MANOR LODGE SCHOOL

England & Wales · Charity number 1048874

Details

Status	Registered
Legal form	Charitable company
Company number	02829156
Registered	1995-08-25
Register	View on the Charity Commission register

Contact

Address	Manor Lodge School Ridge Hill Shenley Radlett WD7 9BG
Phone	01707642424
Email	enquiries@manorlodgeschool.com
Website	www.manorlodgeschool.com

Activities

Objects: TO ADVANCE EDUCATION IN PARTICULAR BY ESTABLISHING AND CARRYING ON IN GREAT BRITAIN (AND ANY OTHER COUNTRIES) SCHOOLS AT OR BY MEANS OF WHICH STUDENTS MAY OBTAIN EDUCATION AND INSTRUCTION IN ALL SUBJECTS WHATSOEVER THAT MAY BE INCLUDED IN A COMMERCIAL TECHNICAL SCIENTIFIC CLASSICAL OR ACADEMIC EDUCATION OR MAY BE CONDUCIVE TO KNOWLEDGE OF A SKILL IN ANY TRADE PURSUANT OR CALLING

Activities: The provision of primary education to children from all backgrounds to enable them to advance to the secondary school of their choice, and the provision of means-tested bursaries to those who would otherwise be disadvantaged by their parents' inability to afford our fees.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space
- **What:** Education/training
- **Who:** Children/young People

Downloaded from opencharities.uk/ew/1048874

Geography

- **Area of benefit:** NOT DEFINED - IN PRACTICE AREA AROUND MANOR LODGE SCHOOL
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,606,434	£7,099,352	£10,804,996	90
2024-08-31	£6,859,806	£6,394,029	£10,292,432	93
2023-08-31	£6,412,053	£5,788,277	£9,790,907	90
2022-08-31	£5,931,865	£5,251,085	£9,181,690	89
2021-08-31	£5,304,122	£4,859,846	£8,534,235	89
2020-08-31	£4,932,923	£4,790,759	£8,037,864	69

Trustees

Name	Role	Appointed
DAVID ARNOLD MBE	Chair	
Amol Kiran Devani		2021-09-01
Emma Eve-Raw		2023-11-17
Hadleigh Cohen		2026-03-26
Harriet Williams		2025-03-20
Jane Sharpe		2025-03-20
Juliette Sanderson Neil		2025-03-20
Melody Jones		2016-09-22
STEPHEN WILSON		
Sonia Coventry		2017-11-17
William Peter Thompson Thorp		2021-09-01

Downloaded from opencharities.uk/ew/1048874

MANOR LODGE SCHOOL

England & Wales - Charity number 1048874

Accounts

MANOR LODGE

EST 1991

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS ANNUAL REPORT INCLUDING THE STRATEGIC REPORT AND FINANCIAL STATEMENTS

For the year ended 31 August 2025

Company registration number: 2829156
Charity registration number: 1048874

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2025

CONTENTS	**PAGE**
Annual Report of the Governors including the Strategic Report	1 - 12
Report of the Independent Auditors	13 - 16
Statement of Financial Activities	17
Balance Sheet	18
Statement of cash flows	19
Notes to the Financial Statements	20 - 33

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

Chair's introduction

The school's strategy continues to be shaped by three core priorities: meeting parental expectations, ensuring value for money, and maintaining financial stability and transparency. These priorities guide both operational decisions and long-term planning.

During the year, the school has continued to deliver a high-quality educational provision aligned with the aspirations of its parent community. Curriculum and co-curricular programmes have been developed to remain relevant, rigorous, and supportive of pupils' wider personal development. Alongside this, the Governors have remained focused on ensuring that educational excellence is delivered at a cost that families can sustain across their time at the school, while continuing to invest appropriately in teaching, facilities, and technology.

Financial management has been conducted with prudence and clarity, supporting strong pupil outcomes and safeguarding the long-term sustainability of the school. The Governors acknowledge the ongoing commitment of parents, pupils, and staff to the school's values and ethos, which emphasise academic achievement alongside wellbeing, curiosity, and creativity.

The Governors recognise that responsiveness to evolving parental expectations remains essential to the school's financial and operational resilience, and this continues to inform the school's strategic direction.

Mr David Arnold MBE
Chair of Governors

The Board of Governors present their annual report which also represents the directors report as required by Company Law, and the audited financial statements of the Charity for the year ended 31 August 2025. The report has been prepared in accordance with Part 8 of the Charities Act 2011.

The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland. The financial statements have been prepared in accordance with the Charity's memorandum and articles of association and with the Companies Act 2006.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity

The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive eleven acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

School Aims

The Governing Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, whilst equally championing the pastoral focus of the school in terms of each child's wellbeing. Both are deemed of equal importance. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES (continued)

School Aims (continued)
The School's specific aims are:

- To deliver a forward-thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement.
- To offer a positive and stimulating environment that promotes the philosophy of 'learning without walls'.
- To encourage, support and invest in its staff to enable all individuals to thrive.
- To celebrate diversity and inclusivity in a community that values and cares for one another.
- To bring joy to childhood experiences by enabling the children to feel safe and secure in an environment where each voice is heard and well-being is nurtured.
- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

Our Vision:

- To unlock the inner potential at the heart of every child.
- To inspire a lasting feeling of belonging.
- To create memories that last a lifetime.

Our Mission:

- To create a culture where academic excellence, creativity and individuality are celebrated.
- To provide an innovative curriculum driven by curiosity and critical thinking.
- To inspire a sense of wonder and responsibility for our world.

Our Values:

- Be Positive
- Have Integrity
- Show Kindness
- Give your all

Sustainability:

- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

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

Public Benefit
The school takes great pride in its strong commitment to public benefit, fostering meaningful connections with the wider community throughout the year. Its partnership with St Albans Pantry is a valued cornerstone of this outreach. In September 2024, pupils supported the charity and throughout the year raised £5,308.71 for the charity.

Public Benefit (continued)

The school also embraces opportunities to come together for national and charitable causes. The annual Macmillan Coffee Morning held on 27th September 2024 saw families and staff gathering to raise vital funds for cancer support. Later that term, on 11th October 2024, the Harvest Festival collection once again brought the community together to donate generously to those in need. Acts of remembrance were marked with dignity and respect, with a child representing the school by reading during the Remembrance Day observance on 10th November 2024,a tradition that continued on 9th November 2025.

The school remains committed to supporting local organisation's, including the RSPCA, to whom a Christmas tree was donated on 15th December 2024 alongside termly pet food collections. Engagement with families and the wider community continued through enriching events such as the Book Group meeting on 20th November 2024 and an ADHD support meeting the following day, both offering free spaces to the wider community for learning and connection. A particular highlight of the academic year was the author talk by John Biddle on 26th February 2025. In the spirit of collaboration, the school invited librarians from local state schools to join the event, strengthening ties within the local educational community.

Through these varied activities, charitable collections, community events, educational collaboration, and moments of national reflection, the school continues to demonstrate its dedication to enriching the lives of others and upholding its responsibility to the broader community.

Governors' Strategic Plan for the School

1. To determine the future size, composition and structure of the school that will maintain its competitive position within the local and regional marketplace.
2. To identify and continuously review the requirements needed to provide excellent standards of education and teaching, within well-resourced, innovative facilities.
3. To establish a sound financial basis to support both current facilities and future developments.

The Strategic Plan is reviewed annually by the Governors, Head Teacher, Senior Leadership Team (SLT) and Senior Management Team (SMT), who are jointly responsible for formulating and implementing the plan. All developments are and will be considered and executed within the framework of this plan.

Operational performance of the School

Pupil numbers have remained strong. This has involved thorough monitoring and a proactive approach to admissions throughout the year. At the end of the academic year 2024-2025, there were 463 pupils on roll throughout the school, including Nursery. Our waiting list is strong.

At Manor Lodge, we strive to ensure that pupils are at least one year ahead of their chronological age. Analysis of INCAS (2024-2025) data shows that once again, excellent consistency of our CPI results. The data shows that by the time a child reaches the Junior Department, the average child's attainment continues to be 2 years ahead of their chronological age. The 11+ results are a tribute to the determination and hard work of a wonderful cohort of children. The increase in the spread of uptake of places in our leading schools of choice includes both the private and grammar style state schools. In a year group of 56 children, we are once again pleased with the scholarship results. Eighteen children have attained 1 or more scholarships and performance pathways from 12 different schools, amounting to a grand total of 35 scholarships.

Academic	Sports	Music/Choral	Drama	Art	DT	STEM	Heads	Total
13	14	4	1	3	-	-	-	35

Key Initiatives undertaken in 2024 - 2025:

1. Preparation of the new 5 Year Plan
2. A campaign to say no to mobile phones.
3. Outdoor cooking facilities
4. Classroom Innovation – pioneering exceptional IT initiatives
5. Marketing – Video launch, new website and new branding
6. Nursery refurbishment
7. Sash window refurbishment
8. Year 1,2 and 3 classroom refurbishments
9. Rainbow room screen
10. Acoustic panels in staff room, café and lunch hall
11. Painting of the Grade II listed building

Bursaries and public benefit
The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children can accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year, 19 pupils benefited from the staff fee reduction scheme and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £131,796 (2024: £168,417). Of this amount, bursaries totaling £88,231 (2024: £126,575) supported 11 pupils by the remission in part or in full of their fees. Bursary awards ranged from 20% to 100% remission of fees. In some cases, extra-curricular activities and school lunches were also supported by a bursary. Means-tested bursaries are reviewed annually and represented 1.3% of the School's gross fee income in the 2024/25 year.

Fundraising approach and performance
The Governors are aware of the Charities (Protection and Social Investment) Act 2016 and recognise the importance of meeting the highest standards of practice and care in relation to fundraising activities. The School only raises funds from parents, staff and those with a personal connection to the School and does not undertake fundraising campaigns to members of the public, nor does it use the services of third party fundraisers.

Volunteers
The Parents' Hub meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support from the parents. During the year a sum of £25,000 has been generously given by The Hub towards the planned outdoor learning kitchen for use by all children.

PRINCIPAL RISKS AND UNCERTAINTIES

Manor Lodge has rigorous procedures in place to review all major risks. The robust system is reviewed annually and the School's Risk register is presented to the Governors each academic year for ratification. This works alongside the School Development plan 2023-28 which outlines the Governors' Strategic plan for the school.

Risk Register

The Manor Lodge Risk Register allows senior managers and the governing board to plan for, track and monitor key risks and risk controls for the whole school. The Risk register records the main perceived risks to our financial and strategic aims.

The Risk Register analyses:

- The financial procedures and controls;
- The major risks to the School, including:
  - Strategic risk
  - Loss of fee income
  - Damage to reputation
  - Failure to teach the current syllabus
  - Risk of a child protection issue
  - Gaps in Governor skills
  - Conflict of interest
  - Employment disputes
  - Major health and safety issues
  - Possible data loss
  - Risk of fire, flood and land slip
  - Poor cash flow management
  - Fraud
  - Loss through inappropriate investments

The key controls used to protect the School against such risks include:

- Annual review of the risk register
- Annual review of the Development Plan
- Safer recruitment, training and appraisal of staff, Governors and volunteers
- Appropriate terms of reference and formal agendas for each committee of the Board
- Strong financial controls that are regularly reviewed including clear reporting lines, financial authorisation levels and the financial reserves policy
- Regular health & safety and fire audits
- Use of professional advice from such professionals as lawyers, accountants, Health and Safety consultants and architects as required
- Insurance
- Formal review of compliance with the School's charitable objectives

The principal risks and uncertainties currently facing the School are as follows:

Impact of Government legislation

- Changes in charity taxation, including business rates, VAT, corporation tax, national insurance.
- Cost increases to mandatory employers' contributions to the Teachers' Pension Scheme.

External economic factors and the sustainability of fee increases

- Change in political climate regarding charities and tax reliefs provided to independent schools.
- Change in political and economic situation impacting parents' ability to pay fees and withdrawing pupils accordingly.
- Rising cost of energy prices and other inflationary factors.
- An epidemic or pandemic affecting the finances, operation and/or reputation of the school.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

External mitigating circumstances

- The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.
- Cyber-attack from an external source. Manor Lodge has 'Cyber Essentials' accreditation, in order to minimise exposure to cybercrime and safeguarding risks.
- Maintaining classroom technology resources and teacher skills at an appropriate level in the face of rapid technological advance and protecting the school and its assets

The rising costs of maintaining the fabric of the school, in particular the listed building

- Increasing costs of maintenance of the Grade II listed school buildings and grounds.
- Maintaining the 5 Year plan major development project (e.g. budget, accident, power supply, etc).

PAY SETTING ARRANGEMENTS

Pay and remuneration for the School's senior management team is reviewed annually in detail by the Governors. Levels are agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior leadership team are appraised biannually.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School continued to support families by offering hardship funds and other financial assistance to those in need. Nonetheless, this was a successful year financially as pupil numbers remained strong and financial controls tight in anticipation of the introduction of VAT on school fees as well as capital requirements underpinning the 5 Year Plan as detailed in the Future Plans section overleaf.

The Company's net income for the year of £512,564 (2024: £501,525) is set out in the statement of financial activities.

Reserves

The financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on this fund. At the year end, unrestricted funds amounted to £10,804,996 (2024: £10,292,432).

The majority of the reserves are invested in tangible fixed assets, supported by longer term loans. This leaves free reserves of £88,836 (2024: £316,436). It will be some years before the bank loans are repaid (as summarised in Note 15 to the financial statements) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained. Recent surpluses will be reinvested into the school buildings and facilities in line with the development plan.

Capital Expenditure

The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £294,943 (2024: £1,580,380) as summarised in Note 12 to the accounts.

Investment Policy
The company has full powers of investment of its corporate reserves as stated in the Articles of Association. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.

The overall financial objective is to at least maintain the real value. As set out in note 13, investment gains of £5,482 (2024: gains of £35,748) which represent an approximate return of 1% on capital invested.

The Rathbone Core Investment Fund for Charities is ethically screened to avoid direct investment in a number of categories in line with the Board's expectations.

Going concern

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

FUTURE PLANS

The new Five-Year Plan, which sits alongside The Development Plan 2025 - 2030 and the Self Evaluation Form, set out the strategic plan for the future. These key documents are reviewed annually by the Governors, Head Teacher and Senior Leadership and Management teams, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan. The development plan works in conjunction with the 5-year plan which allows for phased development which can be adapted to the school's financial position in each given year.

Key Initiatives for 2025 - 2026 in line with the 5 Year Plan will include:

1. Planning preparation for the Basil Flashman redevelopment. The proposed development subject to planning permission and financial scrutiny will potentially include:
    a) Immersive classroom
    b) Multi-function space
    c) Music and IT reconfiguration
    d) Hall and store
    e) Viewing gallery
    f) Entrance landscaping

2. Deliver a forward-thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement:
    a) To use pupil voice to influence the curriculum
    b) Enhance the achievement of all our pupils through stretch and challenge in the curriculum
    c) To focus the use of AI to support SEN children's learning progress

3. As part of the Manor Lodge well-being programme, My Sky, introduce Level 3 pastoral intervention journals based on the My Sky principles

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 12 March 2020.

Governing Body

The Governors, who are also required under the Articles to serve as Directors of the Charity and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected. A full list of governors is given on page 12.

Induction, Recruitment and Training of Governors

Potential Governors are identified by recommendation from existing Governors, the Head Teacher or Parents. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the Association of Governing Bodies of Independent Schools (AGBIS) publication 'Guidelines for Governors' and are required to abide by the Governors' Code of Conduct.

Training opportunities are regularly publicised to and taken up by the Governors. Further information is provided by the Chair of Governors, Head Teacher and Bursar, as necessary.

Organisational structure

The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (chaired by Mr G Black until 20 March 2025, and Mr W Thorp from 20 March 2025), the Education Committee (chaired by Dr T Lee until 4 February 2026, and Mrs E Eve-Raw from 4 February 2026) and the Governance, Nominations and Remuneration Committee (chaired by Mr D Arnold). The Education & Finance and General Purposes Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The Governance, Nominations and Remuneration Committee meets at least once a year to review the remuneration of the Senior Leadership Team & on an ad hoc basis to manage the succession planning for Governors. The School's Health and Safety Management Committee reviews the School's work and leisure practices and monitors Risk Assessments and is chaired by a designated Governor (Mrs L Selby until 16 January 2025, Mrs J Sharpe from 16 January 2025). The designated Governor for safeguarding is Mr S Wilson.

The day to day management of the School is delegated to the Senior Leadership Team: the Head Teacher, the Deputy Head Academic, the Deputy Head Pastoral and the Bursar.

Relationships with related parties and affiliated bodies

The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 660 independent preparatory schools in the UK and worldwide. Members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School.

The School is also a member of AGBIS, which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

The School is a Green-Flag Eco-School, an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. By following their framework, the School aims to become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is key and they have been involved from outset in activities such as producing ideas for project; recycling, reducing and re-using waste; decision making; monitoring and action planning.

OFFICERS' LIABILITY INSURANCE

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors, as Directors of the Charity for the purposes of company law, are responsible for preparing the Governors' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year, which 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO THE AUDITORS

The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

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

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

The Governor's Annual Report which includes the Strategic Report has been approved by the Board of Governors in their capacity as Directors of the Company on 26 March 2026 and signed on its behalf by:

.....

Mr D Arnold MBE
Chairman

Rectory Lane
Ridge Hill
Shenley
Radlett
Hertfordshire
WD7 9BG

REFERENCE AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 AUGUST 2025

Manor Lodge School Limited (the Charity) was incorporated as a charitable company on 22 June 1993 and commenced activities on 19 November 1993. The Charity changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Charity name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874 (England and Wales).

The Registered Office and principal address of the Charity is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156 (England and Wales).

Governors

The Governors of the School, who are also Directors of the Charity and the Charity trustees, during the year were:

Mr D Arnold MBE # +	(Chairman)	Ms M Jones *	
Dr T D Lee * +	(Vice Chairman)	Ms J Sanderson Neil*	Appointed 20 March 2025
Mr G Black #	Resigned 20 March 2025	Mrs L Selby # @	Resigned 20 March 2025
Mrs S Coventry *		Ms J Sharpe # @	Appointed 20 March 2025
Mr H Cohen #	Appointed 26 March 2026	Mr W Thorp #	
Mr A Devani # +		Mr S Wilson * $	
Mrs E Eve-Raw *		Mrs H Williams #	Appointed 20 March 2025
Mrs A Hems *	Resigned 8 October 2025		

* Member of the Education Committee
\# Member of Finance and General Purposes Committee
\+ Member of the Governance and Nominations Committee
@ Health and Safety Governor
$ Safeguarding Governor

Key Executives & Professional Advisors

Head Teacher	Mrs A Lobo BEd(Hons)
Deputy Heads	Mrs K Dersookiasian
	Ms F Anwar BA (Hons) QTS
	Mrs G Wilkins BA (Hons) PGCE QTS
Bursar, Company Secretary	Mrs C Wills FCA (Appointed 1 October 2024)
Clerk to the Governors	Mr R Williams
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans, AL1 3AL
Solicitors	Progeny Law & Tax Limited, 1A Tower Square, Leeds, LS1 4DL
Auditors	Moore Kingston Smith LLP, 6th Floor, 9 Appold Street, London EC2A 2AP
Insurance Broker	Marsh Limited, 1 Tower Place East, London, EC3R 5BU
Investment Managers	Rathbone Investment Management Limited, 8 Finsbury Circus, London EC2M 7AZ

MANOR LODGE SCHOOL
A Company Limited by Guarantee

INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of Manor Lodge School (the 'charitable company') for the year ended 31 August 2025 which comprise the Statements of Financial Activities (including an Income and Expenditure Account), the Balance Sheet, the 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 Directors' 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 Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the Annual Report. 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.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2025

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 course of 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 the audit:

- the information given in the Directors' Report which includes the Directors' Report and the Strategic 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 and the Strategic Report, included within the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the Statement of Directors' responsibilities set out on page 15, 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 directors 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 directors 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 directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2025**

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charitable company to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit report.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The 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 design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However,

INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2025

the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.
- There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Moore Kingston Smith LLP

.....

Shivani Kothari (Senior Statutory Auditor)
For and on behalf of Moore Kingston Smith LLP, Statutory Auditor
Chartered Accountants
9 Appold Street, London, EC2A 2AP

Date..2 April 2026.....

