Gains) /losses on investments	**(5,077)**	(85,714)
Dividends, interest and rents from investments	**(16,769)**	(14,201)
Decrease / (Increase) in debtors	**13,025**	7,013
(Increase)/Decrease in creditors	**(96,524)**	364,750
Net cash inflow from operating activities	**23,121**	410,704

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022	2021
	£	£
Cash in hand	**229,475**	698,705
Overdraft facility repayable on demand	**-**	-
	229,475	698,705

22. RECONCILIATION OF NET DEBT

	At 1 September 2021	Cashflow	At 31 August 2022
	£	£	£
Cash in hand, at bank	698,705	(469,230)	229,475
Bank overdraft	-	-	-
Total	698,705	(469,230)	229,475

LADY BARN HOUSE SCHOOL LIMITED

England & Wales - Charity number 1042587

Accounts

REGISTERED COMPANY NUMBER: 02986515 (England and Wales)
REGISTERED CHARITY NUMBER: 1042587

LADY BARN HOUSE SCHOOL LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

LADY BARN HOUSE SCHOOL LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2021

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LADY BARN HOUSE SCHOOL LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2021

Trustees

R Doidge Chair (became Chair January 2022)
J Berry (stepped down as Chair January 2022)
J Flynn
R Hart
F Kabbani
B A I Murray (resigned November 2021)
P J Ward
H Cooper
C Maxwell
J Poole (appointed June 2021)
C Mayo (appointed March 2022)

Company registered number

02986515

Charity registered number

1042587

Registered office

Schools Hill
Cheadle
Cheshire
SK8 1JE

Company secretary

A Webb

Chair

R Doidge

Independent auditors

Crowe U.K. LLP
Chartered Accounts
Statutory Auditors
The Lexicon
Mount Street
Manchester
M2 5NT

Bankers

Royal Bank of Scotland
97 Fishergate
Preston
PR1 2DP

TRUSTEES REPORT
FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the company Lady Barn House School Limited (the company) for the year ended 31 August 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Strategic aims and objectives

In setting objectives, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and in particular to its supplementary public benefit guidance.
The principal objectives of the company are;

a) to establish and maintain a school at Cheadle, Stockport for the academic and physical education of young persons of both sexes
b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes
c) to promote any other charitable purposes of an educational nature.

Within the above objectives it is the aim of the school to develop every child to his/her maximum potential in as many areas as possible. The main objective is to enable all children to reach the secondary school which is most appropriate to continue the foundation work done at Lady Barn during their early years.

Strategies for achieving objectives

- Develop each child's academic and non-academic talents through providing high quality support and a broad curriculum and range of opportunities
- Prepare pupils for successful 11+ entry exams
- Develop each pupil's self-confidence so they can 'be themselves, but their best selves'
- Promote personal and moral qualities including being respectful, collaborative, creative, determined and positive
- Encourage risk-taking in a supportive, motivational and caring environment where no one is afraid of making mistakes
- Give pupils opportunities to lead and to work co-operatively
- Embrace new technologies and pedagogical practices whilst continuing to deliver traditional foundations for learning and investigating
- Continue to recruit and retain high quality teaching and support staff
- Enable children from lower income or otherwise disadvantaged families to attend the school by means of bursary awards
- Maintain a competitive edge and value for money in the local independent school marketplace

Activities for achieving objectives

- Broad curriculum offered to all pupils with specialist teaching in music, science, physical education, art, drama, computing, Mandarin, French and Spanish.
- Bespoke learning & revision programmes for individuals and groups in preparation for 11+ entrance examinations
- Wide range of extra-curricular activities offered including Construction Club, School Orchestra, Cookery Club, Judo, Archery, Yoga, Chess, Dance and Philosophers' Club
- Research Award and Challenge programme to extend pupils' learning skills, knowledge and understanding
- AGT workshops for children from all over the northwest of England
- Multiple sports fixtures (including whole year group) against local schools as well as inter house
- Outdoor and adventurous residential visits to the Lake District for Year 2 to 6
- Sporting tours, overseas visits, residential visits for older pupils
- Family focused trips – parent and child weekends, ski trips
- Extensive leadership opportunities for junior children
- Raise funds for local, national and international charities including The Together Trust in Cheadle, Urban Outreach in Bolton and Children in Need
- Thorough recruitment procedures to appoint new high calibre staff
- Ongoing improvements to the site technology infrastructure
- Ongoing professional development programme for individual staff, departments and the whole staff
- Continuing monitoring of staff performance by means of lesson observations, data analysis and work scrutiny
- Review of Bursary Policy to broaden access and increase take-up to maximum levels (equivalent of 10 full bursaries)
- Maintain close financial control so that fees can remain lower than most competitor schools, despite the high quality of the education on offer

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 31 October 1994.

The company is constituted under a Memorandum of Association dated 31 October 1994 and is a registered charity number 1042587. It was registered as a charity on 6 December 1994. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The headteacher who served during the year and to whom the trustees have delegated the day-to-day management of the charity is Mark Turner. Mr Turner retired from the post with effect from 31st August 2021 and after an extensive national search Ms Louise Higson was appointed to take up post from 1st September 2021.

Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Trustees are invited to join the board on the basis of their expertise and general experience. Potential Trustees are interviewed by the Chair of Governors prior to introduction to the full board and appointment. If deemed suitable, a Trustee is elected as a Trustee/Director at the regular termly meeting. Joanna Berry stepped down as chair of Governors with effect from 31st December 2021 but will continue as a board member, Ron Doidge, current Governor and Chair of Premises, Health and Safety takes up the role of Chair of Governors with effect from 1st January 2022.

Policies adopted for the induction and training of Trustees

On joining the board new Trustees are provided with sufficient background information documents to enable them to discharge their duty and are offered the opportunity of gaining detailed knowledge of their chosen sector from within the body of expertise available at the school.

Individual trustees are designated to oversee sectors of the school activities such as health and safety, curriculum, finance and safeguarding. The Trustees delegate day to day operations of the school to the Senior Leadership Team.

Trustees are encouraged to attend training sessions run in house, online and externally. Support is provided by the ISBA and AGBIS.

Organisational structure and decision making

The Trustees determine the general policy of the school and the principles upon which it operates. They set fees and salaries and approve development plans.

Related party relationships

Historically the school has occupied property and premises owned by Lady Barn Properties Limited, which was a registered charity and wholly owned subsidiary of Lady Barn House School Limited. Both companies were controlled by the same Trustees. The school has historically made charitable donations to this company to enable it to improve and extend the premises occupied by the school.

On 21 May 2014 the assets of Lady Barn Properties Limited were transferred to the school. Lady Barn Properties Limited has ceased trading and has been struck off the register at Companies House.

The school has no other relationships with any other parties and the Charity relies on its own resources.

Risk management

The Trustees have assessed the major risks to which the company is exposed, these are logged on the School's Risk Register. The Risk Register is reviewed annually by the full board and termly by each sub-committee. The trustees work with the SLT and the Head to ensure that systems and procedures are in place to mitigate exposure to the major risks.

Achievements and performance

Academic

The School's excellent reputation for academic performance was maintained again this year. At Lady Barn we pride ourselves on being able to prepare pupils for a full range of schools, independent and state. The extensive experience of our staff is drawn upon to match each pupil with the school that suits their individual personality, strengths and interests, and enabling each child to maximise their academic potential.

Pupils in Year 6 achieved excellent results in entrance exams for schools with very high entry standards, including the Stretford and Altrincham Grammar schools, Manchester Grammar School, Withington Girls School and Manchester High School for Girls. These results sit alongside excellent pass rates into Cheadle Hulme School, Stockport Grammar School, King's Macclesfield and Alderley Edge School for Girls. A number of children also move by choice on to local state secondary schools and academies.

Grant-making and access-widening

In recent years the trustees have maintained their commitment to developing the school's bursary scheme. We are in line with our 5-year plan to support the equivalent of 10 full time equivalent places at the school, in doing so extending our educational offer and facilities to a greater group.

The trustees are mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011 and, in setting the School aims and objectives and planning the School's activities, the trustees have given careful consideration to the Charity Commission's guidance on public benefit. During Covid many activities have been paused but it is hoped that a full programme will resume as soon as it is feasible.

- Able, Gifted and Talented Days have been provided under the auspices of the North West Gifted and Talented Organisation. Pupils from local maintained and independent schools normally visit Lady Barn and enjoy learning new skills and techniques.
- Lady Barn has also set up an informal partnership with a state primary school in a socially deprived area of Wythenshawe. Our staff have in the past visited the school in Wythenshawe both for their own professional development and to teach lessons in Mandarin, German and French.
- The refurbished astro pitches have enabled us to host tournaments for state primary schools. Our facilities are also hired on a regular basis to a local football coaching provider.
- Lady Barn continues to let its premises and facilities to a holiday club provider which operates every holiday week of the year, except for Christmas week. This is open to all children in the locality aged between 3 and 12.

