NORTHBOURNE PARK SCHOOL LIMITED

England & Wales · Charity number 280048

Details

Status	Registered
Legal form	Charitable company
Company number	01490100
Registered	1980-05-29
Register	View on the Charity Commission register

Contact

Address	Northbourne Park School Betteshanger Deal CT14 0NW
Phone	01304611215
Email	office@northbournepark.com
Website	www.northbournepark.com

Activities

Objects: THE ADVANCEMENT AND THE EDUCATION OF CHILDREN AND YOUNG PEOPLE AND BY ANCILLARY OR INCIDENTAL EDUCATIONAL ACTIVITIES AND OTHER ASSOCIATED ACTIVITIES FOR THE BENEFIT OF THE COMMUNITY.

Activities: THE PROVISION OF A DAY AND BOARDING SCHOOL FOR 2-13 YEAR OLD CHILDREN

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** THE UNITED KINGDON
- Kent

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Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£3,005,663	£3,207,045	£880,319	56
2023-08-31	£3,146,278	£3,132,861	£1,081,701	60
2022-08-31	£2,592,126	£2,845,272	£1,068,284	59
2021-08-31	£2,725,165	£2,565,476	£1,321,430	56
2020-08-31	£2,689,114	£2,456,049	£1,161,741	63

Trustees

Name	Role	Appointed
Mathew Doran	Chair	2023-04-12
Claire Grieves		2026-03-26
Fiona Poole		2016-09-01
Gemma Jackson		2025-03-20
Hannah Stewart		2025-03-20
Jennifer Holland		2022-09-22
John Townsend		2023-04-12
Louis Glynn-Williams		2025-03-20
Michael Evans		2026-03-26
Nadeem Aziz		2026-03-26
Pierre Julian Seydoux		2023-04-12
Rebecca Cartwright		2022-09-22
Samantha Marmet		2022-09-22

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NORTHBOURNE PARK SCHOOL LIMITED

England & Wales - Charity number 280048

Accounts

Docusign Envelope ID: 8033D303-F3F9-4C7D-89AA-4A314261CD09

Registered number: 01490100
Charity number: 280048

Northbourne Park School Limited

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 August 2024

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Northbourne Park School Limited
(A company limited by guarantee)

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Northbourne Park School Limited

(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 August 2024

	Mrs F Poole Mrs J Tharp-Skelton (resigned 28 November 2024) Mr M Keir (resigned 17 July 2024) Mrs M Nairac (resigned 12 September 2024) Ms S Barter, Chair Mrs S Buras-Rees (resigned 4 July 2024) Miss M Aylward (resigned 28 November 2024) Mrs R Cartright Ms E Hendy Mrs J Holland Mrs S Marmet Mr P Seydoux Mr J Townsend Mr M Doran Mr M Hammond (appointed 1 September 2023, resigned 1 January 2025) Mrs H Stewart (appointed 20 March 2025) Mr L Glynn-Williams (appointed 20 March 2025) Mrs G Jackson (appointed 20 March 2025)
Company registered number	01490100
Charity registered number	280048
Registered office	Northbourne Park School Limited Betteshanger House Betteshanger Deal Kent CT14 0NW
Independent auditors	Kreston Reeves LLP Statutory Auditor Chartered Accountant 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	HSBC 9 Rose Lane Canterbury Kent CT1 2JP
The Headmaster	Mr M Hammond BA (Hons), PGCE, MA
The Bursar	Ms K Moores MAAT AATQB (resigned 21 February 2025)
Finance Manager	Lewis Connell (appointed March 2025)

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Northbourne Park School Limited

(A company limited by guarantee)

Trustees' report
For the year ended 31 August 2024

The Trustees present their annual report together with the audited financial statements of Northbourne Park School Limited for the year 1 September 2023 to 31 August 2024. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) as amended by Update Bulletin 1 (effective 1 January 2019).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The object of the Charity, in accordance with its Memorandum and Articles of Association, is the education of children from the age of 2 to 13 inclusive.

Objectives, aims and principal activities

Strategic aim and intended effect

Northbourne Park School aims to provide a first-class education, enabling children to reach their highest academic potential whilst benefitting fully from the extensive extra-curricular and pastoral programme on offer. We cater for day and boarding pupils from the age of 2 to 13, including a nursery, Pre-Prep and Prep School. The school delivers a distinctive outdoor education programme, a thriving boarding community, a unique bilingual curriculum called the Section Française Bilingue, and exceptional care for each individual child, including those with SEND.

Pupils at the school are successful in gaining places to local Grammar Schools, day and boarding independent schools and international schools and Lycées.

We aim to serve our local and international community, welcoming pupils from all backgrounds. The school is committed to the safeguarding of pupils, and to a working environment which is free from any form of discrimination. The school's most recent ISI inspection (May 2022) was successful.

Our Vision: To inspire in every child the confidence to succeed

Our Mission: At Northbourne Park we create a magical childhood by:

- Developing ambitious, creative and free-thinking learners – one size does not fit all.
- Building leadership and independence within a diverse and internationally minded community – our pupils are celebrated for their global outlook and strong language learning skills.
- Trusting pupils to fully explore our enchanting setting and to measure risk – yes, they can climb the trees!
- Cultivating a nurturing environment with children's wellbeing at its core – we let children be children.
- Enthusing children in everything they do – happy children thrive!
- Building lifelong friendships that stand the test of time.

Our Values: Respect Tolerance Kindness Loyalty Love Courage

Objectives for the year

The school's governors and executive are collectively responsible for setting a strategy and set of objectives that reflect the school's aims, ethos and values. The focus of the school is on the development of pupils and continued high levels of progress across the curriculum. The well-being and welfare of pupils is our highest priority. In setting the objectives for the year, the governors have given careful consideration to the Charity Commission's public benefit guidance.

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Our key objectives for the year included:

- Developing the school's assessment framework to support teaching and learning
- Ongoing investment in ICT infrastructure (fibre optic) for the benefit of pupils and staff
- Further developing the school's marketing and communications strategy
- Implementing new online recording software for safeguarding
- Strengthening arrangements for appraisal and ongoing professional development for staff

Principal activity

The activities undertaken include academic studies, an inclusive sporting programme, an inclusive music programme, a PSHEE programme (Personal, Social, Health, and Economic Education), an inclusive programme of outdoor education and STEAM activities together with a wide programme of additional extra-curricular activities.

The school had a compliance inspection in May 2022 from the ISI inspectorate. All areas of the school were compliant.

Public benefit

The School provides public benefit consistent with its role as a fee-charging educational charity. It is important that access to the education we offer is not restricted to those who can afford our fees.

Means-tested scholarships and bursaries are awarded to children from the local area who particularly benefit from a place at the school. The school provided financial support in excess of £100,000 during the academic year.

In addition, the school provides a wide range of activities to fulfil the School's aims for public benefit. These include providing access to sporting facilities and events for local schools and children through our annual football and cross-country tournaments for local primary schools, as well as subsidised lettings of our facilities to Sandwich Cricket Club, Deal and Betteshanger Rugby Club and Woodnesborough Football Club. We also support a local walking netball club and Deal Music School.

Financial Review

Results for the year show a deficit of £201,382 (2023: £13,417 surplus).

The School was impacted in the previous year by significant increases in key operational costs such as utilities, food and transport. These costs were triggered by world events and could not have been foreseen.

The School continued to fund a programme of capital investment in the premises and facilities (reported in more detail in Development below) and invested further in the Schools' IT capabilities.

Pupil numbers remain healthy. There were 161 pupils in the Autumn Term.

Trustees will continue to monitor these areas carefully to ensure a stable financial performance during times of worldwide financial pressure.

The cash balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy.

Achievements and performance and plans for the future

Academic

Pupils once again enjoyed success across the year groups. Greater use of standardised assessment across the school enabled robust analysis of pupil progress and attainment, which is strong in both maths and English across all year groups. The introduction of a new maths scheme in Pre-Prep improved outcomes for the youngest pupils.

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At the end of the academic year 2023/24, the children's destination schools for Year Nine included a range of top independent schools across the UK, as well as overseas Lycées. These included Bryanston, Charterhouse, King's Canterbury, Millfield and Sutton Valance. Pupils achieved two Sports Scholarships, two Art and DT scholarships, one Drama Scholarship one Academic Scholarship and an Academic Exhibition Award. Year 8 leavers collectively achieved a large number of A grades in the Common Entrance examinations at the end of the year.