Manor Lodge School
A Company Limited by Guarantee

Statement Of Financial Acivities (including an income and expenditure account)
For the year ended 31 August 2025

	Notes	Total (Unrestricted) 2025 £	Total (Unrestricted) 2024 £
INCOME FROM:			
Charitable activities	2	7,317,953	6,711,681
Other trading activities	3	69,318	45,833
Investments	4	111,030	102,292
Voluntary sources	5	108,133	-
Total income		7,606,434	6,859,806
EXPENDITURE ON:			
Charitable Expenditure			
Raising funds		1,065	4,416
Charitable activities	6	7,098,287	6,389,613
Total expenditure		7,099,352	6,394,029
NET GAINS / (LOSSES) ON INVESTMENTS	13	5,482	35,748
NET INCOME AND NET MOVEMENT IN FUNDS		512,564	501,525
RECONCILIATION OF FUNDS:			
TOTAL FUNDS BROUGHT FORWARD		10,292,432	9,790,907
TOTAL FUNDS CARRIED FORWARD		10,804,996	10,292,432

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The attached notes form part of these financial statements.

Manor Lodge School
A Company Limited by Guarantee

Balance Sheet
At 31 August 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible Assets	12		12,366,715		12,559,225
Investments	13		579,225		501,787
			12,945,940		13,061,012
CURRENT ASSETS					
Debtors	14	798,197		198,002	
Cash at Bank and in hand		2,119,898		2,267,240	
		2,918,095		2,465,242	
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	15	2,829,259		2,148,806	
NET CURRENT ASSETS			88,836		316,436
TOTAL ASSETS LESS CURRENT LIABILITIES			13,034,776		13,377,448
CREDITORS: Amounts falling due after more than one year	15		2,229,780		3,085,016
TOTAL NET ASSETS			10,804,996		10,292,432
CHARITY FUNDS					
Unrestricted funds			10,804,996		10,292,432

Approved and authorised for issue by the Board of Governors on 26 March 2026 and signed on its behalf by:

.....

Mr D Arnold MBE
Chairman

Company registration number: 2829156
Charity registration number: 1048874

Manor Lodge School
A Company Limited by Guarantee

Statement of Cash Flows
For the year ended 31 August 2025

	Note	2025 £	2024 £
Cash flow from operating activities	17	362,958	2,144,036
Interest paid		(94,614)	(94,253)
Net cash flow from operating activities		268,344	2,049,783
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(283,184)	(1,580,380)
Purchase of fixed asset investments		(60,000)	(60,000)
Interest received		98,009	94,116
Dividends received		7,900	8,176
Net cash flow from investing activities		(237,274)	(1,538,088)
Cash flow from financing activities			
Net (decrease) in loans		(259,728)	(254,264)
Increase in deposits held		81,317	51,500
Net cash flow from financing activities		(178,412)	(202,764)
Net (decrease)/ increase in cash and cash equivalents		(147,343)	308,931
Cash and cash equivalents at 1 September		2,267,240	1,958,309
Cash and cash equivalents at 31 August		2,119,897	2,267,240
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,119,898	2,267,240
		2,119,898	2,267,240

The notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. ACCOUNTING POLICIES

General information and basis of preparation
Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Manor Lodge School is a company limited by guarantee. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 12 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 4 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS 102 Charites SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(a) **Going concern**
The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for a period of at least one year from the date of approval. The accounts are therefore prepared on the going concern basis.

(b) **Funds**
Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

(c) **Income recognition**
School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities. All fees are net of VAT where applicable. All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Adjustments have been made to defer invoiced fees relating to the Autumn term, which commences in the next financial period to ensure that no income relating to the next financial year is included in these financial statements. Any payments received relating to this term have been treated as fees in advance under creditors.

(c) **Income recognition (continued)**
Legacy income is recognised when the charity is entitled to the income, it is probable that the income will be received, and the amount can be measured reliably. Entitlement is normally established on grant of probate, when the executors have confirmed the estate's assets and there are no material uncertainties or disputes.

(d) **Expenditure recognition**
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorized under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities as set out in Note 6 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) **Support costs allocation**
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking non-mandatory contributions.

The analysis of these costs is included within note 6 to the financial statements.

(f) **Tangible fixed assets**
Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs include any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

• Freehold land	NIL
• Freehold buildings	over 50 years on a straight line basis
• Furniture and equipment	over 5 years on a straight line basis
• Computer equipment	over 4 years on a straight line basis
• Leasehold property	over the period of the lease

(g) **Investments**
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

(h) **Financial Instruments**
The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legal enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2025

(h) **Financial Instruments (continued)**

a) Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure

b) Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

c) Financial instruments held at amortised cost are fees receivable, other debtors, cash at bank, bank loans, other creditors, scheme fees paid in advance, deposits held and accruals.

(i) **Cash and Cash Equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short term liquid investments with original maturities of three months or less.

(j) **Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(k) **Leases**

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) **Employee benefits (including pensions)**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity recognises termination benefits as a liability and an expense within the financial statements only when there is a demonstrable commitment to do so.

The charity contributes to the Teachers' Pension Defined Benefits Scheme (TPS) at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The School is in Phased Withdrawal from the TPS as of 1 April 2024.

The charity also contributes to two separate defined contribution group personal pension schemes:
One scheme for teaching staff who have opted out of the TPS or joined after withdrawal.
One scheme for non-teaching staff.
Contributions to these schemes are charged to expenditure in the period in which they are payable.

(m) **Taxation**

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

(n) **Value added taxation**
The Charity registered for VAT in December 2024 following the announcement of the Government's introduction of VAT on School fees. As a result VAT is charged on school tuition fees and closely related supplies. Nursery fees and amounts charged for welfare related services remain exempt from VAT. VAT charged is paid over to HMRC and a proportion of the school's input VAT on relevant purchases has been reclaimed during the period.

(o) **Parents' deposits**
Deposits which are separately identifiable in the balance sheet will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

(p) **Advance Fee Scheme**
The scheme offers parents the opportunity to pay for school fees in advance in accordance with the terms and conditions of an agreed contract. Monies received under the scheme are held within unrestricted funds and presented as a liability within the balance sheet. These funds are then released to income in the accounting period from the liability shown relevant to the number of terms fees paid in advance per the scheme contract.

(q) **Judgements in applying accounting policies and key sources of estimation uncertainty**
In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values 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, The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

Critical Judgements

Useful Economic Lives
The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property, plant and equipment and note 1(f) for the useful economic lives for each class of asset.

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

2. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
School fees receivable:		
Gross fees	6,787,713	6,264,166
Less: Discounts, scholarships and bursaries	(131,796)	(168,417)
	6,655,917	6,095,749
Clubs, school lunches and other activities	644,496	597,407
Registration fees	17,540	18,525
	7,317,953	6,711,681

3. INCOME FROM OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Net café income	13,545	17,045
Income from fund raising events	36,195	15,679
Hire of facilities	15,458	12,515
Other	4,120	594
	69,318	45,833

4. INCOME FROM INVESTMENTS

	2025	2024
	£	£
Interest – Deposit and current account	103,130	94,116
Dividend income	7,900	8,176
	111,030	102,292

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

5. VOLUNTARY SOURCES

	2025	2024
	£	£
Legacies	78,133	-
Donations from Parent Hub	30,000	-
	108,133	-

6. EXPENDITURE ON CHARITABLE ACTIVITIES, SUPPORT AND GOVERNANCE COSTS

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs is as follows:

	Direct charitable activity	Support Costs	Governance Function	2025 Total	2024 Total
	£	£	£	£	£
Salary and employee costs	3,416,705	968,164	12,170	4,397,039	4,221,146
Premises and overhead costs	-	1,020,281	-	1,020,281	613,235
Catering costs	-	335,753	-	335,753	306,979
Amortisation	-	320,826	-	320,826	307,243
Depreciation	-	159,828	-	159,828	201,819
School activities and excursio	247,411	-	-	247,411	202,594
Educational supplies	69,090	-	-	69,090	82,161
Other costs	5,752	280,917	-	286,669	244,767
Finance costs and loan intere:	-	98,352	-	98,352	96,104
Legal & professional fees	-	141,884	-	141,884	95,345
Audit remuneration	-	-	21,154	21,154	18,220
	3,738,959	3,326,004	33,323	7,098,287	6,389,613

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

6. EXPENDITURE ON CHARITABLE ACTIVITIES, SUPPORT AND GOVERNANCE COSTS (cont)

Comparative information	***Direct charitable activity***	***Support Costs***	***Governance Function***	***2024 Total***
	£	**£**	**£**	**£**
Salary and employee costs	*3,349,216*	*861,166*	*10,764*	*4,221,146*
Premises and overhead costs	*-*	*613,235*	*-*	*613,235*
Catering costs	*-*	*306,979*	*-*	*306,979*
Amortisation	*-*	*307,243*	*-*	*307,243*
Depreciation	*-*	*201,819*	*-*	*201,819*
School activities and excursio	*202,594*	*-*	*-*	*202,594*
Educational supplies	*82,161*	*-*	*-*	*82,161*
Other costs	*5,225*	*239,542*	*-*	*244,767*
Finance costs and loan intere	*-*	*96,104*	*-*	*96,104*
Legal & professional fees	*-*	*86,812*	*8,533*	*95,345*
Audit remuneration	*-*	*-*	*18,220*	*18,220*
	3,639,196	*2,712,900*	*37,517*	*6,389,613*

7. NET INCOME FOR THE YEAR

Net income for the year is stated after charging:

	2025	**2024**
	£	**£**
Other expenditure includes:		
Fees payable to the Company's auditor (excluding VAT)		
- for the audit of the Company's annual accounts	18,950	16,520
- for other audit work on behalf of the Company	1,950	1,700
Amortisation & Depreciation – owned assets	480,653	509,062
Operating lease rentals -		
Land and buildings	81,712	75,941
Fittings and equipment	7,420	53,804
Net gain / (loss) on investments	5,482	35,749
Profit on disposal of tangible fixed assets	1,600	-

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

8. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Governors neither requested nor waived any emoluments during the year £Nil (2024: £Nil).

During the year, no expenditure was reimbursed to any Governor by the School (2024: £nil).

The total amount of employee benefits received by key management personnel (including employers National Insurance) was £577,950 (2024: £551,876). The School considers its key management personnel comprise members of the School's senior leadership team.

9. STAFF COSTS

	2025	2024
	£	£
Wages and Salaries	3,316,420	3,222,713
Social Security costs	367,139	337,244
Pension costs	641,674	579,853
Other employee benefits	57,770	62,076
	4,383,004	4,201,886

Total redundancy/termination payments made during the year amounted to £NIL (2024: £NIL).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2025	2024
	Number	Number
£60,001 - £70,000	2	2
£70,001 - £80,000	2	2
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

The number of higher paid employees who accrued benefits under a defined benefit pension scheme was 4 (2024: 4).

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

9. STAFF COSTS (cont)

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2025		2024	
	Number	FTE	Number	FTE
Charitable activities (Teaching and support)	75	66	81	64
Administration	15	14	12	11
	90	80	93	75

11. PENSION COSTS

a) Defined contribution pension scheme.

The company contributes to a defined contribution scheme on behalf of eligible members of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £61,120 (2024: £54,820). Contributions payable as at 31 August 2025 in respect of non-teaching staff were £8,810 (2024: £7,988).

The company contributes to a defined contribution scheme on behalf of eligible members of its teaching staff joining after 1 April 2024. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £22,139(2024: £nil). Contributions payable as at 31 August 2025 in respect of non-teaching staff were £3,017 (2024: £nil).

b) Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff joining before 1 April 2024. The pension charge for the year includes contributions payable to the TPS of £559,388 (2024: £525,033) and at the year end £64,154 (2024: £66,767) was accrued in respect of contributions to this scheme.

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

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

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

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

12. TANGIBLE FIXED ASSETS

	Computer Equipment	Equipment, Fixtures and Fittings	Land & Freehold Property	Short Leasehold Property	Total
	£	£	£	£	£
Cost					
As at 1 September	750,526	1,880,331	14,873,337	636,470	18,140,664
Additions	56,595	238,348	-	-	294,943
Disposals/adjustments	(4,920)	-	(6,799)	-	(11,719)
As at 31 August	802,201	2,118,679	14,866,538	636,470	18,423,888
Depreciation					
As at 1 September	644,988	1,516,190	3,089,739	330,522	5,581,439
Charge for year	43,085	116,743	294,174	26,652	480,654
Disposals	(4,920)	-	-	-	(4,920)
As at 31 August	683,153	1,632,933	3,383,913	357,174	6,057,173
Net Book Value					
As at 31 August 2025	119,048	485,746	11,482,625	279,296	12,366,715
As at 31 August 2024	105,538	364,141	11,783,598	305,948	12,559,225

Included within freehold property is the historic cost of land not depreciated of £393,750 (2024: £393,750).

The Governors consider the market value of freehold property to be significantly in excess of the net book value should the assets be sold for any purpose other than for educational use.

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

13. FIXED ASSET INVESTMENTS

Cost or valuation

	Total investments (Listed)
	£
At 1 September 2024	501,787
Re-invested income	11,956
Change in market value	5,482
Additions	60,000
At 31 August 2025	579,225

Investments at fair value comprise:

	At 31 August 2025	At 31 August 2024
	£	£
Funds held within a unit trust	574,044	493,310
Cash within investment portfolio	5,181	8,477
	579,225	501,787

Historical cost of fixed asset investments was £450,319(2023: £377,999).

The fair value of listed investments is determined by reference to the middle market price as at 31 August 2025.

14. DEBTORS

	2025	2024
	£	£
Amounts falling due within one year:		
Fees receivable	440,452	24,679
Other debtors	100,352	16,908
Prepayments	257,393	156,415
	798,197	198,002

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

15. CREDITORS

	2025	2024
	£	£
Amounts falling due within one year:		
Bank loans	611,459	259,633
Taxation and Social Security payable	402,045	75,618
Trade creditors	431,665	245,743
Other Creditors	87,999	119,407
Fees paid in advance (non-scheme)	370,752	794,969
Fees paid in advance (scheme)	319,744	535,891
Deposits held	37,000	31,000
Accruals and deferred income	568,595	86,545
	2,829,259	2,148,806

	2025	2024
	£	£
Amounts falling due after one year:		
Long term mortgage	1,387,931	1,999,485
Deposits held	402,317	327,000
Fees paid in advance (scheme)	439,532	758,531
	2,229,780	3,085,016

The amounts falling due in respect of creditors payable by instalments after five years were:

	2025	2024
	£	£
Bank loans – element over five years	1,136,018	1,136,018
Deposits held – element over five years (not payable by instalments)	159,000	159,000
Fees paid in advance (scheme)	31,045	76,115

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2025: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to May 2026 at a five year fixed rate 4.35% and the third, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 3.12% over prevailing bank base rate. The aggregate value of secured liabilities is £1,999,390 (2024: £2,259,118).

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

15. CREDITORS (cont)

Fees in advance scheme:

The Fees in Advance Scheme enables parents to pay school fees up front by making a lump sum payment, in return for which the parents receive a discount on the cost of their children's education.

Subject to specific terms and conditions, the money paid under the scheme will be refunded provided adequate notice has been given to the school.

On the assumption that pupils within the scheme remain in the school, fees will be applied as follows:

	2025	2024
	£	£
Amounts falling due after one year:		
Within one year	319,744	535,891
Within two to five years	408,487	682,416
After more than five years	31,045	76,115
	759,276	1,294,422
Summary of movements in liability:		
New contracts in year	1,294,422	1,294,422
Amounts used to pay fees	(535,146)	-
Balance at 31 August	759,276	1.294,422

16. OPERATING LEASE COMMITMENTS

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

	Land & Buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Payments due:				
Within one year	89,000	6,257	7420	180
In two to five years	350,720	65,076	3,418	109,036
In more than five years	2,226,615	2,127,627	-	-
	2,666,335	2,198,960	10,838	109,216

Manor Lodge School
A Company Limited by Guarantee

Notes to the financial statements
For the year ended 31 August 2025

17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income for the year	512,564	501,525
Dividend income	(7,900)	(8,176)
Interest receivable	(103,130)	(94,116)
Interest payable	94,614	94,253
Depreciation charges	480,654	509,062
Decrease/(Increase)in debtors	(598,434)	4,075
(Decrease)/increase in creditors	3,628	1,185,481
Change in market value of investments/re-invested income	(17,438)	(48,068)
Profit on disposal of fixed assets	(1,600)	-
Net cash inflow from operating activities	362,958	2,144,036

18. ANALYSIS OF CHANGES IN NET DEBT

	As 1 September 2024 £	Cashflows £	At 31 August 2025 £
Cash at bank and in hand	2,267,240	(147,342)	2,119,898
Bank loan due within one year	(259,633)	(351,826)	(611,459)
Bank loan due after one year	(1,999,485)	611,554	(1,387,931)
	8,122	112,386	120,508

19. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year to 31 August 2025 (2024: no related party transactions).

20. CAPITAL COMMITMENTS

As at 31 August 2025, the company had capital commitments contracted for but not provided for in these financial statements of £NIL (2024: £NIL).

Other financial commitments are represented by sums due by the school in respect of a catering contract of £32,000 (2024: £40,000).

MANOR LODGE SCHOOL

England & Wales - Charity number 1048874

Accounts

MANOR LODGE SCHOOL

A Company Limited by Guarantee

COMPANY REGISTRATION NUMBER: 2829156

CHARITY REGISTRATION NUMBER: 1048874

GOVERNORS' ANNUAL REPORT INCLUDING

THE STRATEGIC REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31ST AUGUST 2024

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2024

CONTENTS **PAGE**

Annual Report of the Governors including the Strategic Report	1 - 12
Report of the Independent Auditors	12 - 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of cash flows	18
Notes to the Financial Statements	19 - 32

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The Board of Governors present their annual report which also represents the directors report as required by Company Law, and the audited financial statements of the Charity for the year ended 31 August 2024. The report has been prepared in accordance with Part 8 of the Charities Act 2011.

The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland. The financial statements have been prepared in accordance with the Charity's memorandum and articles of association and with the Companies Act 2006.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity

The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive eleven acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

School Aims

The Governing Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, whilst equally championing the pastoral focus of the school in terms of each child's wellbeing. Both are deemed of equal importance. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES (continued)

School Aims (continued)
The School's specific aims are:

- To deliver a forward-thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement.
- To offer a positive and stimulating environment that promotes the philosophy of 'learning without walls'.
- To encourage, support and invest in its staff to enable all individuals to thrive.
- To celebrate diversity and inclusivity in a community that values and cares for one another.
- To bring joy to childhood experiences by enabling the children to feel safe and secure in an environment where each voice is heard and well-being is nurtured.
- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

Our Vision:

- To unlock the inner potential at the heart of every child.
- To inspire a lasting feeling of belonging.
- To create memories that last a lifetime.

Our Mission:

- To create a culture where academic excellence, creativity and individuality are celebrated.
- To provide an innovative curriculum driven by curiosity and critical thinking.
- To inspire a sense of wonder and responsibility for our world.

Our Values:

- Be Positive
- Have Integrity
- Show Kindness
- Give your all

Sustainability:

- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

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

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

Public Benefit

Our public benefit strategy ensures that we are recognised as a valuable national and community asset. Our aim is to support local charities and to build relationships and develop projects with other educational establishments. In the year 2023-2024, we again endeavored to build connections within our community and develop programs where possible. During World Book Week we gifted over 400 hundred children books featuring diversity, to our local partnership school, Shenley Primary. We sponsored an author's visit to their Year 4 children and invited forty-four Year 5 and 6 children to attend a preview showing of the Year 6 show, Mathilda followed by an outdoor learning experience. This year's House charity, Sebby's Corner, was voted in by the children in the Autumn term. It is a local charity which provides essentials for babies and children who have fled domestic abuse or are in poverty across London, Herts and the Southeast. During the year the children raised £4253.47 for charity, the SLT donated their time, and the House and Sports captains volunteered for an afternoon. The Parent hub also organised a toy drive at Christmas for the charity which was very successful. All these initiatives are on top of our ongoing relationship with the Vineyard Charity, MacMillian, the RSPCA and our collaboration with our Thomas Franks in their Feeding Communities project.

Governors' Strategic Plan for the School

1. To determine the future size, composition and structure of the school that will maintain its competitive position within the local and regional marketplace.
2. To identify and continuously review the requirements needed to provide excellent standards of education and teaching, within well-resourced, innovative facilities.
3. To establish a sound financial basis to support both current facilities and future developments.

The Strategic Plan is reviewed annually by the Governors, Head Teacher, Senior Leadership Team (SLT) and Senior Management Team (SMT), who are jointly responsible for formulating and implementing the plan. All developments are and will be considered and executed within the framework of this plan.

Operational performance of the School

At the end of the academic year there were 434 pupils on roll in the main School and 18 in the Nursery. There was a substantial waiting list for most year groups.

At Manor Lodge, we strive to ensure that pupils are at least one year ahead of their chronological age. Analysis of INCAS (2019-2024) data shows that on average the age difference is +2 Years. At 11+, on average over 98% achieve a preferred choice for secondary school, both private and state. We have had an overwhelming success with scholarship results this year. Twenty-nine children have attained one or more scholarships and performance pathways from fifteen different schools, amounting to a grand total of forty-nine scholarships.