Sport

Physical Education

In addition to the new way of operating in school during the Covid period and a timetable structured around afternoon sporting activity, the delivery of the PE curriculum was fulfilled with some creative adaptations and the department working well together. It was great to teach with all three classes in a year group engaged at the same time integrating lessons live. Despite some limitations due to government guidelines, we were eventually allowed to use indoor spaces to teach PE and a rota was devised for pupils to use teaching spaces such as the gymnasium and Scott House. This was particularly useful for the teaching of gymnastics, volleyball and badminton.

One new development was the introduction of class PE expectations. Each individual teacher chose three rules that the class were mindful of during their PE lessons. These expectations could be adapted and changed at anytime and were integral to maintaining high standards of learning for every pupil. These expectations were shared with the class teacher and mounted on a wall in their classroom.

The development of home learning was a positive experience in the delivery of PE. The department quickly adapted to setting work on Microsoft Teams or Showbie, being creative through work set on teacher led video recordings, creative tasks or links for specific visual learning. This was a great opportunity for professional development and we have gained enormously from this experience.

Games

Games lessons are always popular with the pupils as they have the opportunity to do exactly what the subject suggests, playing games. All the major team sports are our main focus and pupils gained enormously from our technical expertise.

The implementation of class bubbles was a challenging aspect of the delivery of Games lessons. The mixed ability teaching focus was more prevalent and was a great inclusive exercise, yet we found the development of the more able pupils was restrictive at times.

Late Games

This has been the most successful aspect of our sporting provision this year. We have had an excellent response in terms of attendance, particularly as pupils from Yr 1-5 only had one slot in the week to attend - Year Six pupils had two windows to attend. There was a good atmosphere which was relaxed and supportive and brought the very best out in pupils. Staff worked with the pupils in mixed boys and girls' activities, which allowed the development of new relationships with pupils. This was very rewarding, extending awareness of pupils who sometimes are not always on the radar.

With pupils allowed to mix in year bubbles during late games, we successfully fulfilled our full Inter House schedule, with the exception of swimming. House sports flourished enabling our children to feel they still had access to healthy competition in all our major sports, as well as a couple of minor sports, such as dodgeball.

The introduction of squad development was initiated in the summer term, as Miss Cardwell delivered coaching sessions for the Year Five girls, building up towards the new netball season.

Fixtures

When inter school fixtures were resumed in the Summer Term, a geographical bubble of schools comprising Lady Barn, Cheadle Hulme and Stockport Grammar was formed to facilitate matches whilst restricting track and trace in particular. The upper juniors participated in fixtures incorporating football, netball, cricket and rounders. Taking all the year group, en masse to an away fixture certainly generated huge excitement and created a sense of normality.

Future Developments

These are new initiatives which the PE Department are implementing for 2021/2022:

- The implementation and promotion of the Lady Barn Sporting Culture. The sporting culture aims to outline our expectations of the pupils and what our pupils represent when we participate in sport.
- The PE Department have generated a library of coaching clips and videos for our pupils to enhance their learning outside of school. We have a range of sports and activities that children can access on Stream. We will be working with our IT Department to allow our Junior pupils access to this library.
- We will continue to monitor the quality of our after Late Games provision from external clubs. We have Stockport County FC Community Foundation, Kingsway Power Netball and Cheshire Albion FC in place from Tuesday to Friday from 5pm.
    - The PE Department and the SCFC Foundation are planning for festivals / inspire in sport opportunities to invite local primary schools to participate in sport at Lady Barn. We will be working together to explore a range of sports throughout an academic year in which our pupils can play against other schools using our fantastic facilities. This is an opportunity which will benefit the school in so many ways and one we would like to launch this year.

Overall, it has been a challenging year. Despite the restrictions and limitations, the department has grown stronger. There has been more collaboration and new initiatives to develop thinking. A range of technology has been explored and made available to allow pupils to engage in PE lessons from home. When all pupils eventually returned to school, we were delighted with their attendance to our late games programme and we were pleased to engage in fixtures for our upper juniors. We also managed to put on our school Sports Days for all our children, successfully adapting these major events to be held on our new astro turf.

We will continue to provide a wide range of sporting opportunities for all our pupils, as we look forward to returning to a full and hopefully, unaffected new school year.

Gymnastics

Covid largely halted competitions during the year but the squad were still able to compete in a few and performances were strong. We continue to train and develop the squad in preparation for 21/22.

Musical Highlights 2020-21

Despite it being an interrupted year there were again many highlights in the Music Department calendar this year. We again enjoyed 100% success in all our external Music exams and managed to continue teaching lessons via Zoom throughout the whole academic year. Our Recital programme ran until March and we had two events to showcase firstly the Upper Juniors and then the Lower Juniors instrumentalists.

The choirs continued to grow in strength and number and they also sang beautifully at the school Carol Service at St Mary's in December. We also showcased the orchestra and recorder groups at the Christmas Fair and all the Ensembles in the run up to Christmas in assemblies. This at least meant everybody had a performance opportunity in spite of us losing the concerts after March. We were treated in March to a great performance of "Beauty and the Beast". It was a production that was probably our biggest undertaking yet and it was fabulous that, in spite of having to perform a week earlier than we had planned, and with a skeleton staff of two, a professional DVD was produced as a reminder for this great group of children.

Drama Department

Weekly Drama lessons continued for Years 2 to 6, with a single lesson for Years 2 and 3 and a double for Years 4 to 6.

In the Autumn term, a Theatre in Education company, Big Brum, visited with 'Minotaur', a production and workshop for all Year 4 pupils. This was based around the myth of Theseus and the Minotaur, tying in with Year 4 Humanities which studies the Ancient Greeks including this legend in particular. The actors would tell bits of the story and become the characters and act out the next section, whilst also interspersing the action with 'out of character' discussions with the children about what the characters were doing and why. The children really enjoyed the interactive nature of the experience and entered readily into the imaginative world the actors created.

Extra-curricular Poeteers Clubs were offered for lower and upper juniors separately, each running for two terms. These worked on dramatic interpretations of poems, combining speech and movement. Performance opportunities were an important part of this – for example, the Junior Poeteers from Year 4 devised a performance of a story poem, which they showed to Infant and Nursery children in their assemblies. They also presented it to parents and guests during an Open Morning. The Poeteers were about to enter this, and some solo poems, in the Alderley Edge Festival of Performing Arts when the event was unfortunately cancelled due to the pandemic.

Speech lessons saw 160 pupils taking part, in Years 2-6, with those in Years 3 to 6 preparing for a LAMDA exam towards the end of the year. Similarly, they were unable to take this exam because the pandemic meant that the exams in May were cancelled.

Streetdance and ballet continued to be popular activities. We expanded opportunities with Streetdance by preparing senior and junior classes for a group exam. The groups were successful in the exam, and everyone passed with merit. The dancers found it a very positive experience, enjoying the preparation which included dancing to their peers in assembly, and the exam itself which they took on as a group and experienced a great team spirit.

All pupils from Years 2-6, were invited to take part in the annual Speech Competition in the Summer Term. This was held as a video- entry competition, because of the lockdown situation at the time. There were 85 entries and, after a semi-final, 20 took part in the Final. The finalists' performances were published online and watched by the whole school in assembly time. We were pleased to be joined by a guest adjudicator for the final round: Mr Matt King-Sayce, The Head of Drama at Stockport Grammar School gave the finalists valuable encouragement, through a video for each of them with feedback on their achievements.

Able, Gifted and Talented Programme

The school is conscious that it has a large number of particularly able children, so our Able, Gifted and Talented programme has continued to grow and provide for their needs. Across the school from Infants to Upper Juniors, pupils have taken part in a vast number of optional 'Lady Barn challenges' across the curriculum. Research awards are designed to extend learning and provide children with opportunities to work independently.

Charitable Contributions at LBHS

In 1873 Lady Barn House School was founded by the Victorian educational pioneer, William Henry Herford. The ethos of the school was based upon Christian values, including showing kindness and consideration for others and giving support to those people who were less fortunate.

This charitable commitment continues to this day and each year we make significant contributions to local, national and international charities.

At Lady Barn House School we have a Charity Council of democratically elected pupils who assist with the identification of charities we wish to support and the planning and running of charitable events.