Four pupils passed the Kent Test and progressed to local grammar schools.

In the Early Years, 98% of pupils met their Early Learning Goals in the three Prime Areas and Five Specific Areas of learning, with many pupils exceeding expected levels.

Section Française Bilingue

Our Bilingual programme for French-speaking pupils is unique in the UK. It combines the best of both French and British educational systems, operating successfully since 1991. On one side, pupils benefit from the rigour of the French academic programme in core subjects such as French, mathematics and history/geography. On the other side, pupils enjoy learning in English in other subjects while experiencing the British tradition of boarding life in a busy preparatory school where pupils wear uniform, do sport every day, play music, create art and enjoy outdoor education.

The school offers:

1. Specialized classes for CM2, 6e and 5e
2. An accredited CNED centre with registration for the Lycée Français de Londres entrance exams in June.
3. An official centre for organizing and administering Cambridge English exams (KET/PET and FCE levels).
4. Bilingual French/English approach to all academic learning.
5. Small class sizes with daily individual support.
6. Full immersion in the life of a traditional British preparatory school.
7. Organized and supervised transport between the school and Ashford, Ebbsfleet, London stations, as well as major airports in South-East England.

This year, 27 pupils successfully passed their end of year exams in the Section Française Bilingue, as well as 100% pass rates in Cambridge English Second Language examinations.

Pastoral

The ongoing implementation of safeguarding practice in line with Keeping Children Safe in Education ensures that children at Northbourne Park School are cared for well. The introduction of a Welfare Committee and online reporting software further strengthened formal monitoring of the pupils. Regular staff meetings and briefings ensures that pupils' needs are identified and supported quickly.

The House system remains popular as ever, with events such as the Olympiad, Northbourne's Got Talent and Sports Day high on the pupils' agenda. The introduction of weekly house point results has further strengthened this sense of belonging amongst the pupils. Pre-Prep pupils have also been allocated houses and incorporated into the house system to ensure a consistent approach across the age range.

Co-curricular

The school continues to deliver a rich and varied co-curricular programme. Over the course of the year more than forty different clubs and activities are offered to pupils across the age range, with an excellent participation rate. These include clubs such as Chess, French Cine, Gardening World, Fencing and Golf alongside a wide range of sport, art and other enrichment activities.

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This year, the school has increased its trips and visits programme, with pupils visiting Hampton Court Palace, local museums and galleries, Dover Castle and Museum, Kent Life Museum and the East Kent Ploughing Match amongst others. A range of educational workshops also took place at the school across the age range, including European Day of Languages, Pre-Prep Mardi-Gras, a Poetry Recital, Thanet Science and Engineering Competition and a trip to a Sikh Gurdwara. Our Virtual Reality History Day was a great success. Pre-Prep and Years 3 and 4 enjoyed learning circus skills. Science Week was also a great success, with pupils designing experiments for pupils and parents to explore. The children's spiritual development benefits from ongoing church services and events throughout the year in the school chapel.

The Saturday STEAM programme has provided extensive and creative opportunities for the pupils to engage with science, technology and engineering tasks on a regular basis. Senior pupils once again took part in a pilgrimage walk from Canterbury Cathedral, followed by an overnight camp in the grounds. Pupils in Pre-Prep benefited from number of beach school sessions this year, enriching their learning in the local setting.

Pupils take part in a range of residential trips and overnight camps, focusing on team building, adventure and exploration. The Year 7 trip to Snowdonia includes mountain climbing and wild camping; the Year 8 trip to the Ardeche challenges pupils with a two day canoeing adventure and camping under starlight.

Creative and Performing Arts

Pupils across the age range took part in the inaugural IAPS D2 singing event this year, alongside 200 other pupils from local Prep Schools. In addition, the choir sang in Canterbury Cathedral on two occasions, taking part in Evensong and a centenary concert.

All pupils took part in productions during the school year. The seniors performed 'Annie' and the Juniors 'Peter Pan', as well as Christmas Nativities, Christingle service and Carol concert in the local church. The annual Historical Costume Day was a great opportunity for pupils to develop their public speaking skills, and a large number of pupils performed in the informal concerts across the year.

A large number of pupils took exams in both drama and music with LAMDA and ABRSM, achieving a 100% pass rate. The number of pupils learning individual instruments continues to grow.

Pre-Prep Art Week was a great success, showcasing the children's creative skills. Pupils at the Prep school engaged in a lantern making workshop as well as ongoing projects across a range of creative disciplines.

Sport

The school enjoyed another successful year of sport. All pupils represented the school in fixtures against other schools. Football, rugby, hockey, netball, cross country, athletics and cricket remain the core sports on the Games curriculum.

The Under 9's enjoyed an unbeaten cricket, rugby, netball and hockey season. The Under 13 boys achieved first place in the IAPS Stevens Cross Country event this year and were runners up in the Molten League Football Tournament. Individual pupils represented their county in cricket and badminton.

Girl's sport continues to flourish in hockey, netball, athletics and cricket, with several teams enjoying success. Four girls represented the school as part of the 1st Eleven cricket team, selected on merit.

Outdoor Education

The main ethos of our Outdoor Education Programme is that every child is able to learn, explore and experience the great outdoors. Weekly visits to the Leadership Village instil in pupils a lifelong affinity with nature, learning about the natural environment, how to handle risks and to use their own initiative to solve problems and co-operate with others.

During the outdoor sessions, children develop a range of skills to create and build objects from the woodland around them. They use tools, learn the boundaries of behaviour, both physical and social, while growing in confidence, self-esteem and motivation.

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Overnight camps in the woods have been a favourite of the children, with Years 3 to 8 all camping in the school grounds this year in the summer term. The school's extensive outdoor education programme continues, with pupils having specialist lessons every week on site. This has included bushcraft skills, campfire cooking, shelter building, overnight camps and team building activities.

Development

- Pre-Prep Pirate Ship
- Fibre Optic Connection to Prep School
- Replacement sewerage plants at the Pre-Prep and Prep School
- Roofing repairs at the Pre-Prep and Prep School
- Internal refurbishment of the main Prep School bringing year 2 and sixieme form rooms into the main building
- Refurbishment of two classrooms for English and French
- New canopies for Forest School at Pre-Prep

Contribution to the wider community

The pupils have been active in their charity and fundraising work this year, raising funds for Children in Need, Deal Food Bank, Love in a Box and other charities throughout the year. We continue to support our partner school in Uganda, St Paul's KAASO, with charitable donations.

Plans for the future

When developing future plans the school actively consults with pupils, staff and parents through a range of mechanisms including meetings and surveys. The school maintains an ongoing 3-year development plan. Future plans are financed primarily through fee income and other income generating programmes such as the summer school. The main priorities for development in the year ahead are:

- Restructure and expansion of the timetable and curriculum to increase the breadth of opportunities on offer
- Increased engagement with the school alumni community
- Greater links with wider local community and local schools
- Development of the school's ICT infrastructure (servers and cloud-based systems)
- Meeting the DfE standards for online filtering and monitoring
- Extending the French Section to the Quatrieme age range, and developing further links with French schools around the world.

Reserves policy

The charity has a policy for reserves to ensure there are sufficient reserves to cover daily running costs, ensure continuity of the service by being able to meet unexpected costs and to carry out necessary repairs and maintenance to buildings, fixtures, furnishings and equipment.

The charity holds reserves at 31 August 2024 of £898,573 (2023: £1,081,701). General unrestricted reserves as at 31 August 2024 amounted to £880,319 (2023: £1,077,375).

The reserves balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy. The Governors believe that this level of reserves is prudent and necessary and will monitor it no less than once a year at the end of the academic year. Should the reserves fall significantly below the target level, the School will aim to restore the reserves as soon as possible by increasing revenue through fundraising or reducing expenditure. If reserves are significantly above the target level, the Governors will utilise the excess by enhancing School facilities and/or increasing the amount of public benefit.

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Structure, governance and management

Governing body

The Directors and Charity Trustees are required under the Articles to serve as members of the Company and are elected at a full Board meeting according to the Board's specifications concerning eligibility, personal competence and specialist skills. The Trustees conduct a skills audit once a year to determine necessary skills required for the Board and to aid recruitment.

One Trustee may be nominated by the Trustees of the Tormore Charitable Trust. Other Trustees serve for a term of five years and are eligible to stand for re-election.

Trustee training

Trustees are inducted into the workings of the School, and the Company as a registered charity, including key Board Policy and Procedures.