Academic	Sports	Music/Choral	Drama	Art	DT	STEM	Heads	Total
23	14	6	3	2	-	-	1	49

Key Initiatives undertaken in 2023 - 2024 in line with the 5 Year plan:

1. The new Curriculum was embedded throughout the school.
2. The Staffroom and a Staff Workroom were refurbished and opened to staff in October 2023
3. The extension of the reception classes – achieved summer term 2024.
4. The redesigned and constructed of a new reception playground - achieved summer term 2024.
5. The transfer of the School's management information systems to a more modern and integrated system allowing for greater efficiencies across the School.
6. The School's computer servers were replaced to support the greater integration of technology throughout the School.

Key Initiatives (continued)

7. A partnership with Shenley Primary School was created.
8. Two breakout areas were created, and two new toilets were installed – Achieved Summer 2024.
9. A revamped prospectus was launched.
10. A new Year 5 trip took place to support the new ethos at Manor Lodge.
11. The pond area was improved to help create an eco-friendly environment.
12. AI trailing took place by the IT Classroom Innovation Lead.

Bursaries and public benefit

The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children can accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year, 21 pupils benefited from the staff fee reduction scheme and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £168,417 (2023: £148,790). Of this amount, bursaries totaling £126,575 (2023: £98,912) supported 14 pupils by the remission in part or in full of their fees. Bursary awards ranged from 10% to 100% remission of fees. In some cases, extra-curricular activities and school lunches were also supported by a bursary. Means-tested bursaries are reviewed annually and represented 2.0% of the School's gross fee income in the 2023/24 year.

Fundraising approach and performance

The Governors are aware of the Charities (Protection and Social Investment) Act 2016 and recognise the importance of meeting the highest standards of practice and care in relation to fundraising activities. The School only raises funds from parents, staff and those with a personal connection to the School and does not undertake fundraising campaigns to members of the public, nor does it use the services of third party fundraisers.

Volunteers

The Parents' Hub meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support from the parents. Since the year end a sum of £25,000 has been generously given by The Hub towards the planned outdoor learning kitchen for use by all children.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

PRINCIPAL RISKS AND UNCERTAINTIES

Manor Lodge has rigorous procedures in place to review all major risks. The robust system is reviewed annually and the School's Risk register is presented to the Governors each academic year for ratification. This works alongside the School Development plan 2023-28 which outlines the Governors' Strategic plan for the school.

Risk Register

The Manor Lodge Risk Register allows senior managers and the governing board to plan for, track and monitor key risks and risk controls for the whole school. The Risk register records the main perceived risks to our financial and strategic aims.

The Risk Register analyses:

- The financial procedures and controls;
- The major risks to the School, including:
  - Strategic risk
  - Loss of fee income
  - Damage to reputation
  - Failure to teach the current syllabus
  - Risk of a child protection issue
  - Gaps in Governor skills
  - Conflict of interest
  - Employment disputes
  - Major health and safety issues
  - Possible data loss
  - Risk of fire, flood and land slip
  - Poor cash flow management
  - Fraud
  - Loss through inappropriate investments

The key controls used to protect the School against such risks include:

- Annual review of the risk register
- Annual review of the Development Plan
- Safer recruitment, training and appraisal of staff, Governors and volunteers
- Appropriate terms of reference and formal agendas for each committee of the Board
- Strong financial controls that are regularly reviewed including clear reporting lines, financial authorisation levels and the financial reserves policy
- Regular health & safety and fire audits
- Use of professional advice from such professionals as lawyers, accountants, Health and Safety consultants and architects as required
- Insurance
- Formal review of compliance with the School's charitable objectives

The principal risks and uncertainties currently facing the School are as follows:

Impact of Government legislation

- Changes in charity taxation, including business rates, VAT, corporation tax, national insurance.
- Cost increases to mandatory employers' contributions to the Teachers' Pension Scheme.

External economic factors and the sustainability of fee increases

- Change in political climate regarding charities and tax reliefs provided to independent schools.
- Change in political and economic situation impacting parents' ability to pay fees and withdrawing pupils accordingly.
- Rising cost of energy prices and other inflationary factors.
- An epidemic or pandemic affecting the finances, operation and/or reputation of the school.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

External mitigating circumstances

- The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.
- Cyber-attack from an external source. Manor Lodge has 'Cyber Essentials' accreditation, in order to minimise exposure to cybercrime and safeguarding risks.
- Maintaining classroom technology resources and teacher skills at an appropriate level in the face of rapid technological advance and protecting the school and its assets

The rising costs of maintaining the fabric of the school, in particular the listed building

- Increasing costs of maintenance of the Grade II listed school buildings and grounds.
- Maintaining the 5 Year plan major development project (e.g. budget, accident, power supply, etc).

PAY SETTING ARRANGEMENTS

Pay and remuneration for the School's senior management team is reviewed annually in detail by the Governors. Levels are agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior leadership team are appraised biannually.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School continued to support families by offering hardship funds and other financial assistance to those in need. Nonetheless, this was a successful year financially as pupil numbers remained strong and financial controls tight in anticipation of the introduction of VAT on school fees as well as capital requirements underpinning the 5 Year Plan as detailed in the Future Plans section overleaf.

The Company's net income for the year of £501,525 (2023: £609,217) is set out in the statement of financial activities.

Reserves

The financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on this fund. At the year end, unrestricted funds amounted to £10,292,432 (2023: £9,790,907).

The majority of the reserves are invested in tangible fixed assets, supported by longer term loans. This leaves free reserves of £316,436 (2023: £435,352). It will be some years before the bank loans are repaid (as summarised in Note 15 to the financial statements) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained. Recent surpluses will be reinvested into the school buildings and facilities in line with the development plan.

Capital Expenditure

The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £1,580,380 (2023: £824,198) as summarised in Note 12 to the accounts.

Investment Policy
The company has full powers of investment of its corporate reserves as stated in the Articles of Association. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.

The overall financial objective is to at least maintain the real value. As set out in note 13, investment gains of £35,748 (2023: loss of £14,559) which represent an approximate return of 8% on capital invested.

The Rathbone Core Investment Fund for Charities is ethically screened to avoid direct investment in a number of categories in line with the Board's expectations.

Going concern

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

FUTURE PLANS

The school's future plans are set out in the Whole School Five Year Development plan 2023-2028. This will be reviewed annually by the Governors, Head Teacher and senior leadership and management teams, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan. The development plan works in conjunction with the 5-year plan which allows for phased development which can be adapted to the school's financial position in each given year. The five year plan will be reviewed and modified in the academic year 2024-2025.

Key Initiatives for 2024 - 2025 in line with the 5 Year Plan will include:

The five-Year plan is a flexible document allowing for pauses when required. With the planned VAT increases, the initiatives indicated were streamlined to ensure that Manor Lodge is in the best possible financial place to react to market forces. Limited areas of development are planned for:

1. Modernisation of the Nursery classroom – Summer 2025
2. Outdoor cooking facilities – academic year 2024 - 2025

In September we will be launching the new vision initiatives for Manor Lodge:

1. Learning based on experience against an AI backdrop.
2. A campaign to say no to mobile phones.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 12 March 2020.

Governing Body

The Governors, who are also required under the Articles to serve as Directors of the Charity and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected. A full list of governors is given on page 12.

Induction, Recruitment and Training of Governors

Potential Governors are identified by recommendation from existing Governors, the Head Teacher or Parents. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the Association of Governing Bodies of Independent Schools (AGBIS) publication 'Guidelines for Governors' and are required to abide by the Governors' Code of Conduct.

Training opportunities are regularly publicised to and taken up by the Governors. Further information is provided by the Chair of Governors, Head Teacher and Bursar, as necessary.

Organisational structure

The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (chaired by Mr G Black), the Education Committee (chaired by Dr T Lee) and the Governance, Nominations and Remuneration Committee (chaired by Mr D Arnold). The Education & Finance and General Purposes Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The Governance, Nominations and Remuneration Committee meets at least once a year to review the remuneration of the Senior Leadership Team & on an ad hoc basis to manage the succession planning for Governors. The School's Health and Safety Management Committee reviews the School's work and leisure practices and monitors Risk Assessments and is chaired by a designated Governor (Mrs L Selby until 16 January 2025, Mrs J Sharpe from 16 January 2025). The designated Governor for safeguarding is Mr S Wilson.

The day to day management of the School is delegated to the Senior Leadership Team: the Head Teacher, the Deputy Head Academic, the Deputy Head Standards and Co-Curricular, the Deputy Head Pastoral and the Bursar.

Relationships with related parties and affiliated bodies

The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 660 independent preparatory schools in the UK and worldwide. Members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School.

The School is also a member of AGBIS, which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The School is a Green-Flag Eco-School, an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. By following their framework, the School aims to become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is key and they have been involved from outset in activities such as producing ideas for project; recycling, reducing and re-using waste; decision making; monitoring and action planning.

OFFICERS' LIABILITY INSURANCE

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors, as Directors of the Charity for the purposes of company law, are responsible for preparing the Governors' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year, which 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO THE AUDITORS

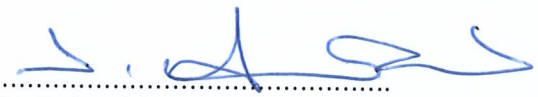
The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

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

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The Governor's Annual Report which includes the Strategic Report has been approved by the Board of Governors in their capacity as Directors of the Company on 20 March 2025 and signed on its behalf by:



.....
Mr D Arnold MBE
Chairman

Rectory Lane
Ridge Hill
Shenley
Radlett
Hertfordshire
WD7 9BG

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REFERENCE AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 AUGUST 2024

Manor Lodge School Limited (the Charity) was incorporated as a charitable company on 22 June 1993 and commenced activities on 19 November 1993. The Charity changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Charity name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874 (England and Wales).

The Registered Office and principal address of the Charity is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156 (England and Wales).

Governors

The Governors of the School, who are also Directors of the Charity and the Charity trustees, during the year were:

Mr D Arnold MBE # +	(Chairman)	Ms J Sanderson Neil*	Appointed 20 March 2025
Dr T D Lee * +	(Vice Chairman)	Mr J Segal	Resigned 21 March 2024
Mr G Black #	Resigned 20 March 2025	Mrs L Selby # @	Resigned 20 March 2025
Mrs S Coventry *		Ms J Sharpe # @	Appointed 20 March 2025
Mr A Devani # +		Mr W Thorp #	
Mrs E Eve-Raw *	Appointed 17 Nov 2023	Mr S Wilson * $	
Mrs A Hems *	Appointed 20 March 2025	Mr A Williams *	Resigned 17 Nov 2023
Ms M Jones *		Mrs H Williams #	Appointed 20 March 2025

* Member of the Education Committee
\# Member of Finance and General Purposes Committee
\+ Member of the Governance and Nominations Committee
@ Health and Safety Governor
$ Safeguarding Governor

Key Executives & Professional Advisors

Head Teacher	Mrs A Lobo BEd(Hons)
Deputy Heads	Mr S Cavanagh BA(Hons) PGCE
	Ms F Anwar BA (Hons) QTS
	Mrs G Wilkins BA (Hons) PGCE QTS
Bursar, Company Secretary	Mrs C Wills FCA (Appointed 1 October 2024)
Clerk to the Governors	Mr R Williams (Appointed 21 September 2023)
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans, AL1 3AL
Solicitors	Progeny Law & Tax Limited, 1A Tower Square, Leeds, LS1 4DL
Auditors	Balfour Sanson, Statutory Auditors, Chartered Accountants, 17 Bourne Court, Southend Road, Woodford Green, Essex IG8 8HD
Insurance Broker	Marsh Limited, 1 Tower Place East, London, EC3R 5BU
Investment Managers	Rathbone Investment Management Limited, 8 Finsbury Circus, London EC2M 7AZ

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The other information comprises the information included in the Governors' 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Annual Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Governors' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report (incorporating Strategic Report).

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

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

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement set out on page 9. The Governors (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 Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities SORP (FRS102), and UK financial reporting standards as issued by the Financial Reporting Council.

- We considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the charity were the Charites Act 2011. The Education (Independent Schools Standards) Regulations 2014, Health and Safety, Safeguarding, Food Standards, Charity Commission regulations and Data Protection Regulation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Governors 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 fee income and the override of controls by management. Our audit procedures to respond to these risks included inquiries of management including their own identification and assessment of the risks of irregularities, sample testing on income and 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. Our audit procedures to respond to revenue recognition risks included sample testing of income across the year to agree to supporting documentation and testing income either side of the year to ensure this has been correctly recognised.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2024

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.

.....

Nigel Balfour FCA
(Senior Statutory Auditor)
For and on behalf of
Balfour Sanson
Statutory Auditors
Chartered Accountants
17 Bourne Court
Southend Road
Woodford Green
Essex, IG8 8HD

3/4/2025
.....
Date

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

	Notes	Total (Unrestricted) 2024 £	Total (Unrestricted) 2023 £
INCOME FROM:			
Charitable activities	2	6,711,681	6,237,457
Other trading activities	3	45,833	76,038
Investments	4	102,292	92,862
Voluntary sources	5	-	5,696
Total income		6,859,806	6,412,053
EXPENDITURE ON:			
Charitable Expenditure			
Raising funds		4,416	23,850
Charitable activities	6	6,389,613	5,764,427
Total expenditure		6,394,029	5,788,277
NET GAINS / (LOSSES) ON INVESTMENTS	13	35,748	(14,559)
NET INCOME AND NET MOVEMENT IN FUNDS		501,525	609,217
RECONCILIATION OF FUNDS: TOTAL FUNDS BROUGHT FORWARD		9,790,907	9,181,690
TOTAL FUNDS CARRIED FORWARD		10,292,432	9,790,907

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

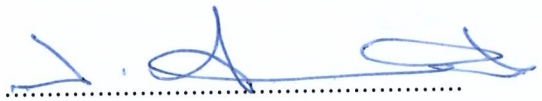
The attached notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee
COMPANY REGISTRATION NUMBER: 2829156

BALANCE SHEET
AS AT 31 AUGUST 2024

	Notes	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible Assets	12		12,559,225		11,487,907
Investments	13		501,787		393,719
			13,061,012		11,881,626
CURRENT ASSETS					
Debtors	14	198,002		202,077	
Cash at Bank and in hand		2,267,240		1,958,309	
		2,465,242		2,160,386	
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	15	2,148,806		1,725,034	
NET CURRENT ASSETS			316,436		435,352
TOTAL ASSETS LESS CURRENT LIABILITIES			13,377,448		12,316,978
CREDITORS: Amounts falling due after more than one year	15		3,085,016		2,526,071
TOTAL NET ASSETS			10,292,432		9,790,907
CHARITY FUNDS					
Unrestricted funds			10,292,432		9,790,907

Approved and authorised for issue by the Board of Governors on 20 March 2025 and signed on its behalf by:



.....

Mr D Arnold MBE
Chairman

The attached notes form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024 £	2023 £
Cash flow from operating activities	17	2,144,036	1,457,688
Interest paid		(94,253)	(103,012)
Net cash flow from operating activities		2,049,783	1,354,676
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(1,580,380)	(824,198)
Purchase of fixed asset investments		(60,000)	(52,500)
Interest received		94,116	85,314
Dividends received		8,176	7,548
Net cash flow from investing activities		(1,538,088)	(783,836)
Cash flow from financing activities			
Net (decrease) in loans		(254,264)	(249,174)
Increase in deposits held		51,500	31,500
Net cash flow from financing activities		(202,764)	(217,674)
Net increase in cash and cash equivalents		308,931	353,166
Cash and cash equivalents at 1 September 2023		1,958,309	1,605,143
Cash and cash equivalents at 31 August 2024		2,267,240	1,958,309
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,267,240	1,958,309
		2,267,240	1,958,309

The notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

1. ACCOUNTING POLICIES

General information and basis of preparation
Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Manor Lodge School is a company limited by guarantee. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 12 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 4 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS 102 Charites SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(a) **Going concern**
The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

(b) **Funds**
Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

(c) **Income recognition**
School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities.

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Adjustments have been made to defer invoiced fees relating to the Autumn term, which commences in the next financial period to ensure that no income relating to the next financial year is included in these financial statements. Any payments received relating to this term have been treated as fees in advance under creditors.

(c) **Income recognition (continued)**

Income from government or other grants is recognised only when the charity has entitlement to the funds; any performance conditions attached to the grant have been met; it is probable that the income will be received and the amount can be readily measured.

(d) **Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorized under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities as set out in Note 6 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) **Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking non-mandatory contributions.

The analysis of these costs is included within note 6 to the financial statements.

(f) **Tangible fixed assets**

Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs include any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

• Freehold land	NIL
• Freehold buildings	over 50 years on a straight line basis
• Furniture and equipment	over 5 years on a straight line basis
• Computer equipment	over 4 years on a straight line basis
• Leasehold property	over the period of the lease

(g) **Investments**

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

(h) **Financial Instruments**

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legal enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2024

(h) **Financial Instruments (continued)**

a) Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure

b) Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

c) Financial instruments held at amortised cost are fees receivable, other debtors, cash at bank, bank loans, other creditors, scheme fees paid in advance, deposits held and accruals.

(i) **Cash and Cash Equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short term liquid investments with original maturities of three months or less.

(j) **Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(k) **Leases**

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) **Employee benefits (including pensions)**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity recognises termination benefits as a liability and an expense within the financial statements only when there is a demonstrable commitment to do so.

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Charity also contributes to a group personal pension scheme for non-teaching staff at up to 6.0% of annual basic pay. Contributions to both schemes are charged in the SOFA as they become payable in accordance with the rules of the schemes.

(m) **Taxation**

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

(n) **Value added taxation**

For the period under review the Charity's activities are outside of the scope of value added tax, it was therefore unable to reclaim any input tax. Consequently, value added tax on any capital expenditure is capitalised as part of the cost of the asset acquired and value added tax on resources expended is added to the particular expense in the Statement of Financial Activities.

(o) **Parents' deposits**

The Governors have reviewed the contract terms under which pupil fee deposits are held by the School. These deposits will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

(p) **Advance Fee Scheme**

The school has introduced a scheme which offers parents the opportunity to pay for school fees in advance in accordance with the terms and conditions of an agreed contract. Monies received under the scheme are held within unrestricted funds and presented as a liability within the balance sheet. These funds are then released to income in the accounting period from the liability shown relevant to the number of terms fees paid in advance per the scheme contract.

(q) **Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values 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, The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

Critical Judgements

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property, plant and equipment and note 1(f) for the useful economic lives for each class of asset.

2. INCOME FROM CHARITABLE ACTIVITIES

	2024 £	2023 £
School fees receivable		
Gross fees	6,264,166	5,850,660
Less: Discounts, scholarships and bursaries	(168,417)	(148,790)
	6,095,749	5.701,870
Clubs, school lunches and other activities	597,407	514,887
Registration fees	18,525	20,700
	6,711,681	6,237,457

3. INCOME FROM OTHER TRADING ACTIVITIES

	2024 £	2023 £
Net café income	17,045	8,732
Income from fund raising events	15,679	52,986
Hire of facilities	12,515	14,320
Other	594	-
	45,833	76,038

4. INCOME FROM INVESTMENTS

	2024 £	2023 £
Interest – Deposit and current account	94,116	85,314
Dividend income	8,176	7,548
	102,292	92,862

5. VOLUNTARY SOURCES

	2024 £	2023 £
Donations and gifts	-	5,696
	-	5,696

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs is as follows:

	Direct charitable activity	Support Costs	Governance Function	2024 Total	2023 Total
	£	£	£	£	£
Salary and employee costs	3,349,216	861,166	10,764	4,221,146	3,687,639
Premises and overhead costs	-	613,235	-	613,235	521,147
Catering costs	-	306,979	-	306,979	324,013
Amortisation	-	307,243	-	307,243	281,289
Depreciation	-	201,819	-	201,819	163,204
School activities and excursions	202,594	-	-	202,594	185,046
Educational supplies	82,161	-	-	82,161	61,163
Other costs	5,225	239,542	-	244,767	354,665
Finance costs including loan interest	-	96,104	-	96,104	105,297
Legal & professional fees	-	86,812	8,533	95,345	61,184
Audit remuneration	-	-	18,220	18,220	19,780
	3,639,196	2,712,900	37,517	6,389,613	5,764,427

Please refer to Note 22 for the comparative analysis of expenditure on charitable activities and allocation of support and governance costs.

7. NET INCOME FOR THE YEAR

Net income for the year is stated after charging:

	2024	2023
	£	£
Other expenditure includes:		
Fees payable to the Company's auditor		
- for the audit of the Company's annual accounts	16,520	18,380
- for other audit work on behalf of the Company	1,700	1,400
Amortisation & Depreciation – owned assets	509,062	444,483
Operating lease rentals - Land and buildings	75,941	72,766
Fittings and equipment	53,804	8,135
Net gain / (loss) on investments	35,749	(14,559)
Loss on disposal of tangible fixed assets	-	131,621

8. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Governors neither requested nor waived any emoluments during the year £Nil (2023: £Nil).