2020-2021 Charitable Activities

- **Harvest Festival** - we collected over 2000 kg of goods which were gifted to Urban Outreach Project, Bolton. We are the largest primary school contributor. They are a Christian charity that assists the homeless and troubled people in the Bolton area. During the Winter months they serve over 2000 hot meals at their Winter Watch Cafe. Our gifts also assist with their food bank
- **Poppy Appeal** - we raised over £750 for the Royal British Legion
- **Children in Need** - we raised over £800
- **Red Nose Day** – we raised over £700
- **Together Trust** Cheadle - we raised over £380 for our neighbouring school. They provide care, education and support for children and adults with learning and physical difficulties, autism and emotional needs. Our donation funded new musical instruments and short break residential holidays for their foster children.
- **World Wildlife Fund** - Adopt an Animal campaign – we raised £400
- **Maggie's Cancer Care**, Manchester – we raised £400

Financial review

Results, reserves policy and financial viability

The directors have considered the level of cash reserves which would be reasonable given the nature of the school activities and obligations. Reserves are required to fund improvements and enhancement of the premises and site as well as being necessary to provide cover for expenditure in the event of a significant fall in income.

Financial projections are carefully reviewed and monitored by the board and generating an adequate level of surplus each year is necessary to sustain the future of the School. The school has £3.6m of unrestricted funds, (2020 - £3.8m) which after deducting fixed assets equates to £663k (2020: £1.1m). Of this amount £749k is held in long term investments and the remainder is earmarked to fund the long term strategic plans of the school to develop the site and facilities via a master-planning exercise.

Directors deem the maintenance of facilities to the highest standards to be essential for the School's future success. During the year a significant capital project was funded from the trading surplus generated.

Going Concern

The academic year 2020/21 presented many challenges not only to the Lady Barn community but more to the education sector widely. Whilst the school, the Governors, staff and pupils adapted quickly to new operating norms the effect of the pandemic continues to affect us in all we do.

The disruption to working practices, the changing guidance and restrictions led to the need for new ways of operating the site and delivery of education. During the period since March 2020 the school leadership steered a dynamic planning process, guiding the wider staff body through the government guidance and DFE updates as they were issued with a view to operating the school as safely and as normally as possible in light of the many new restrictions being imposed. Sector support was also received from the ISBA, AGBIS and other expert advisers engaged by the school.

Another useful source of help and support also came via the government job retention scheme and business interruption insurance claim. Government support was only used where essential. In general there were very limited mechanisms to support independent schools.

The school's Covid Risk Assessment was critical in this planning process and continues to be an integral part of our monitoring and review process. Implementation of an adapted timetable, safety and social distancing measures enabled the school to remain open throughout the first lockdown for the children of keyworkers. During the summer term operations were improved and refined to welcome back pupils from year groups deemed a priority by the DfE and later in the term all remaining pupils had the opportunity to return to school in some capacity.

Our approach was a concerted team effort lead by the Head, endorsed by Governors and managed by SLT. It facilitated protection of pupils, staff and visitors.

Other strategic and operational changes made in light of the pandemic included;

- Curtailing capital expenditure plans and temporary pause of major projects
- A swift move to online and blended learning through one to one ipad provision for pupils in year 3 and above
- Training and support for staff in periods of rapid change
- Identification of families who needed support with equipment for this transition
- Adjustment of the site, class groups and timetable to support social distancing
- Deployment of equipment and support in setting up a safe environment for pupils and staff – mechanism for feedback on how staff were adapting

- Transition to remote governors meetings, regular updates for sub-committee chairs
- Clear and regular communications and briefing updates for staff and parents – explaining changes to pupils in an age appropriate way
- Contract costs cut back immediately during the scaled back operation of the school
- Support provided as needed for parents experiencing short or long term cash flow issues and difficulty in paying school fees
- Careful monitoring of school's investment portfolio in light of an unstable market
- Governors decided to leave the fees at the 19/20 level for the Autumn term 2020, and parents were offered a fee rebate of 8 – 14% depending on their year group to reflect the cost savings made by the school.

In these difficult times, the need for clear leadership, strong governance and effective decision making based on reliable information is more important than ever.

Attendance rates were strong through the period and stats for Autumn 2020 indicated rates in excess of 94%.

Strategic Report and Viability Statement

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting.

However numbers remain strong and the school has focused on delivering tours and open events in new, covid friendly ways. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Investment policy and objectives

The board and the finance sub-committee continue to monitor investment risk and rewards in the context of the market. The main objective is to safeguard the charity's assets and ensure a low to medium level of risk. The school seeks professional advice in this area. Cash management is considered as part of this policy to ensure the appropriate balance of long and short term investments.

Principal funding

Incoming resources for the charity decreased by 3.6% to £4,428,593 (2020: £4,593,108).

Fundraising

The school had no fundraising activities requiring disclosure under S162A of the Charities Act.

Plans for future periods

Future developments

- Creating a long-term site masterplan to co-ordinate and phase development of the site
- Development of outdoor areas, including a 'woodland school' to enhance and extend the curriculum for all ages
- Further improving the site's facilities in terms of technological, sporting and co-curricular provision
- Extending partnerships with local schools and the local area
- Review of governance
- Continuing programme of professional development for teaching and support staff

Principal Risks and uncertainties

The board track all perceived risk once a year via the risk register. Each sub-committee monitors the areas relevant to it at each meeting and takes appropriate action to mitigate risk as much as possible.

The principal risks and uncertainty faced by the school are;

- Management of allergens
- IT and cybersecurity
- Political uncertainty around business rates relief, VAT on school fees
- Teacher Pension employee contribution rises

The school will continue to monitor the impact of these areas.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Lady Barn House School Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the auditors

Each of the persons who are Trustees at the same time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 6th May 2022 and signed on their behalf by:

R Doidge
Chair

Independent Auditor's Report to the Members of Lady Barn House School Limited

Opinion

We have audited the financial statements of Lady Barn House School Limited ('the charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

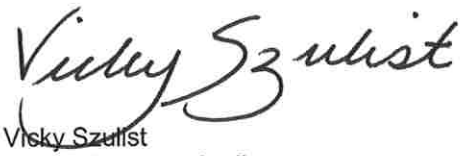
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

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

Independent Auditor's Report to the Members of Lady Barn House School Limited

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.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

Date 20th May 2022

LADY BARN HOUSE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 Total Unrestricted funds £	2020 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	2	**3,936,148**	4,079,207
Investment income	3	**14,201**	22,713
Other income	4	**478,244**	491,188
Total incoming resources		**4,428,593**	4,593,108
EXPENDITURE ON:			
Charitable activities			
Education	5	**4,739,324**	4,543,322
Total expenditure		**4,739,324**	4,543,322
NET (OUTGOING)/INCOMING RESOURCES BEFORE GAINS AND LOSSES ON INVESTMENTS		**(310,731)**	49,786
Net gains/ (losses) on investments	11	**85,714**	(33,263)
NET MOVEMENT IN FUNDS		**(225,017)**	16,523
RECONCILIATION OF FUNDS			
Total funds brought forward		**3,826,252**	3,809,729
TOTAL FUNDS CARRIED FORWARD		**3,601,235**	3,826,252

The notes on pages 20 to 31 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

BALANCE SHEET
Registered Number: 02986515
AT 31 AUGUST 2021

	Note	2021	2020
		£	£
FIXED ASSETS			
Tangible assets	10	2,937,251	2,701,291
Fixed asset investments	11	748,824	649,427
		3,686,075	3,350,718
CURRENT ASSETS			
Debtors	12	119,935	126,948
Cash at bank and in hand		698,705	887,316
		818,640	1,014,264
CREDITORS			
Amounts falling due within one year	13	(903,480)	(538,730)
NET CURRENT (LIABILITIES)/ASSETS		(84,840)	475,534
NET ASSETS		3,601,235	3,826,252
TOTAL UNRESTRICTED FUNDS	17	3,601,235	3,826,252

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

The financial statements were approved and authorised for issue by the Board of Governors on 6 May 2022

and were signed on its behalf by:

R. Doidge

R Doidge
Chair

The notes on pages 20 to 31 form part of these financial statements

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021`

	Note	2021		2020	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	20		**410,704**		318,347
Cash flows from investing activities					
Investment income: dividends		**14,201**		22,713	
Purchase of tangible fixed assets		**(599,833)**		(483,460)	
Purchase of investments		**(13,733)**		(18,552)	
Disposal on investment		**50**		-	
			(599,315)		(479,299)
Change in cash and cash equivalents in the reporting period			**(188,611)**		(160,952)
Cash and cash equivalents at the beginning of the period			**887,316**		1,048,268
Cash and cash equivalents at the end of the period	21		**698,705**		887,316

The notes on pages 20 to 31 form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the companies Act 2006.

Lady Barn House School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting. However numbers remain strong and the school has focused on delivering tours and open events in new, covid friendly ways. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Company status and general information

Lady Barn House School Limited is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The principal objectives of the company are a) to establish and maintain a school at Cheadle, Greater Manchester for the academic and physical education of young persons of both sexes (b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes (c) to promote any other charitable purposes of an educational nature.