The Trustees benefit from membership of The Association of Governing Bodies of Independent Schools (AGBIS) which provides training and advice and is a resource for best practice.

Key training courses are made available to Governors to complete in their own time and a log of training is kept up to date and under review. Annual safeguard training is provided to all Governors. Additional role specific specialist courses are made available to key Governors.

Governors receive regular updates on key topics relevant to their role.

Pay policy for senior staff

The Governors Remuneration Committee has delegated authority from the Governing Body to make decisions on the pay and remuneration of the School's key management personnel. The Remuneration Committee determine pay using a variety of contributory factors which include:

- The level of qualifications and experience of the staff member
- The level of accountability and responsibility held
- The need to recruit key management personnel and retain them in post
- Salary data from IPAS, ISBA and DfE
- Affordability

Organisational management

The Trustees meet regularly to determine the strategy of the School, review its performance against key strategic indicators and to review its management structures and financial control.

An Annual strategy planning day is held each year.

The work of approving and monitoring adherence to the policies is carried out by the two Committees, namely the Education Committee and the Finance and General Purposes Committee, which meet on a regular basis to address matters specific to their respective objectives.

The Trustees agree the general policies of the School.

The operational management of the School is delegated to the Head and the Bursar together with other members of the Senior Management Team.

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Relationships

The School is an active member of the Independent Association of Preparatory Schools for the promotion and maintenance of preparatory School standards generally. It takes part in peer group studies for the evaluation of quality and performance improvement methods.

The School co-operates with local charities in its ongoing endeavour to widen public access to the education that it provides, to optimise the use of its cultural and sporting facilities and to awaken in its pupils an awareness of the social context of the education they receive at the School.

The School benefits from an extensive cohort of committed alumni and is keen to introduce an active network with opportunities to celebrate the School. The School greatly appreciates and acknowledges the generous support given by many alumni.

Risk Management

There is a continuous process in place to identify, evaluate and manage the most significant risks the School faces. This Risk Register is reviewed regularly by Trustees.

Safeguarding of children, and the continuous assessment of its' associated risks are of the highest priority to the Trustees.

The Trustees have assessed the major risks to which the School is exposed, including: estate, operational, financial and reputational. The Trustees review and update the Risk Register at least once each year, employing a ranking system which considers likelihood of occurrence and subsequent impact.

Disclosure of information to auditors

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

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

Approved by order of the members of the board of Trustees and signed on their behalf by:

Ms S Barter
Chair of Trustees
Date:

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Northbourne Park School Limited

(A company limited by guarantee)

Statement of Trustees' responsibilities
For the year ended 31 August 2024

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Independent auditors' report to the Members of Northbourne Park School Limited

Opinion

We have audited the financial statements of Northbourne Park School Limited (the 'charity') for the year ended 31 August 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees 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. 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.

Opinion 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 Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has 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 Trustees' report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

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

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

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

Auditors' 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 Auditors' 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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to child protection and safeguarding, health and safety, Independent Schools Inspectorate reports, and employment law. as necessary and consider adding additional industry specific laws and regulations). We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including child protection and safeguarding, health and safety, Independent Schools Inspectorate reports, and employment law) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of governance arrangements; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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.

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

- 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 of 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 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 Auditors' 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 Auditors' 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.

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Peter Manser FCA DChA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Statutory Auditor
Chartered Accountant

Canterbury

Date: 23 April 2025

Docusign Envelope ID: 8033D303-F3F9-4C7D-89AA-4A314261CD09

Northbourne Park School Limited

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 August 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 As restated £
Income from:					
Donations and legacies	4	**19,628**	**5,042**	**24,670**	33,849
Charitable activities	5	**87,299**	**2,753,305**	**2,840,604**	2,953,725
Other trading activities	6	**-**	**104,958**	**104,958**	119,787
Investments	7	**-**	**5,607**	**5,607**	4,281
Other income	8	**-**	**29,824**	**29,824**	34,636
Total income		**106,927**	**2,898,736**	**3,005,663**	3,146,278
Expenditure on:					
Raising funds	9	**-**	**24,278**	**24,278**	15,539
Charitable activities	10	**105,802**	**3,076,965**	**3,182,767**	3,117,322
Total expenditure		**105,802**	**3,101,243**	**3,207,045**	3,132,861
Net movement in funds		**1,125**	**(202,507)**	**(201,382)**	13,417
Reconciliation of funds:					
Total funds brought forward		**4,326**	**1,077,375**	**1,081,701**	1,068,284
Net movement in funds		**1,125**	**(202,507)**	**(201,382)**	13,417
Total funds carried forward		**5,451**	**874,868**	**880,319**	1,081,701

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 to 34 form part of these financial statements.

Docusign Envelope ID: 8033D303-F3F9-4C7D-89AA-4A314261CD09

Northbourne Park School Limited

(A company limited by guarantee)
Registered number: 01490100

Balance sheet
As at 31 August 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	15		**437,229**		418,432
			437,229		418,432
Current assets					
Stocks	16	**28,704**		46,961	
Debtors	17	**450,216**		414,624	
Cash at bank and in hand		**1,180,830**		1,286,502	
		1,659,750		1,748,087	
Creditors: amounts falling due within one year	18	**(1,216,660)**		(1,084,818)	
Net current assets			**443,090**		663,269
Total net assets			**880,319**		1,081,701
Charity funds					
Restricted funds	19		**5,451**		4,326
Unrestricted funds	19		**874,868**		1,077,375
Total funds			**880,319**		1,081,701

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:
840D3D77B07D495...
Ms S Barter
Chair of Trustees
Date: 10-Apr-2025 | 16:52:55 BST

The notes on pages 17 to 34 form part of these financial statements.

Docusign Envelope ID: 8033D303-F3F9-4C7D-89AA-4A314261CD09

Northbourne Park School Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 August 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	22	**(22,311)**	44,535
Cash flows from investing activities			
Purchase of tangible fixed assets		**(83,361)**	(16,750)
Net cash used in investing activities		**(83,361)**	**(16,750)**
Change in cash and cash equivalents in the year		**(105,672)**	**27,785**
Cash and cash equivalents at the beginning of the year		**1,286,502**	1,258,717
Cash and cash equivalents at the end of the year	23	**1,180,830**	1,286,502

The notes on pages 17 to 34 form part of these financial statements

Docusign Envelope ID: 8033D303-F3F9-4C7D-89AA-4A314261CD09

Notes to the financial statements
For the year ended 31 August 2024

1. General information

Northbourne Park School Limited is a charity, limited by guarantee, incorporated in England and Wales

The charity's registered office is Betteshanger House, Betteshanger, Deal, Kent CT1 0NW.

The charitable activities of the charity continues to be the provision of a Day and Boarding School for 2-13 year old boys and girls.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The charity's functional currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The charity's main source of income is from its charitable objectives being the Gross Fees and Disbursements received for the provision of a Day and Boarding School for 2-13 year old boys and girls.

In order to meet its day to day working capital requirements the charity is dependent upon ensuring sufficient pupils attend the school to ensure sufficient incoming resources are generated from Gross Fees and Disbursements.

After making enquires, the Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operational existence for the foreseeable future.

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

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2. Accounting policies (continued)

2.4 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.5 Income

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.7 Fees

Turnover comprises revenue recognised by the Charity in respect of goods and services's supplied during the year, exclusive of Value Added Tax and trade discounts.

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2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Long-term leasehold property	-	5%	on cost per annum
Motor vehicles	-	33%	on cost per annum
Fixtures and fittings	-	10%	on cost per annum
Computer equipment	-	20%	on cost per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity 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.

2.12 Interest receivable

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

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2. Accounting policies (continued)

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of financial activities.

2.14 Debtors

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

2.15 Cash at bank and in hand

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

2.16 Pensions

The Charity contributes to personal pension plans for non teaching staff.