During the year, no expenditure was reimbursed to any Governor by the School (2023: £3,721 for the payment of staff travel and accommodation expenditure).

The total amount of employee benefits received by key management personnel was £551,876 (2023: £444,480). The School considers its key management personnel comprise members of the School's senior management team.

9. STAFF COSTS

	2024 £	2023 £
Wages and Salaries	3,222,713	2,922,401
Social Security costs	337,244	293,424
Pension costs	579,853	461,767
Other employee benefits	62,076	62,656
	4,201,886	3,740,248

Total redundancy/termination payments made during the year amounted to £NIL (2023: £36,892).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2024 Number	2023 Number
£60,001 - £70,000	2	1
£70,001 - £80,000	2	-
£80,001 - £90,000	-	1
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-

The number of higher paid employees who accrued benefits under a defined benefit pension scheme was 4 (2023: 2).

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2024		2023	
	Number	FTE	Number	FTE
Charitable activities (Teaching and support)	81	64	74	62
Administration	12	11	16	12
	93	75	90	74

10. INTEREST PAYABLE AND SIMILAR CHARGES

	2024	2023
	£	£
Bank loan interest payable	94,253	103,012

11. PENSION COSTS

a) Defined contribution pension scheme.

The company contributes to a defined contribution scheme on behalf of eligible members of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £54,820 (2023: £47,659). Contributions payable as at 31 August 2024 in respect of non-teaching staff were £7,988 (2023: £7,807).

b) 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 £525,033 (2023: £414,108) and at the year end £66,767 (2023 - £50,442) 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 or 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%.

12. TANGIBLE FIXED ASSETS

	Computer Equipment	Equipment, Fixtures and Fittings	Land & Freehold Property	Short Leasehold Property	Total
	£	£	£	£	£
Cost					
As at 1 September 2023	723,373	1,767,836	13,432,605	636,470	16,560,284
Additions	27,153	112,495	1,440,732	-	1,580,380
Disposals	-	-	-	-	-
As at 31 August 2024	750,526	1,880,331	14,873,337	636,470	18,140,664
Depreciation					
As at 1 September 2023	578,659	1,380,700	2,809,148	303,870	5,072,377
Charge for year	66,329	135,490	280,591	26,652	509,062
Disposals	-	-	-	-	-
As at 31 August 2024	644,988	1,516,190	3,089,739	330,522	5,581,439
Net Book Value					
As at 31 August 2024	105,538	364,141	11,783,598	305,948	12,559,225
As at 31 August 2023	144,714	387,136	10,623,457	332,600	11,487,907

Included within freehold property is the historic cost of land not depreciated of £393,750 (2023: £393,750).

The Governors consider the market value of freehold property to be significantly in excess of the net book value should the assets be sold for any purpose other than for educational use.

13. FIXED ASSET INVESTMENTS

Cost or valuation	Total investments (Listed) £
At 1 September 2023	393,719
Re-invested income	12,320
Change in market value	35,748
Additions	60,000
At 31 August 2024	501,787

Investments at fair value comprise:

	At 31 August 2024 £	At 31 August 2023 £
Funds held within a unit trust	493,310	390,786
Cash within investment portfolio	8,477	2,933
	501,787	393,719

Historical cost of fixed asset investments was £450,319(2023: £377,999).

The fair value of listed investments is determined by reference to the middle market price as at 31 August 2024.

14. DEBTORS

	2024 £	2023 £
Amounts falling due within one year:		
Fees receivable	24,679	26,000
Other debtors	16,908	22,180
Prepayments	156,415	153,897
	198,002	202,077

15. CREDITORS

	2024 £	2023 £
Amounts falling due within one year:		
Bank loans	259,633	263,311
Taxation and Social Security payable	75,618	73,237
Other Creditors	365,150	160,910
Fees paid in advance (non-scheme)	794,969	725,699
Fees paid in advance (scheme)	535,891	-
Deposits held	31,000	30,500
Accruals	86,545	471,377
	2,148,806	1,725,034

	2024 £	2023 £
Amounts falling due after one year:		
Long term mortgage	1,999,485	2,250,071
Deposits held	327,000	276,000
Fees paid in advance (scheme)	758,531	-
	3,085,016	2,526,071

The amounts falling due in respect of creditors payable by instalments after five years were:

	2024 £	2023 £
Bank loans – element over five years	1,136,018	1,395,287
Deposits held – element over five years (not payable by instalments)	159,000	153,000
Fees paid in advance (scheme)	76,115	-

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property (excluding that relating to the Nursery) at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2024: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to January 2030 at an initial five year fixed rate 4.35% (followed by a margin of 2.35% over prevailing bank base rate) and the third, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 3.12% over prevailing bank base rate. The aggregate value of secured liabilities is £2,259,118 (2023: £2,513,382).

Fees in advance scheme:

The school has introduced a Fees in Advance Scheme in June 2024, enabling parents to pay school fees up front by making a lump sum payment, in return for which the parents receive a discount on the cost of their children's education.

Subject to specific terms and conditions, the money paid under the scheme will be refunded provided adequate notice has been given to the school.

On the assumption that pupils within the scheme remain in the school, fees will be applied as follows:

	2024 £	2023 £
Amounts falling due after one year:		
Within one year	535,891	-
Within two to five years	682,416	-
After more than five years	76,115	-
	1,294,422	-

Summary of movements in liability:		
New contracts in year	1,294,422	-
Balance at 31 August 2024	1.294,422	-

16. OPERATING LEASE COMMITMENTS

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

	Land & Buildings		Other	
	2024	2023	2024	2023
	£	£	£	£
Expiring:				
Within one year	6,257	1,320	180	-
In two to five years	65,076	76,773	109,036	121,854
In more than five years	2,127,627	2,180,107	-	-
	2,198,960	2,258,200	109,216	121,854

17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income for the year	501,525	609,217
Dividend income	(8,176)	(7,548)
Interest receivable	(94,116)	(85,314)
Interest payable	94,253	103,012
Depreciation charges	509,062	444,493
Decrease/(Increase)in debtors	4,075	(63,767)
Increase in creditors	1,185,481	321,182
Change in market value of investments/re-invested income	(48,068)	4,792
Loss on disposal of fixed assets	-	131,621
Net cash inflow from operating activities	2,144,036	1,457,688

18. ANALYSIS OF CHANGES IN NET DEBT

	As 1 September 2023	Cashflows	At 31 August 2024
	£	£	£
Cash at bank and in hand	1,958,309	308,931	2,267,240
Bank loan due within one year	(263,311)	3,678	(259,633)
Bank loan due after one year	(2,250,071)	250,586	(1,999,485)
	(555,073)	563,195	8,122

19. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year to 31 August 2024 (2023: no related party transactions).

20. CAPITAL COMMITMENTS

As at 31 August 2024, the company had capital commitments contracted for but not provided for in these financial statements of £NIL (2023: £1,406,938).

Other financial commitments are represented by sums due by the school in respect of a catering contract of £40,000 (2023: £58,551).

21. FINANCIAL INSTRUMENTS

	2024 £	2023 £
Total interest expense for financial liabilities held at amortised cost	94,253	103,012

22. COMPARATIVE ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

	Direct charitable activity £	Support Costs £	Governance Function £	2023 Total £
Salary and employee costs	2,937,102	750,537	-	3,687,639
Premises and overhead costs	-	521,147	-	521,147
Catering costs	-	324,013	-	324,013
Amortisation	-	281,289	-	281,289
Depreciation	-	163,204	-	163,204
School activities and excursions	185,046	-	-	185,046
Educational supplies	61,163	-	-	61,163
Other costs	32,391	322,274	-	354,665
Finance costs including loan interest	-	105,297	-	105,297
Legal & professional fees	-	-	61,184	61,184
Audit remuneration	-	-	19,780	19,780
	3,215,702	2,467,761	80,964	5,764,427

MANOR LODGE SCHOOL

England & Wales - Charity number 1048874

Accounts

MANOR LODGE SCHOOL

A Company Limited by Guarantee

COMPANY REGISTRATION NUMBER: 2829156

CHARITY REGISTRATION NUMBER: 1048874

GOVERNORS' ANNUAL REPORT INCLUDING

THE STRATEGIC REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31ST AUGUST 2023

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2023

CONTENTS	**PAGE**
Annual Report of the Governors including the Strategic Report	1 - 11
Report of the Independent Auditors	12- 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of cash flows	18
Notes to the Financial Statements	19 - 31

The following pages do not form part of the Financial Statements

Detailed Income and Expenditure Account 32 - 33

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

The Board of Governors present their annual report which also represents the directors report as required by Company Law, and the audited financial statements of the Charity for the year ended 31 August 2023. The report has been prepared in accordance with Part 8 of the Charities Act 2011.

The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland. The financial statements have been prepared in accordance with the Charity's memorandum and articles of association and with the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Manor Lodge School Limited (the Charity) was incorporated as a charitable company on 22 June 1993 and commenced activities on 19 November 1993. The Charity changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Charity name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874 (England and Wales).

The Registered Office and principal address of the Charity is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156 (England and Wales).

Governors

The Governors of the School, who are also Directors of the Charity and the Charity trustees, during the year were:

Mr D Arnold MBE # +	(Chairman)	Ms M Jones *	
Dr T D Lee * +	(Vice Chairman)	Mr J Segal # +	Resigned 21 March 2024
Mr G Black #		Mrs L Selby # @	
Mrs S Coventry *		Mr W Thorp #	
Mr A Devani # +		Mr S Wilson * $	
Mrs E Eve-Raw *	Co-opted 17 November 2023 Appointed 21 March 2024	Mr A Williams *	Resigned 17 November 2023
Mrs H Gunasekera *+	Resigned 22 June 2023		

* Member of the Education Committee
\# Member of Finance and General Purposes Committee
\+ Member of the Governance and Nominations Committee
@ Health and Safety Governor
$ Safeguarding Governor

Key Executives & Professional Advisors

Head Teacher	Mrs A Lobo BEd(Hons)
Deputy Heads	Mr S Cavanagh BA(Hons) PGCE
	Mrs C Edwards BA(Hons) QTS (Resigned 5 January 2023)
	Ms F Anwar BA (Hons) QTS (Appointed 3 April 2023)
	Mrs G Wilkins BA (Hons) PGCE QTS (Appointed 1 September 2023)
Bursar, Company Secretary & Clerk to the Governors	Mrs J Smithson BA Hons (Dunelm) FCA (Resigned as Clerk to the Governors 21 September 2023)
Clerk to the Governors	Mr R Williams (Appointed 21 September 2023)
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans, AL1 3AL
Solicitors	Progeny Law & Tax Limited, 1A Tower Square, Leeds, LS1 4DL
Auditors	Balfour Sanson, Statutory Auditors, Chartered Accountants, 17 Bourne Court, Southend Road, Woodford Green, Essex IG8 8HD
Insurance Broker	Aon UK Limited, 8 Devonshire Square, London EC2N 4PL
Investment Managers	Rathbone Investment Management Limited, 8 Finsbury Circus, London EC2M 7AZ

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 12 March 2020.

Governing Body

The Governors, who are also required under the Articles to serve as Directors of the Charity and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected.

Induction, Recruitment and Training of Governors

Potential Governors are identified by recommendation from existing Governors, the Head Teacher or Parents. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the Association of Governing Bodies of Independent Schools (AGBIS) publication 'Guidelines for Governors' and are required to abide by the Governors' Code of Conduct. Training opportunities are regularly publicised to and taken up by the Governors. Further information is provided by the Chair of Governors, Head Teacher and Bursar, as necessary.

Organisational structure

The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (co-chaired by Mr G Black and Mr J Segal to 21 March 2024 and Mr G Black solely thereafter), the Education Committee (chaired by Mr A Williams to 31 August 2023 and by Dr T Lee from 1 September 2023) and the Governance, Nominations and Remuneration Committee (chaired by Mr J Segal to 21 March 2024 and Mr D Arnold thereafter). The Education & Finance and General Purposes Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The Governance, Nominations and Remuneration Committee meets at least once a year to review the remuneration of the Senior Leadership Team & on an ad hoc basis to manage the succession planning for Governors. The School's Health and Safety Management Committee reviews the School's work and leisure practices and monitors Risk Assessments and is chaired by a designated Governor (Mrs L Selby). The designated Governor for safeguarding is Mr S Wilson.

The day to day management of the School is delegated to the Senior Leadership Team: the Head Teacher, the Deputy Head Academic, the Deputy Head Standards and Co-Curricular, the Deputy Head Pastoral and the Bursar.

Relationships with related parties and affiliated bodies

The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 660 independent preparatory schools in the UK and worldwide. Members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School. The School is also a member of AGBIS, which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

The School is a Green-Flag Eco-School, an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. By following their framework, the School aims to become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is key and they have been involved from outset in activities such as producing ideas for project; recycling, reducing and re-using waste; decision making; monitoring and action planning.

PRINCIPAL RISKS AND UNCERTAINTIES

Manor Lodge has rigorous procedures in place to review all major risks. The robust system is reviewed annually and the School's Risk register is presented to the Governors each academic year for ratification. This works alongside the School Development plan 2023-28 which outlines the Governors' Strategic plan for the school.

Risk Register

The Manor Lodge Risk Register allows senior managers and the governing board to plan for, track and monitor key risks and risk controls for the whole school. The Risk register records the main perceived risks to our financial and strategic aims.

The Risk Register analyses:

- The financial procedures and controls;
- The major risks to the School, including:
  - Strategic risk
  - Loss of fee income
  - Damage to reputation
  - Failure to teach the current syllabus
  - Risk of a child protection issue
  - Gaps in Governor skills
  - Conflict of interest
  - Employment disputes
  - Major health and safety issues
  - Possible data loss
  - Risk of fire, flood and land slip
  - Poor cash flow management
  - Fraud
  - Loss through inappropriate investments

The key controls used to protect the School against such risks include:

- Annual review of the risk register
- Safer recruitment, training and appraisal of staff, Governors and volunteers
- Appropriate terms of reference and formal agendas for each committee of the Board
- Strong financial controls that are regularly reviewed including clear reporting lines, financial authorisation levels and the financial reserves policy
- Regular health & safety and fire audits
- Use of professional advice from such professionals as lawyers, accountants, Health and Safety consultants and architects as required
- Insurance
- Formal review of compliance with the School's charitable objectives

The principal risks and uncertainties currently facing the School are as follows:

Impact of Government legislation

- Changes in charity taxation, e.g. business rates, VAT, corporation tax, national insurance.
- Cost increases to mandatory employers' contributions to the Teachers' Pension Scheme.

External economic factors and the sustainability of fee increases

- Change in political climate regarding charities and tax reliefs provided to independent schools.
- Change in political and economic situation impacting parents' ability to pay fees and withdrawing pupils accordingly.
- Rising cost of energy prices and other inflationary factors.
- An epidemic or pandemic affecting the finances, operation and/or reputation of the school.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

External mitigating circumstances

- The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.
- Cyber-attack from an external source. Manor Lodge has 'Cyber essential' accreditation, in order to minimise exposure to cybercrime and safeguarding risks.
- Maintaining classroom technology resources and teacher skills at an appropriate level in the face of rapid technological advance and protecting the school and its assets

The rising costs of maintaining the fabric of the school, in particular the listed building

- Increasing costs of maintenance of the Grade II listed school buildings and grounds.
- Maintaining the 5 Year plan major development project (e.g. budget, accident, power supply, etc).

PAY SETTING ARRANGEMENTS

Pay and remuneration for the School's senior management team is reviewed annually in detail by the Governors. Levels are agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior leadership team are appraised biannually.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity

The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive eleven acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

School Aims

The Governing Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, whilst equally championing the pastoral focus of the school in terms of each child's wellbeing. Both are deemed of equal importance. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

School Aims (continued)
The School's specific aims are:
- To deliver a forward-thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement.
- To offer a positive and stimulating environment that promotes the philosophy of 'learning without walls'.
- To encourage, support and invest in its staff to enable all individuals to thrive.
- To celebrate diversity and inclusivity in a community that values and cares for one another.
- To bring joy to childhood experiences by enabling the children to feel safe and secure in an environment where each voice is heard and well-being is nurtured.
- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

Our Vision:
- To unlock the inner potential at the heart of every child.
- To inspire a lasting feeling of belonging.
- To create memories that last a lifetime.

Our Mission:
- To create a culture where academic excellence, creativity and individuality are celebrated.
- To provide an innovative curriculum driven by curiosity and critical thinking.
- To inspire a sense of wonder and responsibility for our world.

Our Values:
- Be Positive
- Have Integrity
- Show Kindness
- Give your all

Sustainability:
- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

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

Public Benefit
Our public benefit strategy ensures that we are recognised as a valuable national and community asset. Our aim is to support local charities and to build relationships and develop projects with other educational establishments. In the year 2022-2023 we hosted a visiting author and mirrored the event at Catton Primary School. Our librarians shared best practice in a mutually beneficial relationship. We partnered with Barnfield Primary during World Book Week and gifted over two hundred children books featuring diversity, to their library. As part of our whole School House charity initiative, we worked with Watling View School, a school for children with a wide range of complex and profound learning difficulties and raised money to fund a sensory garden and finance a purpose-built play area based on the children's needs. Manor Lodge gifted £25,000 over a two year period to the venture. All these initiatives are on top of our ongoing relationship with the Vineyard Charity and RSPCA.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

Governors' Strategic Plan for the School

1. To determine the future size, composition and structure of the school that will maintain its competitive position within the local and regional marketplace.
2. To identify and continuously review the requirements needed to provide excellent standards of education and teaching, within well-resourced, innovative facilities.
3. To establish a sound financial basis to support both current facilities and future developments.

The Strategic Plan is reviewed annually by the Governors, Head Teacher, SLT and SMT, who are jointly responsible for formulating and implementing the plan. All developments are and will be considered and executed within the framework of this plan.

OFFICERS' LIABILITY INSURANCE

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors, as Directors of the Charity for the purposes of company law, are responsible for preparing the Governors' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year, which 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO THE AUDITORS

The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

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

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

AUDITORS

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that Balfour Sanson be re-appointed as auditors to the company will be put to the Annual General Meeting.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT SECTION

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational performance of the School

At the end of the academic year there were 429 pupils on roll in the main School and 24 in the Nursery. There was a substantial waiting list for most year groups.

We strive to ensure that pupils are at least one year ahead of their chronological age. Analysis of INCAS (2023) data shows that on average the age difference is +2 Years. It is important to note that the NGRT data shows gains made by a child throughout their journey. The average Year 6 child has an average reading age of 6 years above their chronological age on leaving Manor Lodge School.

At 11+, on average over 97% achieve a preferred choice for secondary school, both private and state. Twenty-two children gained one or more scholarships from 19 different schools amounting to a grand total of 53 scholarships.

The School had a combined ISI Focused Compliance Inspection (FCI) and Educational Quality Inspection (EQI) by the Independent Schools' Inspectorate (ISI) in March 2023 and was rated "excellent" for both Academic and other Achievements and Personal Development. The report noted "that pupils of all abilities achieve high standards across the curriculum and make excellent progress from their starting points". They also commented "that pupils of all ages develop high levels of self-knowledge, self-confidence and resilience as the progress through the school". It also noted the "deep affinity with the outdoors as a result of the school's extremely well-developed outdoor learning programme".

Key Initiatives undertaken in 2022 - 2023 in line with the 5 Year plan:

1. Summer 2022 works included the Reception corridors, SMT office and two classroom refurbishments and were finished in time for the new academic year.
2. Cafe@theLodge opened in September as part of our campaign to create a Manor Lodge community and provide alternative sources of income to parent fees.
3. The allotments and orchard were constructed by staff and parent helpers.
4. Two staff members were trained in beekeeping, bees and a hive were purchased and a chicken coop built.
5. A new gate was installed at the side of the school to further secure the site.
6. The Staffroom was refurbished and a Staff workroom established during the Summer of 2023 to modernise the way we teach and classrooms work. They were designed to make interactions between all staff collaborative and vibrant.

Other key initiatives included:

1. Appointing an associate member of the SMT for a year as Curriculum Innovation Lead for IT and Education.
2. Launching 'Our Strategy 2021- 2026' parent booklet.
3. Updating the School website to reflect the school's vision, mission, values and aims.
4. Transferring the School's management information systems to a more modern and integrated system allowing for greater efficiencies across the School.
5. Replacing the School's computer servers to support the greater integration of technology throughout the School.

Bursaries and public benefit

The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children are able to accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

STRATEGIC REPORT SECTION (continued)

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)

Bursaries and public benefit (cont'd)
Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year, 21 pupils benefited from the staff fee reduction scheme and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £148,790 (2021: £237,170). Of this amount, bursaries totaling £98,912 (2022: £104,384) supported 13 pupils by the remission in part or in full of their fees. Bursary awards ranged from 20% to 100% remission of fees. In some cases, extra-curricular activities and school lunches were also supported by a bursary. Means-tested bursaries are reviewed annually and represented 1.7% of the School's gross fee income in the 2022/23 year.