Incoming resources

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

Resources expended

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. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributed to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributed to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of asset's use.

1. ACCOUNTING POLICIES

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's education operations including support costs and costs relating to the governance of the company apportioned to charitable activities.

Tangible fixed assets and depreciation
A review of impairment of fixed asset is carried out if event or changes in circumstance indicate that the carrying value of any fixed assets may not be covered. Shortfalls between the carrying value of fixed assets and their recoverable amount are recognised as impairments. Impairment losses are recognised in the statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Deprecation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value over their expected useful lives on the following bases:

Freehold	-	Over useful economic life
Fixtures	-	15% straight line
Computer equipment	-	33% straight line

Investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Operating leases
Rentals under operating leases are charged to the same statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. ACCOUNTING POLICIES

Liabilities and provisions

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 company anticipates it will pay to settle the debit or the amount it has received as advance payments for goods or services it must provide. Provisions are measured at the best material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The teaching staff are members of the Government's Teaching Defined Benefits Scheme. The future pension liability is the responsibility of the Teachers Pension Scheme. As a result it is not possible to identify the assets and liabilities of the scheme that are attributable to the school. Accordingly, under FRS 102 the scheme is accounted for as if it were a defined contribution scheme.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2021 £	*2020 £*
Gross Fees	**4,586,475**	4,649,039
Less: bursaries, grants and allowances	**(650,327)**	(569,832)
Total School fees	**3,936,148**	4,079,207

Discounts, bursaries and other awards were paid to 154 pupils (2020: 164). Within this means- tested bursaries totalling £190,559 were paid to 37 pupils (2020: £105,428 to 14 pupils).

3. INVESTMENT INCOME

	2021 £	2020 £
Investment income	**13,683**	18,552
Bank interest receivable	**518**	4,161
	14,201	22,713

4. OTHER INCOME

	2021 £	2020 £
Extra-curricular activities	**100,081**	29,038
Donations	**13,850**	12,980
Grant income	**253,005**	328,056
Lettings & Hire income	**11,281**	10,506
Trip Income	**27**	110,608
Covid 19 Insurance Claim	**100,000**	-
	478,244	491,188

5. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2021	Total 2020
Charitable expenditure	£	£	£	£	£
Education	**3,299,555**	**363,872**	**1,016,989**	**4,680,416**	4,485,520
Governance costs	**-**	**-**	**58,908**	**58,908**	57,802
	3,299,555	**363,872**	**1,075,897**	**4,739,324**	4,543,322

6. GOVERNANCE COSTS

	2021	2020
	£	£
Auditors' remuneration	**11,870**	14,980
Professional fees	**47,038**	42,822
	58,908	57,802

7. NET (OUTGOING)/INCOMING RESOURCES

Net (outgoing)/incoming resources are stated after charging:

	2021	2020
	£	£
Hire of equipment	**48,291**	43,008
Depreciation - owned assets	**363,872**	298,102

8. AUDITORS REMUNERATION

	2021	2020
	£	£
Fees payable for the audit of the annual accounts	**9,900**	9,700
Fees payable in respect of Teachers Pension Scheme	**860**	850
All other non-audit services not included above	**1,110**	1,025

9. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**2,581,838**	2,487,385
Social security costs	**261,719**	201,184
Other pension costs	**455,998**	452,569
	3,299,555	3,141,138
Aggregate employee benefits of key management personnel	**690,210**	635,865

The average monthly number of employees during the year was as follows:

	2021	2020
Teaching and administration	**106**	95

The number of higher paid employees in bands of: -

	2021	2020
£60,000 to £70,000	**1**	-
£80,000 to £90,000	**-**	-
£90,000 to £100,000	**1**	1

During the year no trustees received any remuneration (2020: £nil).
During the year no trustees received any benefits in kind (2020: £nil).
During the year no trustees received any reimbursement of expenses (2020: £nil).

10. TANGIBLE FIXED ASSETS

	Freehold Property £	Fixtures and Fittings £	Computer Equipment £	Totals £
COST				
At 1 September 2020	**3,749,100**	**1,005,234**	**339,886**	**5,094,220**
Additions	**-**	**542,931**	**56,902**	**599,833**
Disposals	**-**	**(1,915)**	**(10,158)**	**(12,073)**
At 31 August 2021	**3,749,100**	**1,546,250**	**386,630**	**5,681,980**
DEPRECIATION				
At 1 September 2020	**1,957,882**	**296,341**	**138,707**	**2,392,930**
Charge for the year	**91,939**	**161,133**	**110,800**	**363,872**
Disposals	**-**	**(1,915)**	**(10,158)**	**(12,073)**
At 31 August 2021	**2,049,821**	**455,559**	**239,349**	**2,744,729**
NET BOOK VALUE				
At 31 August 2021	**1,699,279**	**1,090,691**	**147,281**	**2,937,251**
At 31 August 2020	1,791,218	708,894	201,179	2,701,291

11. FIXED ASSET INVESTMENTS

	Unrestricted Funds £	Total 2021 £	Total 2020 £
Market Value @ 1 September 2020	**649,427**	**649,427**	664,138
Additions	**13,733**	**13,733**	18,632
Disposals	**(50)**	**(50)**	(80)
Revaluations	**85,714**	**85,714**	(33,263)
Market Value @ 31 August 2021	**748,824**	**748,824**	649,427
Listed on UK Stock exchange (Historical cost £598,033)	**748,269**	**748,269**	648,951
Cash deposits	**555**	**555**	476
	748,824	**748,824**	649,427

12. DEBTORS

	2021	2020
	£	£
Trade debtors	53,260	27,368
Other debtors	13,068	5,871
Prepayments and accrued income	53,607	93,709
	119,935	126,948

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	108	74,220
Social security and other taxes	59,163	59,890
Other creditors	282,448	225,427
Accruals and deferred income	561,761	179,193
	903,480	538,730

Deferred income

	£
Deferred income at 1 September 2020	27,117
Resources deferred during the year	107,312
Amounts released from previous years	(27,117)
Deferred income at 31 August 2021	107,312

Deferred income comprises of tuition and school trip fees paid in advance

14. OPERATING LEASE COMMITMENTS

At 31 August 2021 the total of the charity's future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Less than one year	87,588	127,012
Between two and five years	72,990	160,578
	160,578	287,590

15. CAPITAL COMMITMENTS

At 31 August 2021 the total of the charity's capital commitments which were authorised and contracted for amounted to £nil (2020: £Nil).

The School intends to fund future commitments out of cash flow.

16. Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £453,442 (2020: £446,943) and at the year-end £50,556 (2020 - £43,173) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism review is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements

17. MOVEMENT IN FUNDS

Statement of funds

	At 1 September 2020 £	Incoming resources £	Resources expended £	Gains on investments £	**At 31 August 2021 £**
Unrestricted funds					
General fund	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235
Total funds	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235

	At 1 September 2019 £	Incoming resources £	Resources expended £	Losses on investments £	**At 31 August 2020 £**
Unrestricted funds					
General fund	3,809,729	4,593,108	(4,543,322)	(33,263)	3,826,252
Total funds	3,809,729	4,593,108	(4,543,322)	(33,263)	3,826,252

Analysis of net assets between funds – current year

	Fixed assets £	Net current liabilities £	Long term liabilities £	**Total 2021 £**
Unrestricted funds	3,686,075	(84,840)	-	3,601,235

Analysis of net assets between funds – prior year

	Fixed assets £	Net current assets £	Long term liabilities £	**Total 2020 £**
Unrestricted funds	3,350,718	475,534	-	3,826,252

18. RELATED PARTY TRANSACTIONS

A number of the trustees at the School who held office for at least part of the year had children enrolled at the School during the year. The children attended the school on the same terms as the other pupils.

19. FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Financial assets measured at amortised cost (a)	**818,640**	1,014,264
Financial assets measured at fair value (b)	**748,824**	649,427
Financial liabilities measured at amortised cost (c)	**788,757**	478,840

(a) Financial assets include cash, fee debtors, other debtors and prepayments and accrued income (see note 12)

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

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see note 13)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

20. RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net (outgoing)/ incoming resources	**(225,017)**	16,523
Depreciation charges	**363,872**	298,102
(Gains) /losses on investments	**(85,714)**	33,263
Dividends, interest and rents from investments	**(14,201)**	(22,713)
Decrease / (Increase) in debtors	**7,013**	(69,534)
Increase in creditors	**364,750**	62,706
Net cash inflow from operating activities	**410,704**	318,347

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash in hand	**698,705**	887,316
Overdraft facility repayable on demand	**-**	-
	698,705	887,316

22. RECONCILIATION OF NET DEBT

	At 1 September 2020	Cashflow	At 31 August 2021
	£	£	£
Cash in hand, at bank	887,316	(188,611)	698,705
Bank overdraft	-	-	-
Total	887,316	(188,611)	698,705

LADY BARN HOUSE SCHOOL LIMITED

England & Wales - Charity number 1042587

Accounts

REGISTERED COMPANY NUMBER: 02986515 (England and Wales)
REGISTERED CHARITY NUMBER: 1042587

LADY BARN HOUSE SCHOOL LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

LADY BARN HOUSE SCHOOL LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2021

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LADY BARN HOUSE SCHOOL LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2021

Trustees

R Doidge Chair (became Chair January 2022)
J Berry (stepped down as Chair January 2022)
J Flynn
R Hart
F Kabbani
B A I Murray (resigned November 2021)
P J Ward
H Cooper
C Maxwell
J Poole (appointed June 2021)
C Mayo (appointed March 2022)

Company registered number

02986515

Charity registered number

1042587

Registered office

Schools Hill
Cheadle
Cheshire
SK8 1JE

Company secretary

A Webb

Chair

R Doidge

Independent auditors

Crowe U.K. LLP
Chartered Accounts
Statutory Auditors
The Lexicon
Mount Street
Manchester
M2 5NT

Bankers

Royal Bank of Scotland
97 Fishergate
Preston
PR1 2DP

TRUSTEES REPORT
FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of the company Lady Barn House School Limited (the company) for the year ended 31 August 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Strategic aims and objectives

In setting objectives, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and in particular to its supplementary public benefit guidance.
The principal objectives of the company are;

a) to establish and maintain a school at Cheadle, Stockport for the academic and physical education of young persons of both sexes
b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes
c) to promote any other charitable purposes of an educational nature.

Within the above objectives it is the aim of the school to develop every child to his/her maximum potential in as many areas as possible. The main objective is to enable all children to reach the secondary school which is most appropriate to continue the foundation work done at Lady Barn during their early years.

Strategies for achieving objectives

- Develop each child's academic and non-academic talents through providing high quality support and a broad curriculum and range of opportunities
- Prepare pupils for successful 11+ entry exams
- Develop each pupil's self-confidence so they can 'be themselves, but their best selves'
- Promote personal and moral qualities including being respectful, collaborative, creative, determined and positive
- Encourage risk-taking in a supportive, motivational and caring environment where no one is afraid of making mistakes
- Give pupils opportunities to lead and to work co-operatively
- Embrace new technologies and pedagogical practices whilst continuing to deliver traditional foundations for learning and investigating
- Continue to recruit and retain high quality teaching and support staff
- Enable children from lower income or otherwise disadvantaged families to attend the school by means of bursary awards
- Maintain a competitive edge and value for money in the local independent school marketplace

Activities for achieving objectives

- Broad curriculum offered to all pupils with specialist teaching in music, science, physical education, art, drama, computing, Mandarin, French and Spanish.
- Bespoke learning & revision programmes for individuals and groups in preparation for 11+ entrance examinations
- Wide range of extra-curricular activities offered including Construction Club, School Orchestra, Cookery Club, Judo, Archery, Yoga, Chess, Dance and Philosophers' Club
- Research Award and Challenge programme to extend pupils' learning skills, knowledge and understanding
- AGT workshops for children from all over the northwest of England
- Multiple sports fixtures (including whole year group) against local schools as well as inter house
- Outdoor and adventurous residential visits to the Lake District for Year 2 to 6
- Sporting tours, overseas visits, residential visits for older pupils
- Family focused trips – parent and child weekends, ski trips
- Extensive leadership opportunities for junior children
- Raise funds for local, national and international charities including The Together Trust in Cheadle, Urban Outreach in Bolton and Children in Need
- Thorough recruitment procedures to appoint new high calibre staff
- Ongoing improvements to the site technology infrastructure
- Ongoing professional development programme for individual staff, departments and the whole staff
- Continuing monitoring of staff performance by means of lesson observations, data analysis and work scrutiny
- Review of Bursary Policy to broaden access and increase take-up to maximum levels (equivalent of 10 full bursaries)
- Maintain close financial control so that fees can remain lower than most competitor schools, despite the high quality of the education on offer

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 31 October 1994.

The company is constituted under a Memorandum of Association dated 31 October 1994 and is a registered charity number 1042587. It was registered as a charity on 6 December 1994. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The headteacher who served during the year and to whom the trustees have delegated the day-to-day management of the charity is Mark Turner. Mr Turner retired from the post with effect from 31st August 2021 and after an extensive national search Ms Louise Higson was appointed to take up post from 1st September 2021.

Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Trustees are invited to join the board on the basis of their expertise and general experience. Potential Trustees are interviewed by the Chair of Governors prior to introduction to the full board and appointment. If deemed suitable, a Trustee is elected as a Trustee/Director at the regular termly meeting. Joanna Berry stepped down as chair of Governors with effect from 31st December 2021 but will continue as a board member, Ron Doidge, current Governor and Chair of Premises, Health and Safety takes up the role of Chair of Governors with effect from 1st January 2022.

Policies adopted for the induction and training of Trustees

On joining the board new Trustees are provided with sufficient background information documents to enable them to discharge their duty and are offered the opportunity of gaining detailed knowledge of their chosen sector from within the body of expertise available at the school.

Individual trustees are designated to oversee sectors of the school activities such as health and safety, curriculum, finance and safeguarding. The Trustees delegate day to day operations of the school to the Senior Leadership Team.

Trustees are encouraged to attend training sessions run in house, online and externally. Support is provided by the ISBA and AGBIS.

Organisational structure and decision making

The Trustees determine the general policy of the school and the principles upon which it operates. They set fees and salaries and approve development plans.

Related party relationships

Historically the school has occupied property and premises owned by Lady Barn Properties Limited, which was a registered charity and wholly owned subsidiary of Lady Barn House School Limited. Both companies were controlled by the same Trustees. The school has historically made charitable donations to this company to enable it to improve and extend the premises occupied by the school.

On 21 May 2014 the assets of Lady Barn Properties Limited were transferred to the school. Lady Barn Properties Limited has ceased trading and has been struck off the register at Companies House.

The school has no other relationships with any other parties and the Charity relies on its own resources.

Risk management

The Trustees have assessed the major risks to which the company is exposed, these are logged on the School's Risk Register. The Risk Register is reviewed annually by the full board and termly by each sub-committee. The trustees work with the SLT and the Head to ensure that systems and procedures are in place to mitigate exposure to the major risks.

Achievements and performance

Academic

The School's excellent reputation for academic performance was maintained again this year. At Lady Barn we pride ourselves on being able to prepare pupils for a full range of schools, independent and state. The extensive experience of our staff is drawn upon to match each pupil with the school that suits their individual personality, strengths and interests, and enabling each child to maximise their academic potential.

Pupils in Year 6 achieved excellent results in entrance exams for schools with very high entry standards, including the Stretford and Altrincham Grammar schools, Manchester Grammar School, Withington Girls School and Manchester High School for Girls. These results sit alongside excellent pass rates into Cheadle Hulme School, Stockport Grammar School, King's Macclesfield and Alderley Edge School for Girls. A number of children also move by choice on to local state secondary schools and academies.

Grant-making and access-widening

In recent years the trustees have maintained their commitment to developing the school's bursary scheme. We are in line with our 5-year plan to support the equivalent of 10 full time equivalent places at the school, in doing so extending our educational offer and facilities to a greater group.

The trustees are mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011 and, in setting the School aims and objectives and planning the School's activities, the trustees have given careful consideration to the Charity Commission's guidance on public benefit. During Covid many activities have been paused but it is hoped that a full programme will resume as soon as it is feasible.

- Able, Gifted and Talented Days have been provided under the auspices of the North West Gifted and Talented Organisation. Pupils from local maintained and independent schools normally visit Lady Barn and enjoy learning new skills and techniques.
- Lady Barn has also set up an informal partnership with a state primary school in a socially deprived area of Wythenshawe. Our staff have in the past visited the school in Wythenshawe both for their own professional development and to teach lessons in Mandarin, German and French.
- The refurbished astro pitches have enabled us to host tournaments for state primary schools. Our facilities are also hired on a regular basis to a local football coaching provider.
- Lady Barn continues to let its premises and facilities to a holiday club provider which operates every holiday week of the year, except for Christmas week. This is open to all children in the locality aged between 3 and 12.

Sport

Physical Education

In addition to the new way of operating in school during the Covid period and a timetable structured around afternoon sporting activity, the delivery of the PE curriculum was fulfilled with some creative adaptations and the department working well together. It was great to teach with all three classes in a year group engaged at the same time integrating lessons live. Despite some limitations due to government guidelines, we were eventually allowed to use indoor spaces to teach PE and a rota was devised for pupils to use teaching spaces such as the gymnasium and Scott House. This was particularly useful for the teaching of gymnastics, volleyball and badminton.