Retirement benefits for teaching employees of the Charity are provided by the Teachers' Pension Scheme ("TPS"). This is a defined benefit scheme and the assets are held separately from those of the Charity.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 25, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

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2. Accounting policies (continued)

2.18 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payable or receivables, are measured initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of the trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

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3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Tangible fixed assets

The Charity has recognised tangible fixed assets with a carrying value of £437,229 at the reporting date (see note 15). These assets are stated at their cost less provision and impairment. The Charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets the Charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cashflow model, based upon the Charity's forecasts for the foreseeable future which do not include any restructuring activities that the Charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

4. Income from donations and legacies

	Restricted funds 2024 £	**Unrestricted funds 2024 £**	**Total funds 2024 £**	Total funds 2023 £
Donations	19,628	5,042	**24,670**	33,849
Total 2023	23,348	10,501	33,849	

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5. Income from charitable activities

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 As restated £
Gross fees and disbursements	-	3,108,462	**3,108,462**	3,205,984
Staff discounts, other fee allowances and chargeable disbursement expenditure	-	(355,157)	**(355,157)**	(350,656)
Government grants	87,299	-	**87,299**	98,397
	87,299	2,753,305	**2,840,604**	2,953,725
Total 2023	90,835	2,862,890	2,953,725	

6. Trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Charity trading income			
Language School income	79,111	**79,111**	82,507
Ground rent and lettings	1,750	**1,750**	7,352
Uniform sales	24,097	**24,097**	29,928
	104,958	**104,958**	119,787
Fundraising trading expenses			
Uniform costs	(24,278)	**(24,278)**	(25,707)
	(24,278)	**(24,278)**	(25,707)
Total 2024	80,680	**80,680**	94,080
Total 2023	94,080	94,080	

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7. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
UK interest received	5,607	**5,607**	4,281
Total 2023	4,281	4,281	

8. Other incoming resources

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 As restated £
Registration fees	29,824	**29,824**	34,636
Total 2023	34,636	34,636	

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9. Expenditure on raising funds

Analysis of resources expended by expenditure type

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Expenditure on trading activities	24,278	**24,278**	15,539

10. Analysis of resources expended by expenditure type

Summary by fund type

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Education	105,802	3,076,965	**3,182,767**	3,117,322
Total 2023	113,008	3,004,314	3,117,322	

Summary by expenditure type

	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total 2024 £	Total 2023 £
Education	1,966,199	64,564	1,152,004	**3,182,767**	3,117,322
Total 2023	1,919,228	84,032	1,114,062	3,117,322	

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11. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Total funds 2024 £	Total funds 2023 £
Charitable activities	3,182,767	**3,182,767**	3,117,322

Analysis of direct costs

	Total funds 2024 £	Total funds 2023 £
Staff costs	**1,966,199**	1,919,228
Depreciation	**64,564**	84,032
Staff training and other costs	**68,015**	66,412
Educational expense	**232,042**	247,571
Motor and travel costs	**48,735**	40,299
Catering costs	**178,340**	164,773
Housekeeping and cleaning	**28,043**	34,758
Administration expenses	**64,267**	59,971
Computer and equipment	**49,916**	49,902
Repairs and maintenance	**92,788**	65,230
Insurance	**63,703**	55,478
Utilities	**249,211**	261,409
Telephone charges	**18,055**	21,952
Legal and professional	**19,318**	11,371
Bad debt write off	**580**	5
Bank charges, interest & penalties	**4,705**	6,172
Membership, subscriptions & licences	**22,096**	18,414
Auditors' remuneration	**12,190**	10,345
	3,182,767	3,117,322

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12. Net income/(expenditure)

This is stated after charging:

	2024	2023
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	**64,564**	84,031
Auditors' remuneration - audit	**12,190**	10,345
Auditors, remuneration - other services	**1,200**	1,605
Operating lease rentals:		
- motor vehicles	**5,111**	5,111
- other	**199,806**	199,806

13. Staff costs

	2024	2023
	£	£
Wages and salaries	**1,620,896**	1,594,803
Social security costs	**133,170**	130,547
Contribution to defined contribution pension schemes	**212,133**	193,878
	1,966,199	1,919,228

The average number of persons employed by the Charity during the year was as follows:

	2024	2023
	No.	No.
Teachers	**30**	33
Administration	**6**	6
Others	**20**	21
	56	60

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
	No.	No.
In the band £90,001 - £100,000	**1**	1

A total of £23,760 (2023: £17,164) was paid into the Pension Fund of the above employee.

The total compensation paid to key management personnel amounted to £193,216 (2023: £208,073). Employer pension contributions were a total of £46,071 (2023: £39,019) and Employer National Insurance contributions were a total of £22,546 (2023: £23,703). The key management personnel comprises of the Headmaster, Assistant Headmaster, Bursar and Senior Management Team.

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14. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration or has received other benefits from an employment with the Charity. The Headteacher only received remuneration in respect of services provided in undertaking the role under his contract of employment. The value of Trustees' remuneration and other benefits was as follows:

		2024 £	2023 £
Mr M Hammond (appointed 1 September 2023, resigned 1 January 2025)	Remuneration	**92,333**	-
	Pension contributions paid	**23,761**	-
	Other benefits	**2,553**	-

During the year ended 31 August 2024, no Trustee expenses have been incurred (2023 - £NIL).

15. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2023	**1,343,264**	**27,125**	**139,497**	**183,067**	**1,692,953**
Additions	**65,300**	**-**	**11,428**	**6,633**	**83,361**
At 31 August 2024	**1,408,564**	**27,125**	**150,925**	**189,700**	**1,776,314**
Depreciation					
At 1 September 2023	**958,097**	**19,019**	**116,056**	**181,349**	**1,274,521**
Charge for the year	**50,466**	**5,581**	**7,975**	**542**	**64,564**
At 31 August 2024	**1,008,563**	**24,600**	**124,031**	**181,891**	**1,339,085**
Net book value					
At 31 August 2024	**400,001**	**2,525**	**26,894**	**7,809**	**437,229**
At 31 August 2023	385,167	8,106	23,441	1,718	418,432

16. Stocks

	2024 £	2023 £
Clothing	**28,704**	46,961

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17. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	**436,640**	360,537
Other debtors	**36**	36
Prepayments and accrued income	**13,540**	54,051
	450,216	414,624

18. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**44,684**	47,172
Other taxation and social security	**-**	31,566
Other creditors	**223,143**	166,959
Accruals and deferred income	**948,833**	839,121
	1,216,660	1,084,818

	2024 £	2023 £
Deferred income at 1 September 2023	**839,121**	863,262
Resources deferred during the year	**948,833**	839,121
Amounts released from previous periods	**(839,121)**	(863,262)
	948,833	839,121

At the balance sheet date the Charity held funds received in advance of the 2024/25 financial year in respect of parent contributions towards school fees.

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Notes to the financial statements
For the year ended 31 August 2024

19. Statement of funds

Statement of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
Unrestricted funds				
General Fund	**1,077,375**	**2,898,736**	**(3,101,243)**	**874,868**
Restricted funds				
Development funds	**4,326**	**1,125**	**-**	**5,451**
Restricted funds	**-**	**105,802**	**(105,802)**	**-**
	4,326	**106,927**	**(105,802)**	**5,451**
Total of funds	**1,081,701**	**3,005,663**	**(3,207,045)**	**880,319**

Statement of funds - prior year

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2023 £
Unrestricted funds					
General Fund	1,037,182	3,032,095	(3,019,853)	27,951	1,077,375
Restricted funds					
Friends Fund	27,951	-	-	(27,951)	-
Development funds	3,151	1,175	-	-	4,326
Restricted funds	-	113,008	(113,008)	-	-
	31,102	114,183	(113,008)	(27,951)	4,326
Total of funds	1,068,284	3,146,278	(3,132,861)	-	1,081,701

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20. Summary of funds

Summary of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
General funds	**1,077,375**	**2,898,736**	**(3,101,243)**	**874,868**
Restricted funds	**4,326**	**106,927**	**(105,802)**	**5,451**
	1,081,701	**3,005,663**	**(3,207,045)**	**880,319**

Summary of funds - prior year

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2023 £
General funds	1,037,182	3,032,095	(3,019,853)	27,951	1,077,375
Restricted funds	31,102	114,183	(113,008)	(27,951)	4,326
	1,068,284	3,146,278	(3,132,861)	-	1,081,701

The following funds have been established by the Trustees:

The restricted funds are for various small items for specific purposes, which have been restricted by the donor. This includes Early Years funding granted by Kent County Council.

The restricted Friends fund was various income and expenditure associated with the activities of this association. This restriction ceased in the prior year and as such the restricted funds have been released.

The restricted Development fund is various income and expenditure associated with development projects of the charity. Such development projects include the building of a 3G sports pitch and swimming pool. The total fund has been spent towards the 3G sports pitch.