Fundraising approach and performance
The Governors are aware of the Charities (Protection and Social Investment) Act 2016 and recognise the importance of meeting the highest standards of practice and care in relation to fundraising activities. The School only raises funds from parents, staff and those with a personal connection to the School and does not undertake fundraising campaigns to members of the public, nor does it use the services of third party fundraisers.

Volunteers
The Parents' Hub meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. In 2022-23, £16,155 was raised. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support from the parents.

STRATEGIC REPORT SECTION (continued)

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

There was a continued impact from the COVID-19 pandemic on the School, which again supported families by offering hardship funds and other financial assistance to those in need. Nonetheless, this was a successful year financially as pupil numbers remained strong and financial controls tight in anticipation of the capital requirements underpinning the 5 Year Plan as detailed in the Future Plans section overleaf.

The Company's net income for the year of £609,217 (2022: £647,455) is set out in the statement of financial activities.

Reserves

The financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on this fund. At the year end, unrestricted funds amounted to £9,790,907 (2022: £9,181,690).

It will be some years before the bank loans are repaid (as summarised in Note 15 to the financial statements) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained.

Capital Expenditure

The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £824,198 (2021-22: £735,590) as summarised in Note 12 to the accounts.

Investment Policy

The company has full powers of investment of its corporate reserves as stated in the Articles of Association. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.

The overall financial objective is to at least maintain the real value. Due to the impact of market instability arising from the war in Ukraine and inflationary pressures, this was not achieved in the year under review. In future it may be possible to generate a sustainable return to fund bursaries or other expenditure.

The Rathbone Core Investment Fund for Charities is ethically screened to avoid direct investment in a number of categories in line with the Board's expectations.

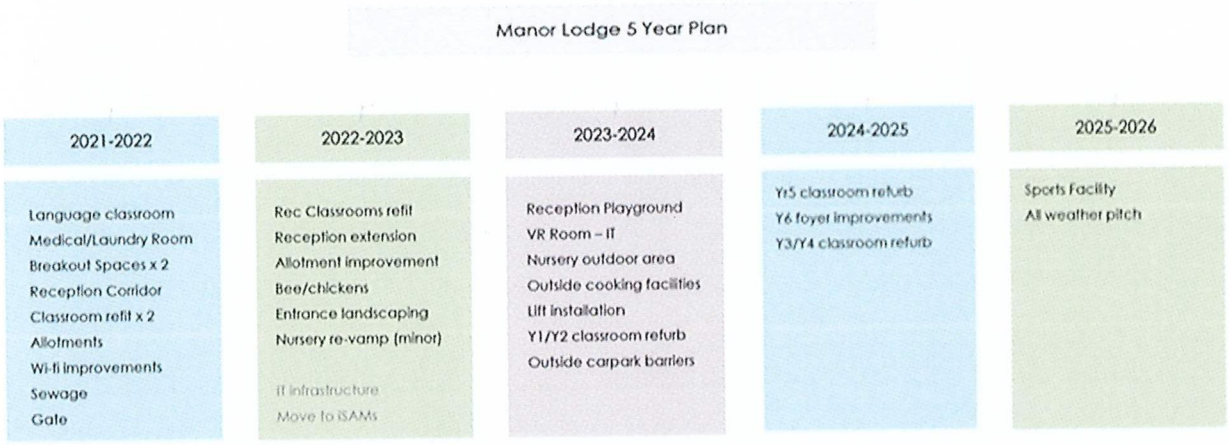
MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT SECTION (continued)

FUTURE PLANS

The School's future plans are set out in the Whole School Five Year Development plan 2021-2026. This is reviewed annually by the Governors, Head Teacher and senior leadership and management teams, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan. The plan allows for phases to be adapted to the School's financial position in each given year.



Key Initiatives for 2023 - 2024 will include:

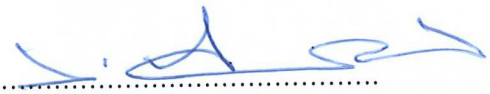
1. Embedding our new Curriculum throughout the school.
2. Completing the extension of the Reception Classrooms and refurbishment of the Reception playground which commenced during the summer of 2023 for completion during the Spring Term 2024.
3. Commence planning to re-vamp the Nursery which is a popular destination for siblings mainly in the year before they start Manor Lodge School, but also at the 3+ entry. It is important that the Nursery reflects the ethos of the school and is in keeping with the rest of the school.
4. Updating breakout area 2, installing 2 new toilets and decorating the staircase in the Grade II listed Manor House.
5. Commencing planning for the refurbishment of further existing classrooms.
6. Commencing planning for a VR Room to be sponsored by the Parent Hub.
7. Investigating the potential of utilising the site currently occupied by warehousing to the side of the School as a community project to bring alternative sources of revenue to the School.
8. As part of our eco status and in line with our eco statement, planning a meadow in our pond area to further promote our eco-friendly environment
9. Implementing further outdoor cooking facilities.
10. Launching a new Year 5 trip to support the new ethos at Manor Lodge.
11. Revamping our prospectus and future communication to parents. The online and highly adaptable digital brochure will sit comfortably within our sustainability ethos.
12. Preparing to enter national school awards to celebrate the uniqueness of Manor Lodge and to show our worth to the community.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT SECTION (continued)

The Governor's Annual Report including the section containing the Strategic Report has been approved by the Board of Governors in their capacity as Directors of the Company on 21 March 2024 and signed on its behalf by:



.....
Mr D Arnold MBE
Chairman

Rectory Lane
Ridge Hill
Shenley
Radlett
Hertfordshire
WD7 9BG

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31ST AUGUST 2023

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The other information comprises the information included in the Governors' 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Annual Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Governors' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report (incorporating Strategic Report).

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

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

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement set out on page 6. The Governors (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 Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities SORP (FRS102), and UK financial reporting standards as issued by the Financial Reporting Council.

- We considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the charity were the Charites Act 2011. The Education (Independent Schools Standards) Regulations 2014, Health and Safety, Safeguarding, Food Standards, Charity Commission regulations and Data Protection Regulation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Governors 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 fee income and the override of controls by management. Our audit procedures to respond to these risks included inquiries of management including their own identification and assessment of the risks of irregularities, sample testing on income and 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. Our audit procedures to respond to revenue recognition risks included sample testing of income across the year to agree to supporting documentation and testing income either side of the year to ensure this has been correctly recognised.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MANOR LODGE SCHOOL
FOR THE YEAR ENDED 31ST AUGUST 2023

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.

.....

Nigel Balfour FCA
(Senior Statutory Auditor)
For and on behalf of
Balfour Sanson
Statutory Auditors
Chartered Accountants
17 Bourne Court
Southend Road
Woodford Green
Essex, IG8 8HD

23/4/2024
.....
Date

MANOR LODGE SCHOOL
A Company Limited by Guarantee

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

	Notes	Total (Unrestricted) 2023 £	Total (Unrestricted) 2022 £
INCOME FROM:			
Charitable activities	2	6,237,457	5,840,241
Other trading activities	3	76,038	24,690
Investments	4	92,862	12,316
Voluntary sources	5	5,696	48,662
Total income		6,412,053	5,925,909
EXPENDITURE ON:			
Charitable Expenditure			
Raising funds		23,850	6,462
Charitable activities	6	5,764,427	5,238,667
Total expenditure		5,788,277	5,245,129
NET LOSSES ON INVESTMENTS	13	(14,559)	(33,325)
NET INCOME AND NET MOVEMENT IN FUNDS		609,217	647,455
RECONCILIATION OF FUNDS: TOTAL FUNDS BROUGHT FORWARD		9,181,690	8,534,235
TOTAL FUNDS CARRIED FORWARD		9,790,907	9,181,690

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The attached notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee
COMPANY REGISTRATION NUMBER: 2829156

BALANCE SHEET
AS AT 31 AUGUST 2023

	Notes	2023 £	2023 £	2022 £	2022 £
FIXED ASSETS					
Tangible Assets	12		11,487,907		11,239,823
Investments	13		393,719		346,011
			11,881,626		11,585,834
CURRENT ASSETS					
Debtors	14	202,077		138,310	
Cash at Bank and in hand		1,958,309		1,605,143	
		2,160,386		1,743,453	
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	15	1,725,034		1,399,107	
NET CURRENT ASSETS			435,352		344,346
TOTAL ASSETS LESS CURRENT LIABILITIES			12,316,978		11,930,180
CREDITORS: Amounts falling due after more than one year	15		2,526,071		2,748,490
TOTAL NET ASSETS			9,790,907		9,181,690
CHARITY FUNDS					
Unrestricted funds			9,790,907		9,181,690

Approved and authorised for issue by the Board of Governors on 21 March 2024 and signed on its behalf by:

.....
Mr D Arnold MBE
Chairman

The attached notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	2023 £	2022 £
Cash flow from operating activities	17	1,457,688	1,480,720
Interest paid		(103,012)	(102,338)
Net cash flow from operating activities		1,354,676	1,378,382
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(824,198)	(735,590)
Purchase of fixed asset investments		(52,500)	(30,000)
Interest received		85,314	5,892
Dividends received		7,548	6,424
Net cash flow from investing activities		(783,836)	(753,274)
Cash flow from financing activities			
Net (decrease) in loans		(249,174)	(251,753)
Increase / (decrease) in deposits held		31,500	(7,000)
Net cash flow from financing activities		(217,674)	(258,753)
Net increase in cash and cash equivalents		353,166	366,355
Cash and cash equivalents at 1 September 2022		1,605,143	1,238,788
Cash and cash equivalents at 31 August 2023		1,958,309	1,605,143
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,958,309	1,605,143
		1,958,309	1,605,143

The notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

1. ACCOUNTING POLICIES

General information and basis of preparation
Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Manor Lodge School is a company limited by guarantee. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 4 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS 102 Charites SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(a) **Going concern**
The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

(b) **Funds**
Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

(c) **Income recognition**
School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities.

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Adjustments have been made to defer invoiced fees relating to the Autumn term, which commences in the next financial period to ensure that no income relating to the next financial year is included in these financial statements. Any payments received relating to this term have been treated as fees in advance under creditors.

(c) **Income recognition (continued)**
Income from government or other grants is recognised only when the charity has entitlement to the funds; any performance conditions attached to the grant have been met; it is probable that the income will be received and the amount can be readily measured.

(d) **Expenditure recognition**
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorized under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities as set out in Note 6 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) **Support costs allocation**
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking non-mandatory contributions.

The analysis of these costs is included within note 6 to the financial statements.

(f) **Tangible fixed assets**
Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs include any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

• Freehold land	NIL
• Freehold buildings	over 50 years on a straight line basis
• Furniture and equipment	over 5 years on a straight line basis
• Computer equipment	over 4 years on a straight line basis
• Leasehold property	over the period of the lease

(g) **Investments**
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

(h) **Financial Instruments**
The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legal enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(h) **Financial Instruments (continued)**

a) Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure

b) Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(i) **Cash and Cash Equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short term liquid investments with original maturities of three months or less.

(j) **Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(k) **Leases**

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) **Employee benefits (including pensions)**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity recognises termination benefits as a liability and an expense within the financial statements only when there is a demonstrable commitment to do so.

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Charity also contributes to a group personal pension scheme for non-teaching staff at up to 6.0% of annual basic pay. Contributions to both schemes are charged in the SOFA as they become payable in accordance with the rules of the schemes.

(m) **Taxation**

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

(n) **Value added taxation**

As the Charity's activities are outside of the scope of value added tax, it is unable to reclaim any input tax. Consequently, value added tax on any capital expenditure is capitalised as part of the cost of the asset acquired and value added tax on resources expended is added to the particular expense in the Statement of Financial Activities.

(o) **Parents' deposits**

The Governors have reviewed the contract terms under which pupil fee deposits are held by the School. These deposits will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

(p) **Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values 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, The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

Critical Judgements

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property, plant and equipment and note 1(f) for the useful economic lives for each class of asset.

2. INCOME FROM CHARITABLE ACTIVITIES

	2023 £	2022 £
School fees receivable		
Gross fees	5,850,660	5,537,355
Less: Discounts, scholarships and bursaries	(148,790)	(161,156)
	5.701,870	5,376,199
Clubs, school lunches and other activities	514,887	442,092
Registration fees	20,700	21,950
	6,237,457	5,840,241

3. INCOME FROM OTHER TRADING ACTIVITIES

	2023 £	2022 £
Net café income / (expenditure)	8,732	(5,956)
Income from fund raising events	52,986	16,268
Hire of facilities	14,320	12,860
Other	-	1,518
	76,038	24,690

4. INCOME FROM INVESTMENTS

	2023 £	2022 £
Interest – Deposit and current account	85,314	5,892
Dividend income	7,548	6,424
	92,862	12,316

5. VOLUNTARY SOURCES

	2023 £	2022 £
Insurance claim against repairs costs	-	29,692
Donations and gifts	5,696	18,970
	5,696	48,662

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs is as follows:

	Direct charitable activity	Support Costs	Governance Function	2023 Total	2022 Total
	£	£	£	£	£
Salary and employee costs	2,937,102	750,537	-	3,687,639	3,424,969
Premises and overhead costs	-	521,147	-	521,147	514,623
Catering costs	-	324,013	-	324,013	248,525
Amortisation	-	281,289	-	281,289	272,151
Depreciation	-	163,204	-	163,204	147,326
School activities and excursions	185,046	-	-	185,046	149,821
Educational supplies	61,163	-	-	61,163	76,070
Other costs	32,391	322,274	-	354,665	223,466
Finance costs including loan interest	-	105,297	-	105,297	106,480
Legal & professional fees	-	-	61,184	61,184	62,900
Audit remuneration	-	-	19,780	19,780	12,336
	3,215,702	2,467,761	80,964	5,764,427	5,238,667

7. NET INCOME FOR THE YEAR

Net income for the year is stated after charging:

	2023	2022
	£	£
Other expenditure includes:		
Fees payable to the Company's auditor		
- for the audit of the Company's annual accounts	18,380	11,136
- for other audit work on behalf of the Company	1,400	1,200
Amortisation & Depreciation – owned assets	444,483	419,477
Operating lease rentals - Land and buildings	72,766	74,407
Fittings and equipment	8,135	720
Net (loss) on investments	(14,559)	(33,325)
Loss on disposal of tangible fixed assets	131,621	-

8. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Governors neither requested nor waived any emoluments during the year (2022: £Nil).

During the year, one Governor was reimbursed £3,721 by the school for the payment of staff travel and accommodation expenditure (2022: £5,050 for retail vouchers given to staff and for meeting room hire cost).

The total amount of employee benefits received by key management personnel was £444,480 (2022: £399,333). The School considers its key management personnel comprise members of the School's senior management team.

9. STAFF COSTS

	2023 £	2022 £
Wages and Salaries	2,869,792	2,651,356
Social Security costs	293,424	280,375
Pension costs	461,767	433,610
Other employee benefits	62,656	59,628
	3,687,639	3,424,969

Total redundancy/termination payments amounted to £36,892 (2022: NIL).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2023 Number	2022 Number
£60,001 - £70,000	1	1
£70,001 - £80,000	-	1
£80,001 - £90,000	1	1
£100,001 - £110,000	-	1
£110,000 - £120,000	1	-

The number of higher paid employees who accrued benefits under a defined benefit pension scheme were 2 (2022: 3).

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2023		2022	
	Number	FTE	Number	FTE
Charitable activities (Teaching and support)	74	62	82	64
Administration	16	12	7	7
	90	74	89	71

10. INTEREST PAYABLE AND SIMILAR CHARGES

	2023 £	2022 £
Bank loan interest payable	103,012	102,338

11. PENSION COSTS

a) Defined contribution pension scheme.

The Company contributes to a defined contribution scheme on behalf of eligible members of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £47,659 (2022: £42,516). Contributions payable as at 31 August 2023 in respect of non-teaching staff were £7,807 (2022: £6,284).

b) Teachers' Pension Scheme

The school participates in the Teacher's Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £414,108 (2022 - £391,094) and at the year end £50,442 (2022 - £44,809) was accrued in respect of contributions to the scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pension 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 variations 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, which was published in October 2023.

Following the McCloud judgment, the remedy proposed that when benefits become payable, eligible members can select to receive 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%.

12. TANGIBLE FIXED ASSETS

	Computer Equipment	Equipment, Fixtures and Fittings	Land & Freehold Property	Short Leasehold Property	Total
	£	£	£	£	£
Cost					
As at 1 September 2022	627,180	1,596,544	13,050,397	636,470	15,910,591
Additions	96,193	171,292	556,713	-	824,198
Disposals	(-)	(-)	(174,505)	(-)	(174,505)
As at 31 August 2023	723,373	1,767,836	13,432,605	636,470	16,560,284
Depreciation					
As at 1 September 2022	519,729	1,276,426	2,597,394	277,219	4,670,768
Charge for year	58,930	104,274	254,638	26,651	444,493
Disposals	(-)	(-)	(42,884)	(-)	(42,884)
As at 31 August 2022	578,659	1,380,700	2,809,148	303,870	5,072,377
Net Book Value					
As at 31 August 2023	144,714	387,136	10,623,457	332,600	11,487,907
As at 31 August 2022	107,451	320,118	10,453,003	359,251	11,239,823

Included within freehold property is the historic cost of land not depreciated of £393,750 (2022: £393,750).

The Governors consider the market value of freehold property to be significantly in excess of the net book value should the assets be sold for any purpose other than for educational use.

13. FIXED ASSET INVESTMENTS

Cost or valuation	Total investments (Listed) £
At 1 September 2022	346,011
Re-invested income	9,767
Change in market value	(14,559)
Additions	52,500
At 31 August 2023	393,719

Investments at fair value comprise:

	At 31 August 2023 £	At 31 August 2022 £
Funds held within a unit trust	390,786	341,286
Cash within investment portfolio	2,933	4,725
	393,719	346,011

Historical cost of fixed asset investments was £377,999 (2022: £317,951).

The fair value of listed investments is determined by reference to the middle market price as at 31 August 2023.

14. DEBTORS

	2023 £	2022 £
Amounts falling due within one year:		
Fees receivable	26,000	5,707
Other debtors	22,180	-
Prepayments	153,897	132,603
	202,077	138,310

15. CREDITORS

	2023 £	2022 £
Amounts falling due within one year:		
Bank loans	263,311	260,566
Taxation and Social Security payable	73,237	67,545
Other Creditors	160,910	160,691
Fees paid in advance	725,699	610,232
Deposits held	30,500	28,500
Accruals	471,377	271,573
	1,725,034	1,399,107

	2023 £	2022 £
Amounts falling due after one year:		
Long term mortgage	2,250,071	2,501,990
Deposits held	276,000	246,500
	2,526,071	2,748,490

The amounts falling due in respect of creditors payable by instalments after five years were:

	2023 £	2022 £
Bank loans – element over five years	1,395,287	1,576,640
Deposits held – element over five years (not payable by instalments)	153,000	126,500

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property (excluding that relating to the Nursery) at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2023: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to January 2030 at an initial five year fixed rate 4.35% (followed by a margin of 2.35% over prevailing bank base rate) and the third, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 3.12% over prevailing bank base rate. The aggregate value of secured liabilities is £2,513,382 (2022: £2,762,556).

16. OPERATING LEASE COMMITMENTS

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

	Land & Buildings		Other	
	2023	2022	2023	2022
	£	£	£	£
Expiring:				
Within one year	1,320	2,273	-	-
In two to five years	76,773	27,610	121,854	1,620
In more than five years	2,180,107	2,288,279	-	-
	2,258,200	2,318,162	121,854	1,620

17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the year	609,217	647,455
Dividend income	(7,548)	(6,424)
Interest receivable	(83,314)	(5,892)
Interest payable	103,012	102,338
Depreciation charges	444,493	419,477
Increase / (decrease) in debtors	(63,767)	(4,287)
Increase in creditors	321,182	302,113
Change in market value of investments/reinvested income	4,792	25,940
Loss on disposal of fixed assets	131,621	-
Net cash inflow from operating activities	1,457,688	1,480,720

18. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year to 31 August 2023 (2022: no related party transactions).

19. CAPITAL COMMITMENTS

As at 31 August 2023, the company had capital commitments contracted for but not provided for in these financial statements of £1,406,938 (2022: £NIL).

Other financial commitments are represented by sums due by the school in respect of a catering contact of £58,551 (2022: £NIL).

20. FINANCIAL INSTRUMENTS

Financial instruments held at amortised cost are fee receivable, other debtors, cash at bank, bank loans, other creditors, deposits held and accruals.