One new development was the introduction of class PE expectations. Each individual teacher chose three rules that the class were mindful of during their PE lessons. These expectations could be adapted and changed at anytime and were integral to maintaining high standards of learning for every pupil. These expectations were shared with the class teacher and mounted on a wall in their classroom.

The development of home learning was a positive experience in the delivery of PE. The department quickly adapted to setting work on Microsoft Teams or Showbie, being creative through work set on teacher led video recordings, creative tasks or links for specific visual learning. This was a great opportunity for professional development and we have gained enormously from this experience.

Games

Games lessons are always popular with the pupils as they have the opportunity to do exactly what the subject suggests, playing games. All the major team sports are our main focus and pupils gained enormously from our technical expertise.

The implementation of class bubbles was a challenging aspect of the delivery of Games lessons. The mixed ability teaching focus was more prevalent and was a great inclusive exercise, yet we found the development of the more able pupils was restrictive at times.

Late Games

This has been the most successful aspect of our sporting provision this year. We have had an excellent response in terms of attendance, particularly as pupils from Yr 1-5 only had one slot in the week to attend - Year Six pupils had two windows to attend. There was a good atmosphere which was relaxed and supportive and brought the very best out in pupils. Staff worked with the pupils in mixed boys and girls' activities, which allowed the development of new relationships with pupils. This was very rewarding, extending awareness of pupils who sometimes are not always on the radar.

With pupils allowed to mix in year bubbles during late games, we successfully fulfilled our full Inter House schedule, with the exception of swimming. House sports flourished enabling our children to feel they still had access to healthy competition in all our major sports, as well as a couple of minor sports, such as dodgeball.

The introduction of squad development was initiated in the summer term, as Miss Cardwell delivered coaching sessions for the Year Five girls, building up towards the new netball season.

Fixtures

When inter school fixtures were resumed in the Summer Term, a geographical bubble of schools comprising Lady Barn, Cheadle Hulme and Stockport Grammar was formed to facilitate matches whilst restricting track and trace in particular. The upper juniors participated in fixtures incorporating football, netball, cricket and rounders. Taking all the year group, en masse to an away fixture certainly generated huge excitement and created a sense of normality.

Future Developments

These are new initiatives which the PE Department are implementing for 2021/2022:

- The implementation and promotion of the Lady Barn Sporting Culture. The sporting culture aims to outline our expectations of the pupils and what our pupils represent when we participate in sport.
- The PE Department have generated a library of coaching clips and videos for our pupils to enhance their learning outside of school. We have a range of sports and activities that children can access on Stream. We will be working with our IT Department to allow our Junior pupils access to this library.
- We will continue to monitor the quality of our after Late Games provision from external clubs. We have Stockport County FC Community Foundation, Kingsway Power Netball and Cheshire Albion FC in place from Tuesday to Friday from 5pm.
    - The PE Department and the SCFC Foundation are planning for festivals / inspire in sport opportunities to invite local primary schools to participate in sport at Lady Barn. We will be working together to explore a range of sports throughout an academic year in which our pupils can play against other schools using our fantastic facilities. This is an opportunity which will benefit the school in so many ways and one we would like to launch this year.

Overall, it has been a challenging year. Despite the restrictions and limitations, the department has grown stronger. There has been more collaboration and new initiatives to develop thinking. A range of technology has been explored and made available to allow pupils to engage in PE lessons from home. When all pupils eventually returned to school, we were delighted with their attendance to our late games programme and we were pleased to engage in fixtures for our upper juniors. We also managed to put on our school Sports Days for all our children, successfully adapting these major events to be held on our new astro turf.

We will continue to provide a wide range of sporting opportunities for all our pupils, as we look forward to returning to a full and hopefully, unaffected new school year.

Gymnastics

Covid largely halted competitions during the year but the squad were still able to compete in a few and performances were strong. We continue to train and develop the squad in preparation for 21/22.

Musical Highlights 2020-21

Despite it being an interrupted year there were again many highlights in the Music Department calendar this year. We again enjoyed 100% success in all our external Music exams and managed to continue teaching lessons via Zoom throughout the whole academic year. Our Recital programme ran until March and we had two events to showcase firstly the Upper Juniors and then the Lower Juniors instrumentalists.

The choirs continued to grow in strength and number and they also sang beautifully at the school Carol Service at St Mary's in December. We also showcased the orchestra and recorder groups at the Christmas Fair and all the Ensembles in the run up to Christmas in assemblies. This at least meant everybody had a performance opportunity in spite of us losing the concerts after March. We were treated in March to a great performance of "Beauty and the Beast". It was a production that was probably our biggest undertaking yet and it was fabulous that, in spite of having to perform a week earlier than we had planned, and with a skeleton staff of two, a professional DVD was produced as a reminder for this great group of children.

Drama Department

Weekly Drama lessons continued for Years 2 to 6, with a single lesson for Years 2 and 3 and a double for Years 4 to 6.

In the Autumn term, a Theatre in Education company, Big Brum, visited with 'Minotaur', a production and workshop for all Year 4 pupils. This was based around the myth of Theseus and the Minotaur, tying in with Year 4 Humanities which studies the Ancient Greeks including this legend in particular. The actors would tell bits of the story and become the characters and act out the next section, whilst also interspersing the action with 'out of character' discussions with the children about what the characters were doing and why. The children really enjoyed the interactive nature of the experience and entered readily into the imaginative world the actors created.

Extra-curricular Poeteers Clubs were offered for lower and upper juniors separately, each running for two terms. These worked on dramatic interpretations of poems, combining speech and movement. Performance opportunities were an important part of this – for example, the Junior Poeteers from Year 4 devised a performance of a story poem, which they showed to Infant and Nursery children in their assemblies. They also presented it to parents and guests during an Open Morning. The Poeteers were about to enter this, and some solo poems, in the Alderley Edge Festival of Performing Arts when the event was unfortunately cancelled due to the pandemic.

Speech lessons saw 160 pupils taking part, in Years 2-6, with those in Years 3 to 6 preparing for a LAMDA exam towards the end of the year. Similarly, they were unable to take this exam because the pandemic meant that the exams in May were cancelled.

Streetdance and ballet continued to be popular activities. We expanded opportunities with Streetdance by preparing senior and junior classes for a group exam. The groups were successful in the exam, and everyone passed with merit. The dancers found it a very positive experience, enjoying the preparation which included dancing to their peers in assembly, and the exam itself which they took on as a group and experienced a great team spirit.

All pupils from Years 2-6, were invited to take part in the annual Speech Competition in the Summer Term. This was held as a video- entry competition, because of the lockdown situation at the time. There were 85 entries and, after a semi-final, 20 took part in the Final. The finalists' performances were published online and watched by the whole school in assembly time. We were pleased to be joined by a guest adjudicator for the final round: Mr Matt King-Sayce, The Head of Drama at Stockport Grammar School gave the finalists valuable encouragement, through a video for each of them with feedback on their achievements.

Able, Gifted and Talented Programme

The school is conscious that it has a large number of particularly able children, so our Able, Gifted and Talented programme has continued to grow and provide for their needs. Across the school from Infants to Upper Juniors, pupils have taken part in a vast number of optional 'Lady Barn challenges' across the curriculum. Research awards are designed to extend learning and provide children with opportunities to work independently.

Charitable Contributions at LBHS

In 1873 Lady Barn House School was founded by the Victorian educational pioneer, William Henry Herford. The ethos of the school was based upon Christian values, including showing kindness and consideration for others and giving support to those people who were less fortunate.

This charitable commitment continues to this day and each year we make significant contributions to local, national and international charities.

At Lady Barn House School we have a Charity Council of democratically elected pupils who assist with the identification of charities we wish to support and the planning and running of charitable events.

2020-2021 Charitable Activities

- **Harvest Festival** - we collected over 2000 kg of goods which were gifted to Urban Outreach Project, Bolton. We are the largest primary school contributor. They are a Christian charity that assists the homeless and troubled people in the Bolton area. During the Winter months they serve over 2000 hot meals at their Winter Watch Cafe. Our gifts also assist with their food bank
- **Poppy Appeal** - we raised over £750 for the Royal British Legion
- **Children in Need** - we raised over £800
- **Red Nose Day** – we raised over £700
- **Together Trust** Cheadle - we raised over £380 for our neighbouring school. They provide care, education and support for children and adults with learning and physical difficulties, autism and emotional needs. Our donation funded new musical instruments and short break residential holidays for their foster children.
- **World Wildlife Fund** - Adopt an Animal campaign – we raised £400
- **Maggie's Cancer Care**, Manchester – we raised £400

Financial review

Results, reserves policy and financial viability

The directors have considered the level of cash reserves which would be reasonable given the nature of the school activities and obligations. Reserves are required to fund improvements and enhancement of the premises and site as well as being necessary to provide cover for expenditure in the event of a significant fall in income.