21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	437,229	**437,229**
Current assets	5,451	1,677,365	**1,682,816**
Creditors due within one year	-	(1,239,726)	**(1,239,726)**
Total	5,451	874,868	**880,319**

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21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	418,432	418,432
Current assets	4,326	1,743,761	1,748,087
Creditors due within one year	-	(1,084,818)	(1,084,818)
Total	4,326	1,077,375	1,081,701

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	**(201,382)**	13,417
Adjustments for:		
Depreciation charges	**64,564**	84,031
Decrease/(increase) in stocks	**18,257**	(13,819)
Increase in debtors	**(58,658)**	(3,852)
Increase/(decrease) in creditors	**154,908**	(35,242)
Net cash provided by/(used in) operating activities	**(22,311)**	44,535

23. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	**1,180,830**	1,286,502
Total cash and cash equivalents	**1,180,830**	1,286,502

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24. Analysis of changes in net debt

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash at bank and in hand	1,286,502	(105,672)	1,180,830
	1,286,502	(105,672)	1,180,830

25. Pension commitments

The Charity participates in two pension schemes:

Teaching Staff

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

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

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

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

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25. Pension commitments (continued)

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

Non-Teaching Staff

The Charity contributes to personal pension plans for non teaching staff, at 4% of annual pay.

26. Operating lease commitments

At 31 August 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	**204,917**	204,917
Later than 1 year and not later than 5 years	**313,674**	320,757
Later than 5 years	**3,672,000**	3,748,500
	4,190,591	4,274,174

27. Related party transactions - prior year

Sebastian Rees was employed as Headmaster of the school until 31 August 2023. His spouse, Mrs Gillian Rees, was also employed by the school during the year and was a member of key management personnel until 31 December 2022. She was paid remuneration for her services. Remuneration for the prior period amounted to £28,735.

28. Controlling party

The charity is a charitable company limited by guarantee and was controlled throughout the year by the Trustees.

NORTHBOURNE PARK SCHOOL LIMITED

England & Wales - Charity number 280048

Accounts

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Registered number: 01490100
Charity number: 280048

Northbourne Park School Limited

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 August 2023

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Northbourne Park School Limited
(A company limited by guarantee)

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Northbourne Park School Limited

(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 August 2023

Trustees	Professor B Hutchinson (resigned 12 April 2023) Mrs F Poole Mrs J Tharp-Skelton Mr M Keir Mrs M Nairac Mrs S Loomis, Chair (resigned 13 September 2022) Ms S Barter, Chair Mrs S Buras-Rees Miss M Aylward (appointed 22 September 2022) Mrs R Cartright (appointed 22 September 2022) Ms E Hendy (appointed 22 September 2022) Mrs J Holland (appointed 22 September 2022) Mrs S Marmet (appointed 22 September 2022) Mr P Seydoux (appointed 12 April 2023) Mr J Townsend (appointed 12 April 2023) Mr M Doran (appointed 12 April 2023)
Company registered number	01490100
Charity registered number	280048
Registered office	Northbourne Park School Limited Betteshanger House Betteshanger Deal Kent CT14 0NW
Independent auditors	Kreston Reeves LLP Statutory Auditor Chartered Accountant 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	HSBC 9 Rose Lane Canterbury Kent CT1 2JP
The Headmaster	Mr S Rees BA (Hons), PGCE, NPQH (resigned 31 August 2023) Mr M Hammond BA (Hons), PGCE, MA (appointed 1 September 2023)
The Bursar	Ms K Moores MAAT AATQB

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Northbourne Park School Limited

(A company limited by guarantee)

Trustees' report
For the year ended 31 August 2023

The Trustees present their annual report together with the audited financial statements of Northbourne Park School Limited for the year 1 September 2022 to 31 August 2023. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) as amended by Update Bulletin 1 (effective 1 January 2019).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The object of the Charity, in accordance with its Memorandum and Articles of Association, is the education of children from the age of 2 to 13 inclusive.

Objectives, aims and principal activities

Strategic aim and intended effect

To provide a first-class education for every child, enabling them to reach their highest academic potential whilst benefitting fully from the extensive extra-curricular and pastoral programme offered by the School. This draws out their individual abilities, awakens and develops their wider interests in life and motivates them for a successful outcome at their chosen senior school. Children should leave the school with a robust set of values that enable them to contribute meaningfully to society as principled, honest, responsible and resilient individuals.

To achieve this outcome the school maintains:

- small class sizes that allow teaching to be tailored for each individual child
- a distinctive outdoor education programme, affording children freedom and space
- a unique bilingual language programme
- an extensive programme of co-curricular activities
- exceptional individual care and support for every child

Objectives for the year

- To ensure the successful recruitment and transition to a new headmaster.
- To recruit and strengthen the school’s governing body and processes.
- To deliver the full range of educational opportunities for pupils.

Principal activity

The activities undertaken include academic studies, an inclusive sporting programme, an inclusive music programme, a PSHEE programme (Personal, Social, Health, and Economic Education), an inclusive programme of outdoor education and STEAM activities together with a wide programme of additional extra-curricular activities.

The school had a compliance inspection in May 2022 from the ISI inspectorate. All areas of the school were compliant.

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Public benefit

The School provides public benefit consistent with its role as a fee-charging educational charity.

Access to the education offered by the School is not restricted only to those that can afford its fees:

- Means-tested scholarships are awarded to children from the local area who would particularly benefit from a place at the school.
- Means-tested bursaries provide financial support to those families who cannot afford the full fees.
- Fully funded places have been offered to 2 families displaced by the war in Ukraine.

The School provides a wide range of activities to fulfil the School's aims for public benefit. These include:

- Providing access to sporting facilities and events for local schools and children.
- Letting school premises at no charge or below market rate to enable events such as:
  - Primary school football tournament
  - Primary School cross country event
  - Walking netball club
  - Deal Music Club
  - Sports courses run by Active Development Community

Financial Review

Results for the year show a surplus of £13,417 (2022: £253,146 deficit).

The School was impacted in the previous year by significant increases in key operational costs such as utilities, food and transport. These costs were triggered by world events and could not have been foreseen.

The School continued to fund a programme of capital investment in the premises and facilities (reported in more detail in Development below) and invested further in the Schools' IT capabilities.

Pupil numbers remain healthy. There were 188 pupils in the Autumn Term.

Trustees will continue to monitor these areas carefully to ensure a stable financial performance during times of worldwide financial pressure.

The cash balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy.

Achievements and performance and plans for the future

Examinations

The strategic aim of the charity is to provide children with a first class education enabling them to reach their highest academic potential. The school is non-selective and prepares children for a wide range of academic paths.

To this end the school prepares children for entry exams at 11+ and 13+. Six children sat the 11+ exams and all passed. All the children in the Year 8 class who sat the Common Entrance exam passed to the senior school of their choice. In addition seven of them were awarded scholarships to senior schools. All the children in the French 5ème class passed their exams to enter into the Lycée or International School of their choice, seven of them achieved 100% in their results.

In the EYFS, 89% of children achieve the Early Learning Goals, significantly above national averages.

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Extra-curricular
All the children who took LAMDA exams in Performance and Communication passed.

The afterschool clubs programme continues to play an essential part in the children's development. The clubs provide a breadth of learning and experience that complements the academic learning. Each year the school looks to introduce new activities for the children to try. On average the school offers 18 different clubs through the course of the week.

Other activities included:

- European Day of Languages
- Geography field trips
- Celebration of world events such as Chinese New Year and World Book Day
- Pre-Prep specialist days and weeks that include Environment Day, World Religion Day, Maths Week, Art Week with a resident artist
- Spiritual links that include regular church services in the school chapel.
- Residential trips resumed this year. The senior pupils went to the Jurassic coast in Dorset, the Year 6 children went to a PGL camp, Year 5 had a range of trips in the local area including Clip and Climb and Go Ape, Year 3 and 4 enjoyed local day trips including Betteshanger Park and Folkestone beach.
- Year 8 and 5e pupils completed the 14 mile pilgrimage from Canterbury Cathedral to the school. Pupils also took part in a night walk and senior camp in the school woods.
- The Choir performed the Gloria by John Rutter in Canterbury Cathedral at St. Edmund's Gala Concert
- Two full theatre productions, the seniors performed Calamity Jane and the juniors performed Matilda.

Charity work
- We have continued to support Deal Food bank with donations of food.
- We supported Mustard Seed Relief Missions with the annual 'Love in a Box' scheme to provide Christmas presents for children in orphanages in Eastern Europe.
- Pre-Prep Children raised funds for Children in Need with their countryside ramble.
- We continue to support our partner school in Uganda, St Paul's KAASO, with financial donations.