	2023 £	2022 £
Financial assets measured at amortised cost	2,006,468	1,610,850
Financial liabilities measured at amortised cost	3,452,169	3,469,820
Total interest expense for financial liabilities held at amortised cost	103,012	102,338

MANOR LODGE SCHOOL

England & Wales - Charity number 1048874

Accounts

MANOR LODGE SCHOOL

A Company Limited by Guarantee

COMPANY REGISTRATION NUMBER: 2829156

CHARITY REGISTRATION NUMBER: 1048874

GOVERNORS' ANNUAL REPORT INCLUDING

THE STRATEGIC REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31ST AUGUST 2022

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2022

CONTENTS	**PAGE**
Annual Report of the Governors including the Strategic Report	1 - 11
Report of the Independent Auditors	12- 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of cash flows	18
Notes to the Financial Statements	19 - 30

The following pages do not form part of the Financial Statements

Detailed Income and Expenditure Account 31 - 32

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

The Board of Governors present their annual report which also represents the directors report as required by Company Law, and the audited financial statements of the Charity for the year ended 31 August 2022. The report has been prepared in accordance with Part 8 of the Charities Act 2011.

The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland. The financial statements have been prepared in accordance with the Charity's memorandum and articles of association and with the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Manor Lodge School Limited (the Charity) was incorporated as a charitable company on 22 June 1993 and commenced activities on 19 November 1993. The Charity changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Charity name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874 (England and Wales).

The Registered Office and principal address of the Charity is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156 (England and Wales).

Governors

The Governors of the School, who are also Directors of the Charity and the Charity trustees, during the year were:

Mr D Arnold MBE # +	(Chairman)	Ms M Jones *	
Dr T D Lee *	(Vice Chairman)	Mr J Segal # +	
Mr G Black #		Mrs L Selby # @	Appointed 1 September 2021
Mrs S Coventry *		Mr W Thorp #	Appointed 1 September 2021
Mr A Devani #	Appointed 1 September 2021	Mr S Wilson * $	
Mrs H Gunasekera * +		Mr A Williams *	

* Member of Education Committee
\# Member of Finance and General Purposes Committee
\+ Member of the Governance and Nominations Committee
@ Health and Safety Governor
$ Safeguarding Governor

Key Executives & Professional Advisors

Head Teacher	Mrs A Lobo BEd(Hons)
Deputy Heads	Mrs C Edwards BA(Hons) QTS
	Mr S Cavanagh BA(Hons) PGCE
Director of Finance and Operations, Company Secretary & Clerk to the Governors	Mr M Mieczkowski BA(Hons) MBA FCMI (Resigned 29 April 2022)
Bursar, Company Secretary & Clerk to the Governors	Mrs J Smithson BA Hons (Dunelm) FCA (Appointed 1 September 2022)
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans, AL1 3AL
Solicitors	Debenhams Ottaway, Ivy House, 107 St. Peter's Street, St Albans, Hertfordshire, AL1 3EW
Auditors	Balfour Sanson, Statutory Auditors, Chartered Accountants, 17 Bourne Court, Southend Road, Woodford Green, Essex IG8 8HD
Insurance Broker	Aon UK Limited, 8 Devonshire Square, London EC2N 4PL
Investment Managers	Rathbone Investment Management Limited 8 Finsbury Circus, London EC2M 7AZ

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 12 March 2020.

Governing Body

The Governors, who are also required under the Articles to serve as Directors of the Charity and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected.

Induction, Recruitment and Training of Governors

Potential Governors are identified by recommendation from existing Governors or from the Head Teacher. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the Association of Governing Bodies of Independent Schools (AGBIS) publication 'Guidelines for Governors' and are required to abide by the Governors' Code of Conduct.

Training opportunities are regularly publicised to and taken up by the Governors. Further information is provided by the Chair of Governors, Head Teacher and Bursar, as necessary.

Organisational structure

The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (co-chaired by Mr G Black and Mr J Segal), the Education Committee (chaired by Mr A Williams) and the Governance and Nominations Committee (chaired by Mr J Segal). These Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The School's Health and Safety Management Committee reviews the School's work and leisure practices and monitors Risk Assessments and is chaired by a designated Governor (Mrs H Gunasekera to 18 November 2021/Mrs L Selby from 19 November 2021). The designated Governor for safeguarding is Mr S Wilson.

The day to day management of the School is delegated to the Senior Leadership Team: the Head Teacher, Deputy Head Academic, Deputy Head Pastoral and Bursar.

Relationships with related parties and affiliated bodies

The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 670 independent preparatory schools in the UK and worldwide. Members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School.

The School is also a member of AGBIS, which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

The School is a Green-Flag Eco-School, and is part of an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. This provides a framework to enable analysis of operations assisting the School to become more sustainable. By following this, the School aims to become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is key and they have been involved from outset in activities such as producing ideas for project; recycling, reducing and re-using waste; decision making; monitoring and action planning.

PRINCIPAL RISKS AND UNCERTAINTIES

Manor Lodge has rigorous procedures in place to review all major risks. The robust system is reviewed annually and the School's Risk register is presented to the Governors each academic year for ratification. This works alongside the School Development plan 2022-27 which outlines the Governors' Strategic plan for the school and 'SWOT' analysis.

Risk Register

The Manor Lodge Risk Register allows senior managers and the governing board to plan for, track and monitor key risks and risk controls for the whole school. The Risk register records the main perceived risks to our financial and strategic aims.

The Risk Register analyses:

- The financial procedures and controls;
- The major risks to the School, including:
  - Strategic risk
  - Loss of fee income
  - Damage to reputation
  - Failure to teach the current syllabus
  - Risk of a child protection issue
  - Gaps in Governor skills
  - Conflict of interest
  - Employment disputes
  - Major health and safety issues
  - Possible data loss
  - Risk of fire, flood and land slip
  - Poor cash flow management
  - Fraud
  - Loss through inappropriate investments

The key controls used to protect the School against such risks include:

- Annual review of the risk register
- Safer recruitment, training and appraisal of staff, Governors and volunteers
- Appropriate terms of reference and formal agendas for each committee of the Board
- Strong financial controls that are regularly reviewed including clear reporting lines, financial authorisation levels and the financial reserves policy
- Regular health & safety and fire audits
- Use of professional advice from such professionals as lawyers, accountants, Health and Safety consultants and architects as required
- Insurance
- Formal review of compliance with the School's charitable objectives

The principal risks and uncertainties currently facing the School are as follows:

Impact of Government legislation

- Changes in charity taxation, e.g. business rates, VAT, corporation tax, national insurance.
- Cost increases to mandatory employers' contributions to the Teachers' Pension Scheme.

External economic factors and the sustainability of fee increases

- Change in political climate regarding charities and tax reliefs provided to independent schools.
- Change in political and economic situation impacting parents' ability to pay fees and withdrawing pupils accordingly.
- Rising cost of energy prices and other inflationary factors.
- An epidemic or pandemic affecting the finances, operation and/or reputation of the school.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

External mitigating circumstances

- The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.
- Cyber-attack from an external source. Manor Lodge has 'Cyber essential' accreditation, in order to minimise exposure to cybercrime and safeguarding risks.
- Maintaining classroom technology resources and teacher skills at an appropriate level in the face of rapid technological advance and protecting the school and its assets

The rising costs of maintaining the fabric of the school, in particular the listed building

- Increasing costs of maintenance of the Grade II listed school buildings and grounds.
- Maintaining the 5 Year plan major development project (e.g. budget, accident, power supply, etc).

PAY SETTING ARRANGEMENTS

Pay and remuneration for the School's senior management team is reviewed annually in detail by the Governors. Levels are agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior leadership team are appraised biannually.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The Objects of the Charity, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any countries outside of Great Britain) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity

The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive eleven acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

School Aims

The Governing Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, whilst equally championing the pastoral focus of the school in terms of each child's wellbeing. Both are deemed of equal importance. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

School Aims (continued)
The School's specific aims are:

- To deliver a forward-thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement.
- To offer a positive and stimulating environment that promotes the philosophy of 'learning without walls'.
- To encourage, support and invest in its staff to enable all individuals to thrive.
- To celebrate diversity and inclusivity in a community that values and cares for one another.
- To bring joy to childhood experiences by enabling the children to feel safe and secure in an environment where each voice is heard and well-being is nurtured.
- To develop awareness and understanding of, and respect for, the environments in which we live, and to secure our commitment to sustainable development at a personal, local, national and global level.
- To support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

Our Vision:

- To unlock the inner potential at the heart of every child.
- To inspire a lasting feeling of belonging.
- To create memories that last a lifetime.

Our Mission:

- To create a culture where academic excellence, creativity and individuality are celebrated.
- To provide an innovative curriculum driven by curiosity and critical thinking.
- To inspire a sense of wonder and responsibility for our world.

Our Values:

- Be Positive
- Have Integrity
- Show Kindness
- Give your all

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

Governors' Strategic Plan for the School

1. To determine the future size, composition and structure of the school that will maintain its competitive position within the local and regional marketplace.
2. To identify and continuously review the requirements needed to provide excellent standards of education and teaching, within well-resourced, innovative facilities.
3. To establish a sound financial basis to support both current facilities and future developments.

The Strategic Plan is reviewed annually by the Governors, Head Teacher and SMT, who are jointly responsible for formulating and implementing the plan. All developments are and will be considered and executed within the framework of this plan.

OFFICERS' LIABILITY INSURANCE

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors, as Directors of the Charity for the purposes of company law, are responsible for preparing the Governors' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year, which 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO THE AUDITORS

The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

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

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

AUDITORS

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that Balfour Sanson be re-appointed as auditors to the company will be put to the Annual General Meeting.

GOVERNORS' ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

STRATEGIC REPORT SECTION

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational performance of the School

At the end of the academic year there were 418 pupils on roll in the main School and 25 in the Nursery. There was a substantial waiting list for most year groups.

At Manor Lodge, we strive to ensure that pupils are at least one year ahead of their chronological age. Analysis of INCAS (2019-2022) data shows that on average the age difference is +2 Years. At 11+, on average over 97% achieve a preferred choice for secondary school, both private and state. A total of 42 scholarships were awarded to Year 6 pupils by senior schools: Academic 23, Sports 9, Music/Choral 6, Drama 3 and Art 1.

The School was inspected by the Independent Schools' Inspectorate (ISI) in June 2015 and received a highly satisfactory report, with all of the School's activities being rated "excellent". The inspectors reported that "the school is extremely successful in meeting its aims". In a regulatory compliance inspection conducted by the ISI in June 2018, the School met all the required standards. In a material change inspection report in October 2022, the School met all the required standard and was granted an increase in capacity accordingly by the DfE.

These achievements were greatly assisted by the high quality teaching staff the School has been able to retain and recruit in the face of intense competition for this increasingly scarce resource from other schools in the locality.

The Coach House Development completed in January 2021 which was Phase 1 of the master plan to enhance the school's estate and allow it to compete with other outstanding preparatory schools in the area. As phase 2 of the master plan, the following projects were undertaken in 2021-2022:

- Language Classroom in the basement
- Medical/laundry room
- Breakout spaces
- Reception corridor improvements
- Two classroom refurbishments
- Allotments
- Wi-Fi improvements including coverage of outdoor areas.

Bursaries and public benefit

The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children are able to accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year, 27 pupils benefited from the staff fee reduction scheme and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £160,034 (2021: £237,170). Of this amount, bursaries totaling £104,384 (2021: £176,156) supported 18 pupils by the remission in part or in full of their fees. Bursary awards ranged from 17% to 100% remission of fees. In some cases, extra-curricular activities and school lunches were also supported by a bursary. Means-tested bursaries are reviewed annually and represented 1.9% of the School's gross fee income in the 2021/22 year.

STRATEGIC REPORT SECTION (continued)

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)

Fundraising approach and performance

The Governors are aware of the Charities (Protection and Social Investment) Act 2016 and recognise the importance of meeting the highest standards of practice and care in relation to fundraising activities. The School only raises funds from parents, staff and those with a personal connection to the School and does not undertake fundraising campaigns to members of the public, nor does it use the services of third party fundraisers.

Volunteers

The Parents' Hub meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. In the year under review, 2021-22 nearly £1,700 was raised in this manner which was impacted by the Covid-19 restrictions. The School also has volunteers who listen to children reading. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support.

The School makes its premises and facilities available to local organisations free or at a modest cost, and lends equipment to places such as the local RSPCA Centre.

Pupils regularly support other charities, for example by raising funds and goods through collections at Harvest Festival assemblies, House fundraising events and Christmas appeals to support a number of local charities including donations to a local food bank and pet food to our local RSPCA.

Each academic year the school sponsors a local charity or initiative. In 2021-2022, Manor Lodge raised money for Watling View school, a school for children that require special needs. The aim was to help build a sensory garden and finance a purpose-built play area based on the children's needs. The project will continue into 2022-2023 with the intention of raising £25,000 in total.

The School is developing links with local state primary schools, for example sponsoring a poet to go into a state school to raise English standards.

STRATEGIC REPORT SECTION (continued)

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

There was a continued impact from the COVID-19 pandemic on the School, which again supported families by offering hardship funds and other financial assistance to those in need. Nonetheless, this was a successful year financially as pupil numbers remained strong and financial controls tight in anticipation of the capital requirements underpinning the 5 Year Plan as detailed in the Future Plans section overleaf.

The Company's net income for the year of £647,455 (2021: £496,371) is set out in the statement of financial activities.

Reserves

The financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on this fund. At the year end, unrestricted funds amounted to £9,181,690 (2021: £8,534,235).

It will be some years before the bank loans are repaid (as summarised in Note 15 to the financial statements) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained.

Capital Expenditure

The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £735,590 (2020-21: £1,467,566) as summarised in Note 12 to the accounts.

Investment Policy

The company has full powers of investment of its corporate reserves as stated in the Articles of Association. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.

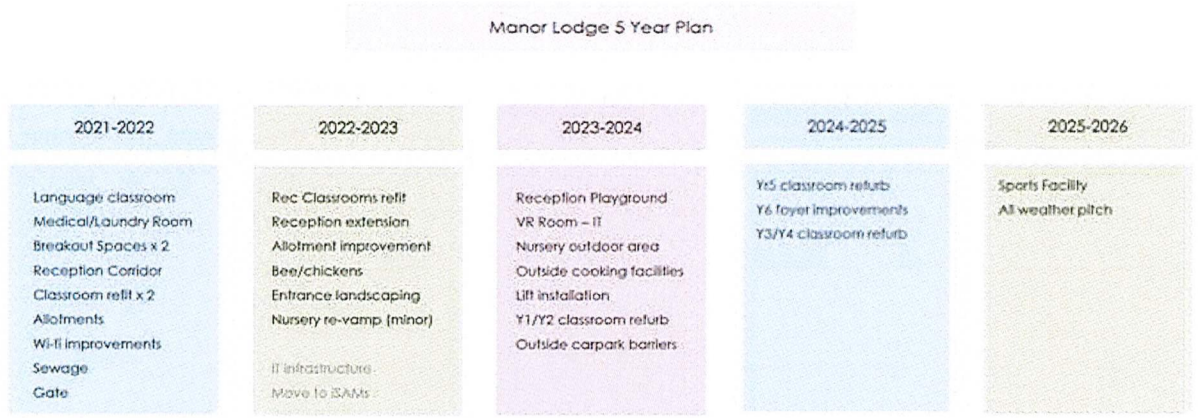
The overall financial objective is to at least maintain the real value. Due to the impact of market instability arising from the war in Ukraine, this was not achieved in the year under review. In future it may be possible to generate a sustainable return to fund bursaries or other expenditure.

The Rathbone Core Investment Fund for Charities is ethically screened to avoid direct investment in a number of categories in line with the Board's expectations.

STRATEGIC REPORT SECTION (continued)

FUTURE PLANS

The School's future plans are set out in the Whole School Five Year Development plan 2021-2026. This is reviewed annually by the Governors, Head Teacher and senior management team, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan.



Key Initiatives for 2022 - 2023 in line with the 5 Year plan will include:

1. Extending and refurbishing the Reception Classrooms as well as remodelling the Reception playground. This work is anticipated to take place, subject to planning permission, in Summer and Autumn 2023.
2. Refurbishing the Staffroom and establishing a Staff workroom as part of the drive to modernise the way we teach and the way classrooms work. These areas will be for all staff and will be designed to make interactions between staff collaborative and vibrant.
3. Establishing and developing the allotments involving the parents to help construct the planting area with a view to completing this in the Spring Term.
4. Introducing bees and chickens to the Manor Lodge site to inspire the children with a sense of wonder and responsibility for our world.
5. Enhancing the landscaping of the entrance to help direct children, parents and visitors safely into school.
6. Re-vamping the Nursery which is a popular destination for siblings mainly in the year before they start Manor Lodge School but also at the 3+ entry. It is important that the Nursery reflects the ethos of the school and is in keeping with the rest of the school.
7. Appointing an associate member of the SMT for a year. The role will be research based with the remit of acting as a Curriculum Innovation Lead for IT and Education.
8. At the start of the academic year, launching 'Our Strategy 2021- 2026' parent booklet at the Parent Welcome Evening, mirroring the Manor Lodge Brand book and incorporating the new mission statements.
9. Opening Cafe@thelodge in September 2022 as part of the school's campaign to create a Manor Lodge community and provide additional sources of income.
10. Updating the School website to reflect the school's vision, mission, values and aims.
11. Updating the School brochure to synchronise the Manor Lodge message across all communications. The online and highly adaptable brochure will sit comfortably within the school's sustainability ethos.

STRATEGIC REPORT SECTION (continued)

The Governor's Annual Report including the section containing the Strategic Report has been approved by the Board of Governors in their capacity as Directors of the Company on 27th March 2023 and signed on its behalf by:

.....

Mr D Arnold MBE
Chairman

Rectory Lane
Ridge Hill
Shenley
Radlett
Hertfordshire
WD7 9BG

Opinion

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

In our opinion the financial statements:

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Annual Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Governors' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report (incorporating Strategic Report).

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

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

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement set out on page 6. The Governors (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 Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.

- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charities SORP (FRS102), and UK financial reporting standards as issued by the Financial Reporting Council.

- We considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the charity were The Education (Independent Schools Standards) Regulations 2014, Health and Safety, Safeguarding, Food Standards, Charity Commission regulations and General Data Protection Regulation (GDPR). Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the 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 fee income and the override of controls by management. Our audit procedures to respond to these risks included inquiries of management including their own identification and assessment of the risks of irregularities, sample testing on income and the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance. Our audit procedures to respond to revenue recognition risks included sample testing of income across the year to agree to supporting documentation and testing income either side of the year to ensure this has been correctly recognised.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

.....

Nigel Balfour FCA
(Senior Statutory Auditor)
For and on behalf of
Balfour Sanson
Statutory Auditors
Chartered Accountants
17 Bourne Court
Southend Road
Woodford Green
Essex, IG8 8HD

31 MARCH 2023

.....

Date

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

	Notes	Total (Unrestricted) 2022 £	Total (Unrestricted) 2021 £
INCOME FROM:			
Charitable activities	2	5,840,241	5,193,989
Other trading activities	3	30,646	11,810
Investments	4	12,316	7,185
Voluntary sources	5	48,662	91,138
Total income		5,931,865	5,304,122
EXPENDITURE ON:			
Charitable Expenditure			
Raising funds		6,462	2,083
Charitable activities	6	5,244,623	4,857,763
Total expenditure		5,251,085	4,859,846
NET LOSSES / GAINS ON INVESTMENTS		(33,325)	52,095
NET INCOME AND NET MOVEMENT IN FUNDS		647,455	496,371
RECONCILIATION OF FUNDS:			
TOTAL FUNDS BROUGHT FORWARD		8,534,235	8,037,864
TOTAL FUNDS CARRIED FORWARD		9,181,690	8,534,235

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The attached notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee
COMPANY REGISTRATION NUMBER: 2829156

BALANCE SHEET
AS AT 31 AUGUST 2022

	Notes	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Tangible Assets	12		11,239,823		10,923,710
Investments	13		346,011		341,951
			11,585,834		11,265,661
CURRENT ASSETS					
Debtors	14	138,310		134,023	
Cash at Bank and in hand		1,605,143		1,238,788	
		1,743,453		1,372,811	
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	15	1,399,107		1,127,376	
NET CURRENT ASSETS			344,346		245,435
TOTAL ASSETS LESS CURRENT LIABILITIES			11,930,180		11,511,096
CREDITORS: Amounts falling due after more than one year	15		2,748,490		2,976,861
TOTAL NET ASSETS			9,181,690		8,534,235
CHARITY FUNDS					
Unrestricted funds			9,181,690		8,534,235

Approved and authorised for issue by the Board of Governors on 29th March 2023 and signed on its behalf by:

.....
Mr D Arnold MBE
Chairman

The attached notes form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2022

	Note	2022 £	2021 £
Cash flow from operating activities	17	1,480,720	674,479
Interest paid		(102,338)	(102,209)
Net cash flow from operating activities		1,378,382	572,270
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(735,590)	(1,467,566)
Purchase of fixed asset investments		(30,000)	(12,500)
Interest received		5,892	1,903
Dividends received		6,424	5,282
Net cash flow from investing activities		(753,274)	(1,472,881)
Cash flow from financing activities			
Net (decrease) in loans		(251,753)	(189,856)
(Decrease) / increase in deposits held		(7,000)	25,000
Net cash flow from financing activities		(258,753)	(164,856)
Net increase / (decrease) in cash and cash equivalents		366,355	(1,065,467)
Cash and cash equivalents at 1 September 2021		1,238,788	2,304,255
Cash and cash equivalents at 31 August 2022		1,605,143	1,238,788
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,605,143	1,238,788
		1,605,143	1,238,788

The notes form part of these financial statements.