Financial projections are carefully reviewed and monitored by the board and generating an adequate level of surplus each year is necessary to sustain the future of the School. The school has £3.6m of unrestricted funds, (2020 - £3.8m) which after deducting fixed assets equates to £663k (2020: £1.1m). Of this amount £749k is held in long term investments and the remainder is earmarked to fund the long term strategic plans of the school to develop the site and facilities via a master-planning exercise.

Directors deem the maintenance of facilities to the highest standards to be essential for the School's future success. During the year a significant capital project was funded from the trading surplus generated.

Going Concern

The academic year 2020/21 presented many challenges not only to the Lady Barn community but more to the education sector widely. Whilst the school, the Governors, staff and pupils adapted quickly to new operating norms the effect of the pandemic continues to affect us in all we do.

The disruption to working practices, the changing guidance and restrictions led to the need for new ways of operating the site and delivery of education. During the period since March 2020 the school leadership steered a dynamic planning process, guiding the wider staff body through the government guidance and DFE updates as they were issued with a view to operating the school as safely and as normally as possible in light of the many new restrictions being imposed. Sector support was also received from the ISBA, AGBIS and other expert advisers engaged by the school.

Another useful source of help and support also came via the government job retention scheme and business interruption insurance claim. Government support was only used where essential. In general there were very limited mechanisms to support independent schools.

The school's Covid Risk Assessment was critical in this planning process and continues to be an integral part of our monitoring and review process. Implementation of an adapted timetable, safety and social distancing measures enabled the school to remain open throughout the first lockdown for the children of keyworkers. During the summer term operations were improved and refined to welcome back pupils from year groups deemed a priority by the DfE and later in the term all remaining pupils had the opportunity to return to school in some capacity.

Our approach was a concerted team effort lead by the Head, endorsed by Governors and managed by SLT. It facilitated protection of pupils, staff and visitors.

Other strategic and operational changes made in light of the pandemic included;

- Curtailing capital expenditure plans and temporary pause of major projects
- A swift move to online and blended learning through one to one ipad provision for pupils in year 3 and above
- Training and support for staff in periods of rapid change
- Identification of families who needed support with equipment for this transition
- Adjustment of the site, class groups and timetable to support social distancing
- Deployment of equipment and support in setting up a safe environment for pupils and staff – mechanism for feedback on how staff were adapting

- Transition to remote governors meetings, regular updates for sub-committee chairs
- Clear and regular communications and briefing updates for staff and parents – explaining changes to pupils in an age appropriate way
- Contract costs cut back immediately during the scaled back operation of the school
- Support provided as needed for parents experiencing short or long term cash flow issues and difficulty in paying school fees
- Careful monitoring of school's investment portfolio in light of an unstable market
- Governors decided to leave the fees at the 19/20 level for the Autumn term 2020, and parents were offered a fee rebate of 8 – 14% depending on their year group to reflect the cost savings made by the school.

In these difficult times, the need for clear leadership, strong governance and effective decision making based on reliable information is more important than ever.

Attendance rates were strong through the period and stats for Autumn 2020 indicated rates in excess of 94%.

Strategic Report and Viability Statement

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting.

However numbers remain strong and the school has focused on delivering tours and open events in new, covid friendly ways. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Investment policy and objectives

The board and the finance sub-committee continue to monitor investment risk and rewards in the context of the market. The main objective is to safeguard the charity's assets and ensure a low to medium level of risk. The school seeks professional advice in this area. Cash management is considered as part of this policy to ensure the appropriate balance of long and short term investments.

Principal funding

Incoming resources for the charity decreased by 3.6% to £4,428,593 (2020: £4,593,108).

Fundraising

The school had no fundraising activities requiring disclosure under S162A of the Charities Act.

Plans for future periods

Future developments

- Creating a long-term site masterplan to co-ordinate and phase development of the site
- Development of outdoor areas, including a 'woodland school' to enhance and extend the curriculum for all ages
- Further improving the site's facilities in terms of technological, sporting and co-curricular provision
- Extending partnerships with local schools and the local area
- Review of governance
- Continuing programme of professional development for teaching and support staff

Principal Risks and uncertainties

The board track all perceived risk once a year via the risk register. Each sub-committee monitors the areas relevant to it at each meeting and takes appropriate action to mitigate risk as much as possible.

The principal risks and uncertainty faced by the school are;

- Management of allergens
- IT and cybersecurity
- Political uncertainty around business rates relief, VAT on school fees
- Teacher Pension employee contribution rises

The school will continue to monitor the impact of these areas.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Lady Barn House School Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to the auditors

Each of the persons who are Trustees at the same time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 6th May 2022 and signed on their behalf by:

R Doidge
Chair

Independent Auditor's Report to the Members of Lady Barn House School Limited

Opinion

We have audited the financial statements of Lady Barn House School Limited ('the charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, Balance Sheet and Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

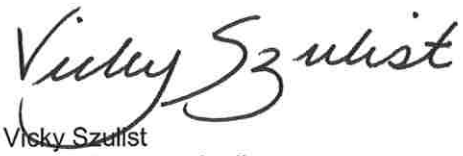
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

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

Independent Auditor's Report to the Members of Lady Barn House School Limited

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.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
The Lexicon
Mount Street
Manchester
M2 5NT

Date 20th May 2022

LADY BARN HOUSE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 Total Unrestricted funds £	2020 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	2	**3,936,148**	4,079,207
Investment income	3	**14,201**	22,713
Other income	4	**478,244**	491,188
Total incoming resources		**4,428,593**	4,593,108
EXPENDITURE ON:			
Charitable activities			
Education	5	**4,739,324**	4,543,322
Total expenditure		**4,739,324**	4,543,322
NET (OUTGOING)/INCOMING RESOURCES BEFORE GAINS AND LOSSES ON INVESTMENTS		**(310,731)**	49,786
Net gains/ (losses) on investments	11	**85,714**	(33,263)
NET MOVEMENT IN FUNDS		**(225,017)**	16,523
RECONCILIATION OF FUNDS			
Total funds brought forward		**3,826,252**	3,809,729
TOTAL FUNDS CARRIED FORWARD		**3,601,235**	3,826,252

The notes on pages 20 to 31 form part of these financial statements

LADY BARN HOUSE SCHOOOL LIMITED

BALANCE SHEET
Registered Number: 02986515
AT 31 AUGUST 2021

	Note	2021	2020
		£	£
FIXED ASSETS			
Tangible assets	10	2,937,251	2,701,291
Fixed asset investments	11	748,824	649,427
		3,686,075	3,350,718
CURRENT ASSETS			
Debtors	12	119,935	126,948
Cash at bank and in hand		698,705	887,316
		818,640	1,014,264
CREDITORS			
Amounts falling due within one year	13	(903,480)	(538,730)
NET CURRENT (LIABILITIES)/ASSETS		(84,840)	475,534
NET ASSETS		3,601,235	3,826,252
TOTAL UNRESTRICTED FUNDS	17	3,601,235	3,826,252

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

The financial statements were approved and authorised for issue by the Board of Governors on 6 May 2022

and were signed on its behalf by:

R. Doidge

R Doidge
Chair

The notes on pages 20 to 31 form part of these financial statements

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021`

	Note	2021		2020	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	20		**410,704**		318,347
Cash flows from investing activities					
Investment income: dividends		**14,201**		22,713	
Purchase of tangible fixed assets		**(599,833)**		(483,460)	
Purchase of investments		**(13,733)**		(18,552)	
Disposal on investment		**50**		-	
			(599,315)		(479,299)
Change in cash and cash equivalents in the reporting period			**(188,611)**		(160,952)
Cash and cash equivalents at the beginning of the period			**887,316**		1,048,268
Cash and cash equivalents at the end of the period	21		**698,705**		887,316

The notes on pages 20 to 31 form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the companies Act 2006.

Lady Barn House School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The senior team have undertaken extensive sensitivity analysis and scenario planning and in turn have considered the potential need for swift cost cutting. However numbers remain strong and the school has focused on delivering tours and open events in new, covid friendly ways. The marketing strategy has recently been reviewed and refreshed to focus on the core offering of the school.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Company status and general information

Lady Barn House School Limited is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the office and principal place of operations is Schools Hill, Cheadle, Stockport, SK8 1JE.

The principal objectives of the company are a) to establish and maintain a school at Cheadle, Greater Manchester for the academic and physical education of young persons of both sexes (b) to instruct the staff of such school and other persons to qualify them to promote the aforesaid purposes (c) to promote any other charitable purposes of an educational nature.

Incoming resources

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

Resources expended

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. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributed to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributed to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of asset's use.

1. ACCOUNTING POLICIES

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's education operations including support costs and costs relating to the governance of the company apportioned to charitable activities.