Language and Cultural Exchange
The School continues to offer a comprehensive 6eme and 5eme programme for children from France and Spain through the 'Section Française Bilingue'. This programme enables the francophone pupils to experience one or two years of bilingual education, in a prep school setting. The programme is reviewed annually to ensure we provide the best educational experience possible. The programme benefits all the children as they are frequently mixed together for various activities and classes. In return the English pupils benefit from a multicultural and multilinguistic environment. All of the children in the French programme achieved impressive results in their end of year exams.

STEAM and Outdoors
It is an important school strategy that all pupils should make daily use of the extensive grounds and woods within the school site. This is a key factor in fostering a sense of well-being in the pupils and contributes to their ability to perform at their best.

The school has continued to develop the programme for Saturday school. The programme covers 6 areas and now includes Art: STEAM (Science, Technology, Engineering, Arts & Mathematics), Outdoor pursuits, Well-Being and Bushcraft. This continues to be very popular with the children.

The Outdoor Education programme ensures that all the children from Nursery to Year 8 have outdoor lessons. The programme of activities is of great benefit in supporting the children's wellbeing post pandemic.

Mental Health
The school recognises the importance of mental health among children and of having an environment where children can maintain their well-being. The Saturday programme, afterschool activities, tutoring system and mentoring system in boarding are all key to giving them breathing space and also the opportunity to voice concerns. This support has taken on particular importance in the context of the ongoing pandemic.

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Sport
The all-weather sports pitch continues to have a significant impact on the quality of sport at the school, in particular hockey. It also provides the opportunity for boarders to practise sport in the evenings and at the weekends after school. The pitch is used for hockey, netball, tennis, 5-a-side football and basketball.

Highlights from the year include:

1. The U11 Boys 6 a side football squad were runners up in the Annual 6 a side Football tournament, out of 12 schools. The U11B Mixed cross-country team ended up as 3rd place winners in the Annual Primary Schools cross-country relay race, out of 22 teams. All three of our mixed teams finishing in the top 10.
2. U11 girl played for county cricket
3. Our U13 Girls continue to play play hardball cricket fixtures.
4. Every child in the Prep school has represented the school in the sporting arena on numerous occasions throughout the year.
5. Senior girls continue to play football fixtures
6. Hockey continues to grow and develop as we make use of the new astroturf pitch.

Educational visits
- The Roman Museum, Canterbury
- Canterbury Cathedral
- Dover Museum and Dover Castle
- The Roubaix exchange
- Geography fieldtrips to Kingsgate Bay, the ancient town of Rye, the River Dour in Dover and Coombe Hole.
- Pre-Prep trips to Herstmonceux Science Centre, Quex Park, Monkton Nature Reserve and local farms.
- Pre-Prep specialist days and weeks focusing on specific curriculum areas such as art, science and drama.
- Pre-Prep led services include Harvest, Mothering Sunday and Christmas nativities.

Development
- The renovation programme throughout the school ensures the school is decorated and in good repair. This programme is on-going and forms part of the school's commitment to the tenancy agreement. The school has been successful in recruiting new members of the maintenance team to ensure there is a full team.
- Repairs to the roof at Prep and Pre Prep
- New tables and chairs for the Pre Prep dining hall
- New Ipads for pupils
- A new tractor was purchased
- Tree works to improve forest school
- More fire doors

Community Support
- The school held a full programme of events for the children that included fundraising for the partnership school, St Paul's KAASO in Uganda as well as annual events such as the Burton Race, Historical Costume, Easter Egg Hunt and Leavers' Dinner. Parents attended Cheese and Wine, Quiz Night, Easter Egg Hunt, Christmas Fair and Sports Day at both the Pre-Prep and Prep School. Speech Day on the last day of the year.

Plans for the future

The school will continue to pursue its 3-year development plan for education.

The school continues to explore ideas for further developing links with France, Spain, China and elsewhere whilst retaining its unique characteristics as an English school that has a much wider reach.

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Fundraising activities/ income generation

The school relaunched the summer school language centre with great success.

Reserves policy

The charity has a policy for reserves to ensure there are sufficient reserves to cover daily running costs, ensure continuity of the service by being able to meet unexpected costs and to carry out necessary repairs and maintenance to buildings, fixtures, furnishings and equipment.

The charity holds reserves at 31 August 2023 of £1,081,701 (2022: £1,068,284). General unrestricted reserves as at 31 August 2023 amounted to £1,077,375 (2022: £1,037,182).

The reserves balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy. The Governors believe that this level of reserves is prudent and necessary and will monitor it no less than once a year at the end of the academic year. Should the reserves fall significantly below the target level, the School will aim to restore the reserves as soon as possible by increasing revenue through fundraising or reducing expenditure. If reserves are significantly above the target level, the Governors will utilise the excess by enhancing School facilities and/or increasing the amount of public benefit.

Structure, governance and management

Governing body

The Directors and Charity Trustees are required under the Articles to serve as members of the Company and are elected at a full Board meeting according to the Board’s specifications concerning eligibility, personal competence and specialist skills. The Trustees conduct a skills audit once a year to determine necessary skills required for the Board and to aid recruitment.

One Trustee may be nominated by the Trustees of the Tormore Charitable Trust and historically one by the Betteshanger Trust, which dissolved at 31st August 2019. Other Trustees serve for a term of five years and are eligible to stand for re-election.

Trustee training

Trustees are inducted into the workings of the School, and the Company as a registered charity, including key Board Policy and Procedures.

The Trustees benefit from membership of The Association of Governing Bodies of Independent Schools (AGBIS) which provides training and advice and is a resource for best practice.

Key training courses are made available to Governors to complete in their own time and a log of training is kept up to date and under review. Annual safeguard training is provided to all Governors. Additional role specific specialist courses are made available to key Governors.

Governors receive regular updates on key topics relevant to their role.

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Pay policy for senior staff

The Governors Remuneration Committee has delegated authority from the Governing Body to make decisions on the pay and remuneration of the School's key management personnel. The Remuneration Committee determine pay using a variety of contributory factors which include:

- The level of qualifications and experience of the staff member
- The level of accountability and responsibility held
- The need to recruit key management personnel and retain them in post
- Salary data from IPAS, ISBA and DfE
- Affordability

Organisational management

The Trustees meet regularly to determine the strategy of the School, review its performance against key strategic indicators and to review its management structures and financial control.

An Annual strategy planning day is held each year.

The work of approving and monitoring adherence to the policies is carried out by the two Committees, namely the Education Committee and the Finance and General Purposes Committee, which meet on a regular basis to address matters specific to their respective objectives.

The Trustees agree the general policies of the School.

The operational management of the School is delegated to the Head and the Bursar together with other members of the Senior Management Team.

Relationships

The School is an active member of the Independent Association of Preparatory Schools for the promotion and maintenance of preparatory School standards generally. It takes part in peer group studies for the evaluation of quality and performance improvement methods.

The School co-operates with local charities in its ongoing endeavour to widen public access to the education that it provides, to optimise the use of its cultural and sporting facilities and to awaken in its pupils an awareness of the social context of the education they receive at the School.

The School benefits from an extensive cohort of committed alumni and is keen to introduce an active network with opportunities to celebrate the School. The School greatly appreciates and acknowledges the generous support given by many alumni.

Risk Management

There is a continuous process in place to identify, evaluate and manage the most significant risks the School faces. This Risk Register is reviewed regularly by Trustees.

Safeguarding of children, and the continuous assessment of its' associated risks are of the highest priority to the Trustees.

The Trustees have assessed the major risks to which the School is exposed, including: estate, operational, financial and reputational. The Trustees review and update the Risk Register at least once each year, employing a ranking system which considers likelihood of occurrence and subsequent impact.

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Trustees' report (continued)
For the year ended 31 August 2023

Disclosure of information to auditors

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

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

Approved by order of the members of the board of Trustees on 7 March 2024 and signed on their behalf by:

Ms S Barter

DocuSigned by:

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Northbourne Park School Limited

(A company limited by guarantee)

Statement of Trustees' responsibilities
For the year ended 31 August 2023

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Independent auditors' report to the Members of Northbourne Park School Limited

Opinion

We have audited the financial statements of Northbourne Park School Limited (the 'charity') for the year ended 31 August 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees 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. 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.