1. ACCOUNTING POLICIES

General information and basis of preparation
Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Manor Lodge School is a company limited by guarantee. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 4 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS 102 Charites SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(a) **Going concern**
The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

(b) **Funds**
Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

(c) **Income recognition**
School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities.

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Fees received for education to be provided in a future year are shown as fees paid in advance at the balance sheet date.

(c) **Income recognition (continued)**
Income from government or other grants is recognised only when the charity has entitlement to the funds; any performance conditions attached to the grant have been met; it is probable that the income will be received and the amount can be readily measured.

(d) **Expenditure recognition**
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorized under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities as set out in Note 6 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) **Support costs allocation**
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking non-mandatory contributions.

The analysis of these costs is included within note 6 to the financial statements.

(f) **Tangible fixed assets**
Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs include any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

• Freehold land	NIL
• Freehold buildings	over 50 years on a straight line basis
• Furniture and equipment	over 5 years on a straight line basis
• Computer equipment	over 4 years on a straight line basis
• Leasehold property	over the period of the lease

(g) **Investments**
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

(h) **Financial Instruments**
The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legal enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2022

(h) **Financial Instruments (continued)**

a) Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure

b) Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(i) **Cash and Cash Equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short term liquid investments with original maturities of three months or less.

(j) **Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(k) **Leases**

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) **Employee benefits (including pensions)**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity recognises termination benefits as a liability and an expense within the financial statements only when there is a demonstrable commitment to do so.

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Charity also contributes to a group personal pension scheme for non-teaching staff at up to 6.0% of annual basic pay. Contributions to both schemes are charged in the SOFA as they become payable in accordance with the rules of the schemes.

(m) **Taxation**

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

(n) **Value added taxation**

As the Charity's activities are outside of the scope of value added tax, it is unable to reclaim any input tax. Consequently, value added tax on any capital expenditure is capitalised as part of the cost of the asset acquired and value added tax on resources expended is added to the particular expense in the Statement of Financial Activities.

(o) **Parents' deposits**

The Governors have reviewed the contract terms under which pupil fee deposits are held by the School. These deposits will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

(p) **Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values 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, The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

Critical Judgements

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property, plant and equipment and note 1(f) for the useful economic lives for each class of asset.

2. INCOME FROM CHARITABLE ACTIVITIES

	2022 £	2021 £
School fees receivable		
Gross fees	5,537,355	5,210,881
Less: Discounts, scholarships and bursaries	(161,156)	(236,455)
	5,376,199	4,974,426
Clubs, school lunches and other activities	442,092	202,963
Registration fees	21,950	16,600
	5,840,241	5,193,989

3. INCOME FROM OTHER TRADING ACTIVITIES

	2022 £	2021 £
Income from fund raising events	16,268	-
Hire of facilities	12,860	11,810
Other	1,518	-
	30,646	11,810

4. INCOME FROM INVESTMENTS

	2022 £	2021 £
Interest – Deposit and current account	5,892	1,903
Dividend income	6,424	5,282
	12,316	7,185

5. VOLUNTARY SOURCES

	2022 £	2021 £
Insurance claim against repairs costs	29,692	-
Job Retention Scheme grants receivable	-	69,723
Donations and gifts	18,970	21,415
	48,662	91,138

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs is as follows:

	Direct charitable activity	Support Costs	Governance Function	2022 Total	2021 Total
	£	£	£	£	£
Salary and employee costs	2,739,623	685,346	-	3,424,969	3,298,901
Premises and overhead costs	-	514,623	-	514,623	574,333
Catering costs	-	248,525	-	248,525	155,483
Amortisation	-	272,151	-	272,151	265,673
Depreciation	-	147,326	-	147,326	140,572
School activities and excursions	149,821	-	-	149,821	71,159
Educational supplies	76,070	-	-	76,070	29,190
Other costs	19,419	210,003	-	229,422	149,517
Finance costs including loan interest	-	106,480	-	106,480	121,807
Legal & professional fees	-	-	62,900	62,900	39,114
Audit remuneration	-	-	12,336	12,336	12,014
	2,984,933	2,184,454	75,236	5,244,623	4,857,763

7. NET INCOME FOR THE YEAR

Net income for the year is stated after charging:

	2022	2021
	£	£
Other expenditure includes:		
Fees payable to the Company's auditor		
- for the audit of the Company's annual accounts	11,136	10,864
- for other audit work on behalf of the Company	1,200	1,150
Amortisation & Depreciation – owned assets	419,477	406,245
Operating lease rentals - Land and buildings	70,766	74,407
Fittings and equipment	720	720
Net (loss) / gain on investments	(33,325)	52,095
Loss on disposal of tangible fixed assets	-	2,768

8. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Governors neither requested nor waived any emoluments during the year (2021: £Nil).

During the year, one Governor was reimbursed £5,050 (2021: £3,550) by the school for the payment of retail vouchers given to staff and for meeting room hire costs.

The total amount of employee benefits received by key management personnel was £399,333 (2021: £369,148). The School considers its key management personnel comprise members of the School's senior management team.

9. STAFF COSTS

	2022 £	2021 £
Wages and Salaries	2,651,356	2,549,641
Social Security costs	280,375	260,695
Pension costs	433,610	433,801
Other employee benefits	59,628	54,764
	3,424,969	3,298,901

Total redundancy/termination payments amounted to £NIL (2021: £15,000).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2022 Number	2021 Number
£60,001 - £70,000	1	2
£70,001 - £80,000	1	1
£80,001 - £90,000	1	-
£100,001 - £110,000	1	1

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2022 Number	 FTE	2021 Number	 FTE
Charitable activities (Teaching and support)	82	64	82	62
Administration	7	7	7	7
	89	71	89	69

10. INTEREST PAYABLE AND SIMILAR CHARGES

	2022 £	2021 £
Bank loan interest payable	102,338	102,209

11. PENSION COSTS

a) Defined contribution pension scheme.

The Company contributes to a defined contribution scheme on behalf of eligible members of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £42,516 (2021: £43,957). Contributions payable as at 31 August 2022 in respect of non-teaching staff were £6,284 (2021: £3,678).

b) 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 £391,094 (2021: £389,864) and at the year-end £44,809 (2021: £Nil) was owed 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 judgement 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 a 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.

11. PENSION COSTS (cont'd)

b) Teachers' Pension Scheme (cont'd)

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation 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.

12. TANGIBLE FIXED ASSETS

	Computer Equipment	Equipment, Fixtures and Fittings	Land & Freehold Property	Short Leasehold Property	Total
	£	£	£	£	£
Cost					
As at 1 September 2021	583,379	1,443,075	12,512,077	636,470	15,175,001
Additions	43,801	153,469	538,320	-	735,590
Disposals	(-)	(-)	(-)	(-)	(-)
As at 31 August 2022	627,180	1,596,544	13,050,397	636,470	15,910,591
Depreciation					
As at 1 September 2021	465,044	1,183,785	2,351,895	250,567	4,251,291
Charge for year	54,685	92,641	245,499	26,652	419,477
Disposals	(-)	(-)	(-)	(-)	(-)
As at 31 August 2022	519,729	1,276,426	2,597,394	277,219	4,670,768
Net Book Value					
As at 31 August 2022	107,451	320,118	10,453,003	359,251	11,239,823
As at 31 August 2021	118,335	259,290	10,160,182	385,903	10,923,710

13. FIXED ASSET INVESTMENTS

Cost or valuation	Total investments (Listed) £
At 1 September 2021	341,951
Re-invested income	7,385
Change in market value	(33,325)
Additions	30,000
At 31 August 2022	346,011

Investments at fair value comprise:

	At 31 August 2022 £
Funds held within a unit trust	341,286
Cash within investment portfolio	4,725
	346,011

Historical cost of fixed asset investments was £317,951.

The fair value of listed investments is determined by reference to the middle market price as at 31 August 2022.

14. DEBTORS

	2022 £	2021 £
Amounts falling due within one year:		
Fees receivable	5,707	33,153
Other debtors	-	450
Prepayments	132,603	100,420
	138,310	134,023

15. CREDITORS

	2022 £	2021 £
Amounts falling due within one year:		
Bank loans	260,566	251,948
Taxation and Social Security payable	67,545	63,627
Other Creditors	160,691	145,521
Fees paid in advance	610,232	432,129
Deposits held	28,500	67,500
Accruals	271,573	166,651
	1,399,107	1,127,376

	2022 £	2021 £
Amounts falling due after one year:		
Long term mortgage	2,501,990	2,762,361
Deposits held	246,500	214,500
	2,748,490	2,976,861

The amounts falling due in respect of creditors payable by instalments after five years were:

	2022 £	2021 £
Bank loans – element over five years	1,576,640	1,758,000
Deposits held – element over five years (not payable by instalments)	126,500	80,500

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property (excluding that relating to the Nursery) at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2022: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to January 2030 at an initial five year fixed rate 4.35% (followed by a margin of 2.35% over prevailing bank base rate) and the third, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 3.12% over prevailing bank base rate. The aggregate value of secured liabilities is £2,762,556 (2021: £3,014,309).

16. OPERATING LEASE COMMITMENTS

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

	Land & Buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Expiring:				
Within one year	2,273	1,827	-	-
In two to five years	27,610	35,104	1,620	2,340
In more than five years	2,288,279	2,349,327	-	-
	2,318,162	2,386,258	1,620	2,340

17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for the year	647,455	496,371
Dividend income	(6,424)	(5,282)
Interest receivable	(5,892)	(1,903)
Interest payable	102,338	102,209
Depreciation charges	419,477	406,245
Increase / (decrease) in debtors	(4,287)	33,816
Increase / (decrease) in creditors	302,113	(301,603)
Change in market value of investments/reinvested income	25,940	(58,142)
Loss on disposal of fixed assets	-	2,768
Net cash inflow from operating activities	1,480,720	674,479

18. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year to 31 August 2022 (2021: no related party transactions).

19. CAPITAL COMMITMENTS

As at 31 August 2022, the company had capital commitments contracted for but not provided for in these financial statements of £NIL (2021: £65,869).

MANOR LODGE SCHOOL

England & Wales - Charity number 1048874

Accounts

MANOR LODGE SCHOOL

A Company Limited by Guarantee

COMPANY REGISTRATION NUMBER: 2829156

CHARITY REGISTRATION NUMBER: 1048874

GOVERNORS' ANNUAL REPORT INCLUDING

THE STRATEGIC REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31ST AUGUST 2021

SATURDAY
AB2390BF
A14 16/04/2022 #100
COMPANIES HOUSE

MANOR LODGE SCHOOL
A Company Limited by Guarantee

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2021

CONTENTS	PAGE
Annual Report of the Governors including the Strategic Report	1 - 8
Report of the Independent Auditors	9 - 12
Statement of Financial Activities	13
Balance Sheet	14
Statement of cash flows	15
Notes to the Financial Statements	16 - 27

The following pages do not form part of the Financial Statements

Detailed Income and Expenditure Account	28 - 29

MANOR LODGE SCHOOL
A Company Limited by Guarantee

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Board of Governors present their annual report and the audited financial statements of the Company for the year ended 31 August 2021. The report has been prepared in accordance with Part 8 of the Charities Act 2011.

The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland. The financial statements have been prepared in accordance with the Company's memorandum and articles of association and with the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Manor Lodge School Limited (the Company) was incorporated as a company on 22 June 1993 and commenced activities on 19 November 1993. The Company changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Company name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874.

The Registered Office and principal address of the Company is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156.

Governors

The Governors of the School, who are also Directors of the Company and the Charity Trustees, during the year were:

Mr D Arnold MBE # +	(Chairman)	Ms M Jones *
Mr G Black #		Dr M Malik # **
Mr M Cherry # @ *	(Deputy Chairman)	Mr J Segal # +
Mrs S Coventry *		Mr A Williams *
Mrs H Gunasekera * +		Mr S Wilson * $
		Dr T D Lee ^

\# Member of Finance and General Purposes Committee
* Member of Education Committee
\+ Member of the Governance and Nominations Committee (New)
@ Health and Safety Governor
$ Safeguarding Governor
* Resigned on 25/03/21
^ Appointed on 20/11/20
** Resigned on 08/07/21

Key Executives and professional advisors

The Head	Mrs A Lobo BEd(Hons)
Deputy Heads	Mrs C Edwards BA(Hons) QTS, Mr S Cavanagh BA(Hons) PGCE
Director of Finance and Operations Company Secretary & Clerk to the Governors	Mr M Mieczkowski BA(Hons) MBA FCMI
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans, AL1 3AL
Solicitors	Debenhams Ottaway, Ivy House, 107 St. Peter's Street, St Albans, Hertfordshire, AL1 3EW
Auditors	Balfour Sanson, Statutory Auditors, Chartered Accountants, 17 Bourne Court, Southend Road, Woodford Green, Essex IG8 8HD
Insurance Brokers	Aon UK Limited, 8 Devonshire Square, London EC2N 4PL
Investment Managers	Rathbone Investment Management Limited 8 Finsbury Circus, London EC2M 7AZ

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document
The Company is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 12 March 2020.

Governing Body
The Governors, who are also required under the Articles to serve as Directors of the Company and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected.

Induction, Recruitment and Training of Governors
Potential Governors are identified by recommendation from existing Governors or from the Head. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the AGBIS publication 'Guidelines for Governors' as well as a comprehensive Governors Manual which highlights their legal responsibilities. Further information is provided by the Chair of Governors, Head Teacher and Director of Finance and Operations, as necessary.

Training opportunities are regularly publicised to and taken up by the Governors.

Organisational structure
The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (chaired by Mr M Cherry/Mr J Segal and Mr G Black as Co-Chairs from 20/05/21), the Education Committee (chaired by Mr Williams) and the Governance and Nominations Committee (chaired by Mr J Segal). These Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The School's Health and Safety Management Committee reviews the School's work and leisure practices and monitors Risk Assessments and is chaired by a designated Governor (Mr M Cherry and Mrs H Gunasekera from 14/05/21). The designated Governor for safeguarding is Mr S Wilson.

The day to day management of the School is delegated to the senior leadership team: the Head, Director of Finance and Operations, Deputy Head Academic and Deputy Head Pastoral.

Relationships with connected parties and affiliated bodies
The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 600 independent prep schools in the UK and worldwide. Teaching members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School.

The School is also a member of the Association of Governing Bodies of Independent Schools (AGBIS), which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

Pupils regularly support other charities, for example by raising funds and goods through collections at Harvest Festival assemblies, House fundraising events and Christmas appeals to support a number of local charities including the local RSPCA sanctuary, a local Hospice, a local Family Centre, the Alzheimers Society and four House charities chosen by pupils each academic year. In 2020/21 these were Christina Noble, Homeless Action Barnet, NAWT and Tiggywinkles. These initiatives are educational and give pupils an awareness of life outside the school community.

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The School has registered as an Eco-School, and has become part of an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. The Eco-School scheme provides a framework to enable analysis of operations and assists the School to become a more sustainable community. By following this programme the School will become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is the key part of the programme and to this end they have been involved right from the start in activities such as producing ideas for projects: recycling, reducing and re-using waste; decision making; monitoring and action planning. The School once again successfully renewed its Eco-Schools Green Flag award in March 2018.

PRINCIPAL RISKS AND UNCERTAINTIES

The School has reviewed all major risks and established systems and procedures to manage those risks, as detailed in the School's risk register. The key controls used to manage risks include: annual review of the risk register, appropriate terms of reference for each committee, formal agendas for all committee and Board activity, comprehensive budgeting and management accounting, established lines of reporting, clear financial authorisation levels, vetting and reporting procedures for safeguarding children, regular health and safety audits.

The principal risks and uncertainties currently facing the School are as follows:

Ongoing impact of the Covid-19 pandemic
The Covid-19 pandemic has continued to have a significant impact at Manor Lodge School, with national lockdowns resulting in the School being closed for two terms over the last two financial years. The Governing Body have anticipated that the School may need to close due to an outbreak within the School, or local/national lockdown. The controls in place within the School are designed to reduce the transmission of COVID-19 within the school community, but for the foreseeable future the School needs to be prepared for a mandated period of closure. The School's main focus will be to continue to meet our moral and contractual responsibility to provide an educational service to the children at Manor Lodge, via remote learning model. The School Leadership Team are confident, that the School will be able to deliver a high standard of education, should the School have to close, having built and improved on the model used previously. The Trustees believe that this is key in ensuring pupil retention during these difficult times.

The Trustees are aware that further financial support may be required, through further fee reduction or bursary awards. This will continue to be monitored, with the Trustees making appropriate decision, in the best interest of the School, as required.

The School is also aware of the impact COVID-19 will continue to have on the well-being and mental health of the School community and will continue to provide support to all, throughout this turbulent period.

External economic factors and the sustainability of fee increases
The School relies on parents' ability to pay fees as its main source of income. There is a risk that external economic factors reduce parents' ability to pay fees or result in parents withdrawing pupils due to fee levels.

Impact of government legislation
Changes in government legislation, for example charity law and guidance, regulatory compliance, or increases to employers' contributions to the Teachers' Pension Scheme, may significantly impact on the School's status and operation. In light of the level of TPS employer contributions and potential future increases, which may be imposed, the Governing Body will continue to monitor the situation and assess the impact on the School when considering any necessary action.

Reputational risk and nearby schools opening extra classes or changing structure
The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.

The rising costs of maintaining the fabric of the school, in particular the listed building
Repairs and maintenance costs are a major component of the School's expenditure every year. The main school building is Grade II listed and approaching three hundred years old. Although the School maintains a rolling programme of redecoration and refurbishment, the historic trend shows that major repair expenditure is incurred periodically.

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

Technology and Cybercrime risk
Maintaining classroom technology resources and teacher skills at an appropriate level in the face of rapid technological advance and protecting the school and its assets, the School continues to review and develop the provision of technology resources in the classroom and has a highly-qualified and competent on-site IT and Digital Services team to provide daily support to staff, ensure rapid response to any problems and facilitate the implementation of new technology in the curriculum.

The School has recently achieved 'Cyber essential' accreditation, demonstrating its strive to ensure proper management control systems in order to minimise exposure to cybercrime and safeguarding risks.

PAY SETTING ARRANGEMENTS

Pay and remuneration for the School's senior management team is arranged according to a scale set by the Governors. The scale is agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior leadership team are appraised biannually. Governors review the scale as necessary, at least every five years.

OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

The Objects of the Company, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any other countries) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity
The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive 11 acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

School Aims
The Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, to assist them to develop wider interests in life and to motivate them for a successful outcome at their chosen senior school. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

The School's specific aims are:

1. To deliver a forward thinking curriculum that inspires intellectual curiosity within each child, promotes academic excellence and individual achievement.
2. To offer a positive and stimulating environment that promotes the philosophy of 'learning without walls'.
3. To encourage, support and invest in our staff to enable all individuals to thrive.
4. To celebrate diversity and inclusivity in a community that values and cares for one another.
5. To bring joy to childhood experiences by enabling the children to feel safe and secure in an environment where each voice is heard and well-being is nurtured.
6. Sustainability – we aim to develop awareness and understanding of/respect for the environments in which we live and secure our commitment to sustainable development at a personal, local, national and global level. As a School we will support initiatives that make us active members of society and take a positive stand against climate change, global poverty and the impact of our lifestyles on our environment.

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

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

Objectives and strategies for the year
The Board's main objective continues to be the promotion of high academic standards within contemporary facilities, combined with outdoor ethos and pastoral wellbeing. The strategy for achieving this is to establish a sound financial basis to support both current facilities and future developments.

OFFICERS' LIABILITY INSURANCE

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors, as Directors of the Company for the purposes of company law, are responsible for preparing the Governors' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year, which 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO THE AUDITORS

The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

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

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

AUDITORS

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that Balfour Sanson be appointed as auditors to the company will be put to the Annual General Meeting.

GOVERNORS' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

STRATEGIC REPORT SECTION

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational performance of the School
At the end of the academic year there were 402 pupils on roll in the main School and 34 in the Nursery. There was a substantial waiting list for most year groups.