Tangible fixed assets and depreciation
A review of impairment of fixed asset is carried out if event or changes in circumstance indicate that the carrying value of any fixed assets may not be covered. Shortfalls between the carrying value of fixed assets and their recoverable amount are recognised as impairments. Impairment losses are recognised in the statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Deprecation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value over their expected useful lives on the following bases:

Freehold	-	Over useful economic life
Fixtures	-	15% straight line
Computer equipment	-	33% straight line

Investments
Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

Operating leases
Rentals under operating leases are charged to the same statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. ACCOUNTING POLICIES

Liabilities and provisions

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 company anticipates it will pay to settle the debit or the amount it has received as advance payments for goods or services it must provide. Provisions are measured at the best material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The teaching staff are members of the Government's Teaching Defined Benefits Scheme. The future pension liability is the responsibility of the Teachers Pension Scheme. As a result it is not possible to identify the assets and liabilities of the scheme that are attributable to the school. Accordingly, under FRS 102 the scheme is accounted for as if it were a defined contribution scheme.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

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

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2021 £	*2020 £*
Gross Fees	**4,586,475**	4,649,039
Less: bursaries, grants and allowances	**(650,327)**	(569,832)
Total School fees	**3,936,148**	4,079,207

Discounts, bursaries and other awards were paid to 154 pupils (2020: 164). Within this means- tested bursaries totalling £190,559 were paid to 37 pupils (2020: £105,428 to 14 pupils).

3. INVESTMENT INCOME

	2021 £	2020 £
Investment income	**13,683**	18,552
Bank interest receivable	**518**	4,161
	14,201	22,713

4. OTHER INCOME

	2021 £	2020 £
Extra-curricular activities	**100,081**	29,038
Donations	**13,850**	12,980
Grant income	**253,005**	328,056
Lettings & Hire income	**11,281**	10,506
Trip Income	**27**	110,608
Covid 19 Insurance Claim	**100,000**	-
	478,244	491,188

5. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2021	Total 2020
Charitable expenditure	£	£	£	£	£
Education	**3,299,555**	**363,872**	**1,016,989**	**4,680,416**	4,485,520
Governance costs	**-**	**-**	**58,908**	**58,908**	57,802
	3,299,555	**363,872**	**1,075,897**	**4,739,324**	4,543,322

6. GOVERNANCE COSTS

	2021	2020
	£	£
Auditors' remuneration	**11,870**	14,980
Professional fees	**47,038**	42,822
	58,908	57,802

7. NET (OUTGOING)/INCOMING RESOURCES

Net (outgoing)/incoming resources are stated after charging:

	2021	2020
	£	£
Hire of equipment	**48,291**	43,008
Depreciation - owned assets	**363,872**	298,102

8. AUDITORS REMUNERATION

	2021	2020
	£	£
Fees payable for the audit of the annual accounts	**9,900**	9,700
Fees payable in respect of Teachers Pension Scheme	**860**	850
All other non-audit services not included above	**1,110**	1,025

9. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**2,581,838**	2,487,385
Social security costs	**261,719**	201,184
Other pension costs	**455,998**	452,569
	3,299,555	3,141,138
Aggregate employee benefits of key management personnel	**690,210**	635,865

The average monthly number of employees during the year was as follows:

	2021	2020
Teaching and administration	**106**	95

The number of higher paid employees in bands of: -

	2021	2020
£60,000 to £70,000	**1**	-
£80,000 to £90,000	**-**	-
£90,000 to £100,000	**1**	1

During the year no trustees received any remuneration (2020: £nil).
During the year no trustees received any benefits in kind (2020: £nil).
During the year no trustees received any reimbursement of expenses (2020: £nil).

10. TANGIBLE FIXED ASSETS

	Freehold Property £	Fixtures and Fittings £	Computer Equipment £	Totals £
COST				
At 1 September 2020	**3,749,100**	**1,005,234**	**339,886**	**5,094,220**
Additions	**-**	**542,931**	**56,902**	**599,833**
Disposals	**-**	**(1,915)**	**(10,158)**	**(12,073)**
At 31 August 2021	**3,749,100**	**1,546,250**	**386,630**	**5,681,980**
DEPRECIATION				
At 1 September 2020	**1,957,882**	**296,341**	**138,707**	**2,392,930**
Charge for the year	**91,939**	**161,133**	**110,800**	**363,872**
Disposals	**-**	**(1,915)**	**(10,158)**	**(12,073)**
At 31 August 2021	**2,049,821**	**455,559**	**239,349**	**2,744,729**
NET BOOK VALUE				
At 31 August 2021	**1,699,279**	**1,090,691**	**147,281**	**2,937,251**
At 31 August 2020	1,791,218	708,894	201,179	2,701,291

11. FIXED ASSET INVESTMENTS

	Unrestricted Funds £	Total 2021 £	Total 2020 £
Market Value @ 1 September 2020	**649,427**	**649,427**	664,138
Additions	**13,733**	**13,733**	18,632
Disposals	**(50)**	**(50)**	(80)
Revaluations	**85,714**	**85,714**	(33,263)
Market Value @ 31 August 2021	**748,824**	**748,824**	649,427
Listed on UK Stock exchange (Historical cost £598,033)	**748,269**	**748,269**	648,951
Cash deposits	**555**	**555**	476
	748,824	**748,824**	649,427

12. DEBTORS

	2021	2020
	£	£
Trade debtors	53,260	27,368
Other debtors	13,068	5,871
Prepayments and accrued income	53,607	93,709
	119,935	126,948

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	108	74,220
Social security and other taxes	59,163	59,890
Other creditors	282,448	225,427
Accruals and deferred income	561,761	179,193
	903,480	538,730

Deferred income

	£
Deferred income at 1 September 2020	27,117
Resources deferred during the year	107,312
Amounts released from previous years	(27,117)
Deferred income at 31 August 2021	107,312

Deferred income comprises of tuition and school trip fees paid in advance

14. OPERATING LEASE COMMITMENTS

At 31 August 2021 the total of the charity's future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Less than one year	87,588	127,012
Between two and five years	72,990	160,578
	160,578	287,590

15. CAPITAL COMMITMENTS

At 31 August 2021 the total of the charity's capital commitments which were authorised and contracted for amounted to £nil (2020: £Nil).

The School intends to fund future commitments out of cash flow.

16. Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £453,442 (2020: £446,943) and at the year-end £50,556 (2020 - £43,173) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism review is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements

17. MOVEMENT IN FUNDS

Statement of funds

	At 1 September 2020 £	Incoming resources £	Resources expended £	Gains on investments £	**At 31 August 2021 £**
Unrestricted funds					
General fund	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235
Total funds	3,826,252	4,428,593	(4,739,324)	85,714	3,601,235

	At 1 September 2019 £	Incoming resources £	Resources expended £	Losses on investments £	**At 31 August 2020 £**
Unrestricted funds					
General fund	3,809,729	4,593,108	(4,543,322)	(33,263)	3,826,252
Total funds	3,809,729	4,593,108	(4,543,322)	(33,263)	3,826,252

Analysis of net assets between funds – current year

	Fixed assets £	Net current liabilities £	Long term liabilities £	**Total 2021 £**
Unrestricted funds	3,686,075	(84,840)	-	3,601,235

Analysis of net assets between funds – prior year

	Fixed assets £	Net current assets £	Long term liabilities £	**Total 2020 £**
Unrestricted funds	3,350,718	475,534	-	3,826,252

18. RELATED PARTY TRANSACTIONS

A number of the trustees at the School who held office for at least part of the year had children enrolled at the School during the year. The children attended the school on the same terms as the other pupils.

19. FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Financial assets measured at amortised cost (a)	**818,640**	1,014,264
Financial assets measured at fair value (b)	**748,824**	649,427
Financial liabilities measured at amortised cost (c)	**788,757**	478,840

(a) Financial assets include cash, fee debtors, other debtors and prepayments and accrued income (see note 12)

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

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see note 13)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

20. RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net (outgoing)/ incoming resources	**(225,017)**	16,523
Depreciation charges	**363,872**	298,102
(Gains) /losses on investments	**(85,714)**	33,263
Dividends, interest and rents from investments	**(14,201)**	(22,713)
Decrease / (Increase) in debtors	**7,013**	(69,534)
Increase in creditors	**364,750**	62,706
Net cash inflow from operating activities	**410,704**	318,347

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash in hand	**698,705**	887,316
Overdraft facility repayable on demand	**-**	-
	698,705	887,316

22. RECONCILIATION OF NET DEBT

	At 1 September 2020	Cashflow	At 31 August 2021
	£	£	£
Cash in hand, at bank	887,316	(188,611)	698,705
Bank overdraft	-	-	-
Total	887,316	(188,611)	698,705