Opinion 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 Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has 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 Trustees' report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

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

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

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

Auditors' 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 Auditors' 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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to child protection and safeguarding, health and safety, Independent Schools Inspectorate reports, and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including child protection and safeguarding, health and safety, Independent Schools Inspectorate reports, and employment law) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Testing of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash, payroll and credit card expenditure; and
- Identifying key contracts and confirming that all required procurement and tendering procedures have been followed; and
- Checking and reperforming the reconciliation of key control accounts; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of governance arrangements; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and

Independent auditors' report to the Members of Northbourne Park School Limited (continued)

- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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 of 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 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 Auditors' 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 Auditors' 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.

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Peter Manser FCA DChA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Statutory Auditor
Chartered Accountant

Canterbury

7 March 2024

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Northbourne Park School Limited

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 August 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	**23,348**	**10,501**	**33,849**	21,595
Charitable activities	5	**90,835**	**2,772,829**	**2,863,664**	2,435,037
Other trading activities		**-**	**210,772**	**210,772**	111,167
Investments	8	**-**	**4,281**	**4,281**	291
Other income	9	**-**	**33,712**	**33,712**	24,036
Total income		**114,183**	**3,032,095**	**3,146,278**	2,592,126
Expenditure on:					
Raising funds	10	**-**	**15,539**	**15,539**	44,739
Charitable activities	11	**113,008**	**3,004,314**	**3,117,322**	2,800,533
Total expenditure		**113,008**	**3,019,853**	**3,132,861**	2,845,272
Net income/(expenditure)		**1,175**	**12,242**	**13,417**	(253,146)
Transfers between funds	20	**(27,951)**	**27,951**	**-**	-
Net movement in funds		**(26,776)**	**40,193**	**13,417**	(253,146)
Reconciliation of funds:					
Total funds brought forward		**31,102**	**1,037,182**	**1,068,284**	1,321,430
Net movement in funds		**(26,776)**	**40,193**	**13,417**	(253,146)
Total funds carried forward		**4,326**	**1,077,375**	**1,081,701**	1,068,284

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 to 34 form part of these financial statements.

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Northbourne Park School Limited

(A company limited by guarantee)
Registered number: 01490100

Balance sheet
As at 31 August 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	16		**418,432**		485,713
			418,432		485,713
Current assets					
Stocks	17	**46,961**		33,142	
Debtors	18	**414,624**		410,772	
Cash at bank and in hand		**1,286,502**		1,258,717	
		1,748,087		1,702,631	
Creditors: amounts falling due within one year	19	**(1,084,818)**		(1,120,060)	
Net current assets			**663,269**		582,571
Total net assets			**1,081,701**		1,068,284
Charity funds					
Restricted funds	20		**4,326**		31,102
Unrestricted funds	20		**1,077,375**		1,037,182
Total funds			**1,081,701**		1,068,284

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 07 March 2024 and signed on their behalf by:

DocuSigned by:
840D3D77B07D495...

Ms S Barter
Chair of Trustees

The notes on pages 17 to 34 form part of these financial statements.

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Northbourne Park School Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 August 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	23	**44,535**	130,915
Cash flows from investing activities			
Purchase of tangible fixed assets		**(16,750)**	(90,603)
Net cash used in investing activities		**(16,750)**	**(90,603)**
Change in cash and cash equivalents in the year		**27,785**	**40,312**
Cash and cash equivalents at the beginning of the year		**1,258,717**	1,218,405
Cash and cash equivalents at the end of the year	24	**1,286,502**	1,258,717

The notes on pages 17 to 34 form part of these financial statements

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Notes to the financial statements
For the year ended 31 August 2023

1. General information

Northbourne Park School Limited is a charity, limited by guarantee, incorporated in England and Wales

The charity's registered office is Betteshanger House, Betteshanger, Deal, Kent CT1 0NW.

The charitable activities of the charity continues to be the provision of a Day and Boarding School for 2-13 year old boys and girls.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The charity's functional currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The charity's main source of income is from its charitable objectives being the Gross Fees and Disbursements received for the provision of a Day and Boarding School for 2-13 year old boys and girls.

In order to meet its day to day working capital requirements the charity is dependent upon ensuring sufficient pupils attend the school to ensure sufficient incoming resources are generated from Gross Fees and Disbursements.

After making enquires, the Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operational existence for the foreseeable future.

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

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2. Accounting policies (continued)

2.4 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.5 Income

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.7 Fees

Turnover comprises revenue recognised by the Charity in respect of goods and services's supplied during the year, exclusive of Value Added Tax and trade discounts.

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2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Long-term leasehold property	-	5%	on cost per annum
Motor vehicles	-	33%	on cost per annum
Fixtures and fittings	-	10%	on cost per annum
Computer equipment	-	20%	on cost per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity 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.

2.12 Interest receivable

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

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2. Accounting policies (continued)

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of financial activities.

2.14 Debtors

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

2.15 Cash at bank and in hand

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

2.16 Pensions

The Charity contributes to personal pension plans for non teaching staff.

Retirement benefits for teaching employees of the Charity are provided by the Teachers' Pension Scheme ("TPS"). This is a defined benefit scheme and the assets are held separately from those of the Charity.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 26, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

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2. Accounting policies (continued)

2.18 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payable or receivables, are measured initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of the trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

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3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Tangible fixed assets

The Charity has recognised tangible fixed assets with a carrying value of £418,432 at the reporting date (see note 16). These assets are stated at their cost less provision and impairment. The Charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets the Charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cashflow model, based upon the Charity's forecasts for the foreseeable future which do not include any restructuring activities that the Charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

Critical areas of judgment:

Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined pension scheme. In the judgement of the Trustees, the Charity does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme, see note 26 for further details.

Lease commitments

The Charity has entered into a range of lease commitments in respect of property, plant and equipment. The classification of these leases as either financial or operating leases requires the Trustees to consider whether the terms and conditions of each lease are such that the Charity has acquired the risks and rewards associated with the ownership of the underlying assets.

Going concern

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. See note 2.3 for further details.

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4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	23,348	10,501	**33,849**	21,595
Total 2022	14,412	7,183	21,595	

5. Income from charitable activities

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Gross fees and disbursements	90,835	3,115,923	**3,206,758**	2,883,998
Staff discounts, other fee allowances and chargeable disbursement expenditure	-	(343,094)	**(343,094)**	(448,961)
	90,835	2,772,829	**2,863,664**	2,435,037
Total 2022	97,643	2,337,394	2,435,037	

6. Fundraising income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Fundraising	90,985	**90,985**	67,303

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7. Trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Charity trading income			
Language School income	82,507	**82,507**	7,583
Ground rent and lettings	7,352	**7,352**	703
Uniform sales	29,928	**29,928**	35,578
	119,787	**119,787**	43,864
Fundraising trading expenses			
Uniform costs	(25,707)	**(25,707)**	(21,901)
	(25,707)	**(25,707)**	(21,901)
Total 2023	94,080	**94,080**	21,963
Total 2022	21,963	21,963	

8. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
UK interest received	4,281	**4,281**	291
Total 2022	291	291	

9. Other incoming resources

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Registration fees	33,712	**33,712**	24,036
Total 2022	24,036	24,036	

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10. Expenditure on raising funds

Analysis of resources expended by expenditure type

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Expenditure on trading activities	15,539	**15,539**	44,739

11. Analysis of resources expended by expenditure type

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £	Total 2022 £
Education	113,008	3,004,314	**3,117,322**	2,800,533
Total 2022	100,909	2,699,624	2,800,533	

Summary by expenditure type

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £	Total 2022 £
Education	1,919,228	84,032	1,114,062	**3,117,322**	2,800,533
Total 2022	1,800,386	80,860	919,287	2,800,533	

12. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	3,117,322	**3,117,322**	2,800,533

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12. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	**1,919,228**	1,800,386
Depreciation	**84,032**	80,860
Staff training and other costs	**66,412**	35,847
Educational expense	**247,571**	132,946
Motor and travel costs	**40,299**	24,227
Catering costs	**164,773**	151,495
Housekeeping and cleaning	**34,758**	21,787
Administration expenses	**59,971**	50,325
Computer and equipment	**49,902**	36,023
Repairs and maintenance	**65,230**	69,157
Insurance	**55,478**	55,624
Utilities	**261,409**	285,972
Telephone charges	**21,952**	16,259
Restricted fund expenditure	**-**	4,301
Legal and professional	**11,371**	10,665
Bad debt write off	**5**	227
Bank charges, interest & penalties	**6,172**	4,443
Membership, subscriptions & licences	**18,414**	11,489
Auditors' remuneration	**10,345**	8,500
	3,117,322	2,800,533

13. Net income/(expenditure)

This is stated after charging:

	2023 £	2022 £
Depreciation of tangible fixed assets:		
- owned by the charity	**84,031**	79,546
Auditors' remuneration - audit	**10,345**	8,500
Auditors, remuneration - other services	**1,605**	1,500
Operating lease rentals:		
- motor vehicles	**5,111**	5,111
- other	**199,806**	215,445

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14. Staff costs

	2023 £	2022 £
Wages and salaries	**1,594,803**	1,485,663
Social security costs	**130,547**	126,357
Contribution to defined contribution pension schemes	**193,878**	188,366
	1,919,228	1,800,386

The average number of persons employed by the Charity during the year was as follows:

	2023 No.	2022 No.
Teachers	**33**	34
Administration	**6**	6
Others	**21**	19
	60	59

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £90,001 - £100,000	**1**	1

A total of £17,164 (2022: £16,828) was paid into the Pension Fund of the above employee.