Academic results were again extremely good. The vast majority of Year 6 pupils moved forward to their first choice secondary schools, both independent and state schools. A total of 23 scholarships were awarded to Year 6 pupils by senior schools: academic, along with all-rounder, art, dance, drama and music awards. Sports scholarship awards were delayed due to COVID-19.

The School was inspected by the Independent Schools' Inspectorate (ISI) in June 2015 and received a highly satisfactory report, with all of the School's activities being rated "excellent". The inspectors reported that "the school is extremely successful in meeting its aims". In a regulatory compliance inspection conducted by the ISI in June 2018, the School met all the required standards.

These achievements were greatly assisted by the high quality teaching staff the School has been able to retain and recruit in the face of intense competition for this increasingly scarce resource from other schools in the locality.

2020/2021 provided the School and the wider community with significant challenges due to the Coronavirus (COVID-19) pandemic. In line with Government guidance announced by the Education Secretary on the 18th March 2020, Manor Lodge temporarily closed on the 20th March 2020 as the country entered lockdown. However, the School continued to operate on a significantly reduced basis to ensure that all eligible pupils were able to access the School resources on-site and via on-line Learning Programme.

The Coach House Development completed in January 2021 with children occupying the space from April 2021, once the School returned following the national lockdown, gave the School scope to create a modern academic curriculum fit for the future based on traditional values, set in inspiring spaces. In a time of challenge, the opening of the Coach House has created a wealth of opportunities. The new contemporary building has allowed the School to move comfortably into the future. It provided a rich and varied contexts for pupils to acquire, develop and apply a broad range of knowledge, understanding and skills. The Coach House development is Phase 1 of the master plan to enhance the school's estate and allow it to compete with other outstanding preparatory schools in the area.

Bursaries and public benefit
The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children are able to accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year, 37 pupils benefited from the staff fee reduction scheme, multi-children discounts and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £237,170. Of this amount, bursaries totaling £176,156 supported 22 pupils by the remission in part or in full of their fees. Bursary awards ranged from 10% to 100% remission of fees. In some cases, extra-curricular activities and school lunches may also be supported by a bursary. Means-tested bursaries are reviewed annually and represented 3.3% of the School's gross fee income in the 2020/21 year.

The School makes its premises and facilities available to local organisations free or at a modest cost, for example hosting an annual chess tournament, weekly football classes, holiday camps and lending equipment to the local RSPCA centre.

The School has sent donations to a local food bank and to the neonatal centre at Great Ormond Street Hospital.

STRATEGIC REPORT SECTION

FOR THE YEAR ENDED 31 AUGUST 2021

The School is developing links with local state primary schools, for example hosting an annual football tournament, a senior schools evening and giving free tickets and transport to its annual Year 6 production. Work experience placements are offered to pupils from local senior schools and teaching staff from local schools have been invited to join staff training sessions.

Volunteers
The Parents' Hub meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. In the year under review over £5,000 was raised in this manner. The School also has volunteers who listen to children reading. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support.

Fundraising approach and performance
The Governors are aware of the Charities (Protection and Social Investment) Act 2016 and recognize the importance of meeting the highest standards of practice and care in relation to fundraising activities. The School only raises funds from parents, staff and those with a personal connection to the School and does not undertake fundraising campaigns to members of the public, nor does it use the services of third party fundraisers.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

Despite the impact COVID-19 pandemic had on the School, this has been a relatively successful year financially. Pupil numbers were good with strong income from fees and activities. The School has again, supported families throughout this unprecedented time by offering a hardship fund and financial assistance to those in need. Capital investment during the 2020/2021 was very modest, but included some essential listed building repairs.

The Company's net income for the year of £496,371 (2020: £345,175) is set out in the statement of financial activities.

Reserves
Note 16 to the financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on each fund. At the year end, unrestricted funds amounted to £8,534,235 (2020: £8,037,864).

It will be some years before the bank loans are repaid (as summarised in Note 15 to the financial statements) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained.

Capital Expenditure
The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £1,467,566 as summarised in Note 12 to the accounts.

Investment Policy
The company has full powers of investment of its corporate reserves as stated in the Articles of Association. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.

The overall financial objective is to at least maintain the real value, which was achieved in the year under review. In future it may be possible to generate a sustainable return to fund bursaries or other expenditure.

The Rathbone Core Investment Fund for Charities is ethically screened to avoid direct investment in a number of categories in line with the Board's expectations.

STRATEGIC REPORT SECTION

FOR THE YEAR ENDED 31 AUGUST 2021

FUTURE PLANS

The School's future plans are set out in its five year development plan which is reviewed annually by the Governors, Head Teacher and senior management team, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan. The aims of the school development plan are to:

1. determine the future size, composition and structure of the school based on a coeducational system that is flexible enough to meet the demands of the next 5 years.
2. identify and rank the requirements needed to provide high standards of education, teaching and administrative accommodation and facilities.
3. establish a sound financial basis to support both current facilities and future developments.
4. implement agreed polices and changes after full discussion with the Governors and senior management team, when the necessary resources are in place.

Plans for 2021-22 include:

- continuing to refine the School's assessment systems to inform teacher planning, curriculum development and pastoral wellbeing.
- continuing to develop the School's premises to suit the School's current and future needs including a significant refurbishment of the 'coach house' to provide a learning resource centre and new facilities for STEAM subjects.
- expanding the computing curriculum.
- embedding the outdoor curriculum.
- continuing to build a provision for gifted and talented pupils.
- updating the School's branding, website and parent communications systems.
- creating opportunities for planning and delivering the STEAM subjects in an integrated way.
- promoting the benefits of an active lifestyle through school focus on sedentary and physical activity.
- increasing awareness of the importance of education for social responsibility.
- continuing to improve the School's community links.

The Governor's Annual Report including the section containing the Strategic Report has been approved by the Board of Governors in their capacity as Directors of the Company on 10th March 2022 and signed on its behalf by:

.....
Mr D Arnold MBE
Chairman

Rectory Lane
Ridge Hill
Shenley
Radlett
Hertfordshire
WD7 9BG

TO THE MEMBERS OF MANOR LODGE SCHOOL

FOR THE YEAR ENDED 31ST AUGUST 2021

Opinion

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

In our opinion the financial statements:

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Annual Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Governors' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report.

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

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

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement set out on page 5. The Governors (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 Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.

- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

.....

N L Balfour FCA
(Senior Statutory Auditor)
For and on behalf of
Balfour Sanson
Statutory Auditors
Chartered Accountants
17 Bourne Court
Southend Road
Woodford Green
Essex, IG8 8HD

10 March 2022

Date

MANOR LODGE SCHOOL
A Company Limited by Guarantee

STATEMENT OF FINANCIAL ACTIVITIES
(including an Income and Expenditure Account)

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Total (Unrestricted) 2021 £	Total (Unrestricted) 2020 £
INCOME FROM:			
Charitable activities	2	5,193,989	4,902,333
Other trading activities	3	11,810	10,614
Investments	4	7,185	21,129
Voluntary sources	5	91,138	195,873
Total income		5,304,122	5,129,949
EXPENDITURE ON:			
Charitable Expenditure			
Raising funds		2,083	8,647
Charitable activities	6	4,857,763	4,782,112
Total expenditure		4,859,846	4,790,759
NET GAINS ON INVESTMENTS		52,095	5,985
NET INCOME AND NET MOVEMENT IN FUNDS		496,371	345,175
RECONCILIATION OF FUNDS: TOTAL FUNDS BROUGHT FORWARD		8,037,864	7,692,689
TOTAL FUNDS CARRIED FORWARD	16	8,534,235	8,037,864

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The attached notes form part of these financial statements.

MANOR LODGE SCHOOL
A Company Limited by Guarantee
COMPANY REGISTRATION NUMBER: 2829156

BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	2021 £	2021 £	2020 £	2020 £
FIXED ASSETS					
Tangible Assets	12		10,923,710		9,865,157
Investments	13		341,951		271,309
			11,265,661		10,136,466
CURRENT ASSETS					
Debtors	14	134,023		167,839	
Cash at Bank and in hand		1,238,788		2,304,255	
		1,372,811		2,472,094	
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	15	1,127,376		1,338,240	
NET CURRENT ASSETS			245,435		1,133,854
TOTAL ASSETS LESS CURRENT LIABILITIES			11,511,096		11,270,320
CREDITORS: Amounts falling due after more than one year	15		2,976,861		3,232,456
TOTAL NET ASSETS			8,534,235		8,037,864
CHARITY FUNDS					
Unrestricted funds	16		8,534,235		8,037,864

Approved and authorised for issue by the Board of Governors on 10th March 2022 and signed on its behalf by:

.....
Mr D Arnold MBE
Chairman

The attached notes form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
Cash flow from operating activities	19	674,479	1,174,258
Interest paid		(102,209)	(104,104)
Net cash flow from operating activities		572,270	1,070,154
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(1,467,566)	(2,335,876)
Purchase of fixed asset investments		(12,500)	-
Interest received		1,903	16,040
Dividends received		5,282	5,089
Net cash flow from investing activities		(1,472,881)	(2,314,747)
Cash flow from financing activities			
Net (decrease) / increase in long term loans		(189,856)	1,111,840
Increase / (decrease) in deposits held		25,000	(5,000)
Net cash flow from financing activities		(164,856)	1,106,840
Net (decrease) in cash and cash equivalents		(1,065,467)	(137,753)
Cash and cash equivalents at 1 September 2020		2,304,255	2,442,008
Cash and cash equivalents at 31 August 2021		1,238,788	2,304,255
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,238,788	2,304,255
		1,238,788	2,304,255

The notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES

(a) **General information and basis of preparation**

Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Manor Lodge School is a company limited by guarantee. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 4 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS 102 Charites SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(a) **Going concern**

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the governors have considered the forecasts and projections and have taken account of pressures on fee income, particularly in the light of the impact of the COVID-19 pandemic. After making enquires, the governors have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The accounts are therefore prepared on the going concern basis.

(b) **Funds**

Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

(c) **Income recognition**

School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities.

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Fees received for education to be provided in a future year are shown as fees paid in advance at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 AUGUST 2021

(c) **Income recognition (continued)**

Income from government or other grants is recognised only when the charity has entitlement to the funds; any performance conditions attached to the grant have been met; it is probable that the income will be received and the amount can be readily measured.

(d) **Expenditure recognition**
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognized where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorized under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities as set out in Note 6 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) **Support costs allocation**
Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking non-mandatory contributions.

The analysis of these costs is included within note 6 to the financial statements.

(f) **Tangible fixed assets**
Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs include any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

Freehold land	NIL
Freehold buildings	over 50 years on a straight line basis
Furniture and office equipment	over 5 years on a straight line basis
Computer equipment	over 4 years on a straight line basis
Leasehold property	over the period of the lease

(g) **Investments**
Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably.

(h) **Financial Instruments**
The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legal enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

a) Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 AUGUST 2021

(h) **Financial Instruments (continued)**

a) Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(i) **Cash and Cash Equivalents**
Cash and cash equivalents include cash in hand, deposits held at call with banks and other short term liquid investments with original maturities of three months or less.

(j) **Impairment**
Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(k) **Leases**
Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) **Employee benefits (including pensions)**
When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The company recognises termination benefits as a liability and an expense within the financial statements only when there is a demonstrable commitment to do so.

The Company contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Company also contributes to a group personal pension scheme for non-teaching staff at up to 6.0% of annual basic pay. Contributions to both schemes are charged in the SOFA as they become payable in accordance with the rules of the schemes.

(m) **Taxation**
The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) **Value added taxation**
As the Company's activities are outside of the scope of value added tax, it is unable to reclaim any input tax. Consequently, value added tax on any capital expenditure is capitalised as part of the cost of the asset acquired and value added tax on resources expended is added to the particular expense in the Statement of Financial Activities.

(o) **Parents' deposits**
The Governors have reviewed the contract terms under which pupil fee deposits are held by the School. These deposits will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

(p) **Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values 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, The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

Critical Judgements

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property, plant and equipment and note 1(f) for the useful economic lives for each class of asset.

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 AUGUST 2021

2. INCOME FROM CHARITABLE ACTIVITIES

	2021 £	2020 £
School fees receivable		
Gross fees	5,210,881	5,175,398
Less: Discounts, scholarships and bursaries	(236,455)	(240,160)
Less: Covid-19 discounts	(-)	(281,522)
	4,974,426	4,653,716
Clubs, school lunches and other activities	202,963	236,842
Registration fees	16,600	11,775
	5,193,989	4,902,333

All income above was attributable to unrestricted funds.

3. INCOME FROM OTHER TRADING ACTIVITIES

	2021 £	2020 £
Income from fund raising events	-	9,461
Other	11,810	1,153
	11,810	10,614

All income above was attributable to unrestricted funds.

4. INCOME FROM INVESTMENTS

	2021 £	2020 £
Interest – Deposit and current account	1,903	16,040
Dividend income	5,282	5,089
	7,185	21,129

All income above was attributable to unrestricted funds.

5. VOLUNTARY SOURCES

	2021 £	2020 £
Job Retention Scheme grants receivable	69,723	171,493
Donations and gifts	21,415	24,380
	91,138	195,873

All income above was attributable to unrestricted funds.

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs

	Direct charitable activity	Support Costs	Governance Function	2021 Total	2020 Total
	£	£	£	£	£
Salary and employee costs	2,678,426	624,028	-	3,302,454	3,362,354
Premises and overhead costs	-	574,333	-	574,333	448,567
Catering costs	-	155,483	-	155,483	163,810
Amortisation	-	265,673	-	265,673	213,378
Depreciation	-	140,572	-	140,572	129,547
School activities and excursions	71,159	-	-	71,159	57,471
Educational supplies	29,190	-	-	29,190	57,699
Other costs	15,373	130,591	-	145,964	163,205
Finance costs including loan interest	-	121,807	-	121,807	144,681
Legal & professional fees	-	-	39,114	39,114	30,996
Audit remuneration	-	-	12,014	12,014	10,404
	2,794,148	2,012,487	51,128	4,857,763	4,782,112

7. NET INCOME FOR THE YEAR

Net income for the year is stated after charging/(crediting):

	2021	2020
	£	£
Other expenditure includes:		
Fees payable to the Company's auditor		
- for the audit of the Company's annual accounts	10,864	9,424
- for other audit work on behalf of the Company	1,150	980
Amortisation & Depreciation – owned assets	406,245	342,925
Operating lease rentals - Land and buildings	74,407	72,729
Fittings and equipment	720	720
Net gain on investments	52,095	5,985
Loss on disposal of tangible fixed assets	2,768	10,776

8. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Governors neither requested nor waived any emoluments during the year (2020: £Nil).

During the year, one Governor was reimbursed £3,550 by the school for the payment of retail vouchers given to staff during the Covid pandemic (2020: £Nil).

The total amount of employee benefits received by key management personnel was £369,148 (2020: £355,968). The School considers its key management personnel comprise members of the School's senior management team.

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 AUGUST 2021

9. STAFF COSTS

	2021 £	2020 £
Wages and Salaries	2,549,641	2,602,301
Social Security costs	260,695	265,708
Pension costs	433,801	421,997
Other employee benefits	54,764	58,001
	3,298,901	3,348,007

Total redundancy/termination payments amounted to £15,000 (2020: £19,000).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2021 Number	2020 Number
£60,001 - £70,000	2	1
£70,001 - £80,000	1	2
£80,001 - £90,000	-	1
£100,001 - £110,000	1	-

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2021 Number	2021 FTE	2020 Number	2020 FTE
Charitable activities (Teaching and support)	82	62	80	62
Administration	7	7	8	7
	89	69	88	69

10. INTEREST PAYABLE AND SIMILAR CHARGES

	2021 £	2020 £
Bank loan interest payable	102,209	104,104

11. PENSION COSTS

a) Defined contribution pension scheme.

The Company contributes to a defined contribution scheme on behalf of eligible members of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £43,937 (2020: £44,542). Contributions payable as at 31 August 2021 in respect of non-teaching staff were £3,678 (2020: £3,342).

b) 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 £389,864 (2020: £377,455) and at the year-end £Nil (2020: £31,715) 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 judgement 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.

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 costs is included in these financial statements.

12. TANGIBLE FIXED ASSETS

	Computer Equipment	Equipment, Fixtures and Fittings	Land & Freehold Property	Short Leasehold Property	Total
	£	£	£	£	£
Cost					
As at 1 September 2020	525,164	1,254,950	11,311,016	636,470	13,727,600
Additions	65,472	201,033	1,201,061	-	1,467,566
Disposals	(7,257)	(12,908)	-	-	(20,165)
As at 31 August 2021	583,379	1,443,075	12,512,077	636,470	15,175,001
Depreciation					
As at 1 September 2020	415,090	1,110,564	2,112,874	223,915	3,862,443
Charge for year	56,530	84,042	239,021	26,652	406,245
Disposals	(6,576)	(10,821)	-	-	(17,397)
As at 31 August 2021	465,044	1,183,785	2,351,895	250,567	4,251,291
Net Book Value					
As at 31 August 2021	118,335	259,290	10,160,182	385,903	10,923,710
As at 31 August 2020	110,074	144,386	9,198,142	412,555	9,865,157

13. FIXED ASSET INVESTMENTS

Cost or valuation	**Total investments (Listed)**
	£
At 1 September 2020	271,309
Re-invested income	6,047
Change in market value	52,095
Additions	12,500
At 31 August 2021	341,951

Investments at fair value comprise:

	At 31 August 2021
	£
Funds held within a unit trust	340,050
Cash within investment portfolio	1,901
	341,951

Historical cost of fixed asset investments was £280,566.

The fair value of listed investments is determined by reference to the middle market price as at 31 August 2021.

14. DEBTORS

	2021 £	2020 £
Amounts falling due within one year:		
Fees receivable	33,153	59,713
Prepayments	100,420	100,400
Other debtors	450	7,726
	134,023	167,839

15. CREDITORS

	2021 £	2020 £
Amounts falling due within one year:		
Bank loans	251,948	166,209
Taxation and Social Security payable	63,627	65,280
Other Creditors	145,521	795,319
Fees paid in advance	432,129	216,826
Deposits held	67,500	62,500
Accruals	166,651	32,106
	1,127,376	1,338,240

	2021 £	2020 £
Amounts falling due after one year:		
Long term mortgage	2,762,361	3,037,956
Deposits held	214,500	194,500
	2,976,861	3,232,456

The amounts falling due in respect of creditors payable by instalments after five years were:

	2021 £	2020 £
Bank loans – element over five years	1,758,000	2,373,119
Deposits held – element over five years	80,500	70,000

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property (excluding that relating to the Nursery) at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2021: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to January 2030 at an initial five year fixed rate 4.35% (followed by a margin of 2.35% over prevailing bank base rate) and the third, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 3.12% over prevailing bank base rate. The aggregate value of secured liabilities is £3,014,309 (2020: £3,204,165).

16. FUNDS

	At 1 September 2020 £	Income £	Expenditure £	At 31 August 2021 £
Unrestricted fund	8,037,864	5,356,217	4,859,846	8,534,235
Total funds	8,037,864	5,356,217	4,859,846	8,534,235

The Unrestricted fund represents the free funds of the Company which are not designated for any particular purpose.

The Company's charitable funds are thus wholly unrestricted and the net assets of the Company in support of the funds balance above is as represented by the balance sheet on page 14.

17. OPERATING LEASE COMMITMENTS

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

	Land & Buildings		Other	
	2021 £	2020 £	2021 £	2020 £
Expiring:				
Within one year	1,827	113	-	-
In two to five years	35,104	5,703	2,340	3,060
In more than five years	2,349,327	2,400,886	-	-
	2,386,258	2,406,702	2,340	3,060

18. FINANCIAL INSTRUMENTS

	2021 £	2020 £
Financial assets measured at amortised cost (a)	1,272,391	2,371,694
Financial liabilities measured at amortised cost (b)	3,937,586	4,538,590
Financial assets measured at fair value through the income and expenditure account (c)	341,951	271,309

a) Financial assets include cash, fee debtors, other debtors and accrued income.

b) Financial liabilities include deposits, fees in advance, trade creditors, and taxation and other creditors.

c) Financial assets at fair value through the income and expenditure account comprise investments.

19. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the year	496,371	345,175
Dividend income	(5,282)	(5,089)
Interest receivable	(1,903)	(16,040)
Interest payable	102,209	104,104
Depreciation charges	406,245	342,925
(Decrease) / increase in debtors	33,816	4,063
(Decrease) / Increase in creditors	(301,603)	400,166
Change in market value of investments/reinvested income	(58,142)	(11,822)
Loss on disposal of fixed assets	2,768	10,776
Net cash inflow from operating activities	674,479	1,174,258

20. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year to 31 August 2021 (2020: no related party transactions).

21. CAPITAL COMMITMENTS

As at 31 August 2021, the company had capital commitments contracted for but not provided for in these financial statements of £65,869 (2020: £1,200,701).