The total compensation paid to key management personnel amounted to £208,073 (2022: £238,589). Employer pension contributions were a total of £39,019 (2022: £46,597) and Employer National Insurance contributions were a total of £23,703 (2022: £29,738). The key management personnel comprises of the Headmaster, Assistant Headmaster, Bursar and Senior Management Team.

15. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 August 2023, no Trustee expenses have been incurred (2022 - £NIL).

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16. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2022	**1,336,203**	**19,985**	**138,597**	**181,418**	**1,676,203**
Additions	**7,061**	**7,140**	**900**	**1,649**	**16,750**
At 31 August 2023	**1,343,264**	**27,125**	**139,497**	**183,067**	**1,692,953**
Depreciation					
At 1 September 2022	**908,288**	**13,438**	**108,008**	**160,756**	**1,190,490**
Charge for the year	**49,809**	**5,581**	**8,048**	**20,593**	**84,031**
At 31 August 2023	**958,097**	**19,019**	**116,056**	**181,349**	**1,274,521**
Net book value					
At 31 August 2023	**385,167**	**8,106**	**23,441**	**1,718**	**418,432**
At 31 August 2022	427,915	6,547	30,589	20,662	485,713

17. Stocks

	2023 £	2022 £
Clothing	**46,961**	33,142

18. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	**360,537**	358,278
Other debtors	**36**	551
Prepayments and accrued income	**54,051**	51,943
	414,624	410,772

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19. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**47,172**	45,206
Other taxation and social security	**31,566**	12,647
Other creditors	**166,959**	198,945
Accruals and deferred income	**839,121**	863,262
	1,084,818	1,120,060

	2023 £	2022 £
Deferred income at 1 September 2022	**863,262**	594,760
Resources deferred during the year	**839,121**	863,262
Amounts released from previous periods	**(863,262)**	(594,760)
	839,121	863,262

At the balance sheet date the Charity held funds received in advance of the 2023/24 financial year in respect of parent contributions towards school fees.

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20. Statement of funds

Statement of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2023 £
Unrestricted funds					
General Fund	**1,037,182**	**3,032,095**	**(3,019,853)**	**27,951**	**1,077,375**
Restricted funds					
Friends Fund	**27,951**	**-**	**-**	**(27,951)**	**-**
Development funds	**3,151**	**1,175**	**-**	**-**	**4,326**
Restricted funds	**-**	**113,008**	**(113,008)**	**-**	**-**
	31,102	**114,183**	**(113,008)**	**(27,951)**	**4,326**
Total of funds	**1,068,284**	**3,146,278**	**(3,132,861)**	**-**	**1,081,701**

Statement of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
Unrestricted funds				
General Funds	1,301,474	2,480,071	(2,744,363)	1,037,182
Restricted funds				
Friends funds	17,891	10,060	-	27,951
Development funds	2,065	1,086	-	3,151
Restricted funds	-	100,909	(100,909)	-
	19,956	112,055	(100,909)	31,102
Total of funds	1,321,430	2,592,126	(2,845,272)	1,068,284

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21. Summary of funds

Summary of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2023 £
General funds	**1,037,182**	**3,032,095**	**(3,019,853)**	**27,951**	**1,077,375**
Restricted funds	**31,102**	**114,183**	**(113,008)**	**(27,951)**	**4,326**
	1,068,284	**3,146,278**	**(3,132,861)**	**-**	**1,081,701**

Summary of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
General funds	1,301,474	2,480,071	(2,744,363)	1,037,182
Restricted funds	19,956	112,055	(100,909)	31,102
	1,321,430	2,592,126	(2,845,272)	1,068,284

The following funds have been established by the Trustees:

The restricted funds are for various small items for specific purposes, which have been restricted by the donor. This includes Early Years funding granted by Kent County Council.

The restricted Friends fund was various income and expenditure associated with the activities of this association. This restriction ceased in the prior year and as such the restricted funds have been released.

The restricted Development fund is various income and expenditure associated with development projects of the charity. Such development projects include the building of a 3G sports pitch and swimming pool. The total fund has been spent towards the 3G sports pitch.

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	418,432	**418,432**
Current assets	4,326	1,743,761	**1,748,087**
Creditors due within one year	-	(1,084,818)	**(1,084,818)**
Total	4,326	1,077,375	**1,081,701**

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22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	485,713	485,713
Current assets	31,102	1,671,529	1,702,631
Creditors due within one year	-	(1,120,060)	(1,120,060)
Total	31,102	1,037,182	1,068,284

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**13,417**	(253,146)
Adjustments for:		
Depreciation charges	**84,031**	79,546
Decrease/(increase) in stocks	**(13,819)**	22,838
Increase in debtors	**(3,852)**	(6,628)
Increase/(decrease) in creditors	**(35,242)**	288,305
Net cash provided by operating activities	**44,535**	130,915

24. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	**1,286,502**	1,258,717
Total cash and cash equivalents	**1,286,502**	1,258,717

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25. Analysis of changes in net debt

	At 1 September 2022	Cash flows	At 31 August 2023
	£	£	£
Cash at bank and in hand	1,258,717	27,785	1,286,502
	1,258,717	27,785	1,286,502

26. Pension commitments

The Charity participates in two pension schemes:

Teaching Staff

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

The 31 March 2016 TPS actuarial valuation results were implemented from 1 September 2019. The key elements of the valuation and subsequent consultation were:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The latest actuarial TPS valuation results, as at 31 March 2020, were released in October 2023. The revised employer contribution rate, arising from this valuation, is due to be implemented from 1 April 2024.

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26. Pension commitments (continued)

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

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

Non-Teaching Staff

The Charity contributes to personal pension plans for non teaching staff, at 4% of annual pay.

27. Operating lease commitments

At 31 August 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	**204,917**	204,917
Later than 1 year and not later than 5 years	**320,757**	327,840
Later than 5 years	**3,748,500**	3,825,000
	4,274,174	4,357,757

28. Related party transactions

During the prior year Mrs M Hutchinson, spouse of Professor B Hutchinson, a Trustee of the Charity, was employed by the Charity and as such was paid remuneration for her services.

Remuneration for the prior year amounted to £36,595. Transactions with Mrs M Hutchinson were conducted at arm’s length and in accordance with the Charity’s financial regulations and normal procurement procedures.

Sebastian Rees was employed as Headmaster of the school until 31 August 2023. His spouse Mrs Gillian Rees was also employed by the school during the year and was a member of key management personnel until 31 December 2022. She was paid remuneration for her services. Remuneration for the period amounted to £28,735 (2022: £51,090). Transactions with Mrs Gillian Rees were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

29. Controlling party

The charity is a charitable company limited by guarantee and was controlled throughout the year by the Trustees.

NORTHBOURNE PARK SCHOOL LIMITED

England & Wales - Charity number 280048

Accounts

Registered number: 01490100
Charity number: 280048

Northbourne Park School Limited

(A Company Limited by Guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 August 2022

Northbourne Park School Limited
(A Company Limited by Guarantee)

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Northbourne Park School Limited
(A Company Limited by Guarantee)

Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 August 2022

Trustees	Mr A Lucas (resigned 30 May 2022) Professor B Hutchinson (resigned 12 April 2023) Mrs F Poole Mrs J Tharp-Skelton Mr M Keir Mrs M Nairac Mrs S Loomis, Chair (resigned 13 September 2022) Ms S Barter, Chair Mrs S Buras-Rees Miss M Aylward (appointed 22 September 2022) Mrs R Cartwright (appointed 22 September 2022) Ms E Hendy (appointed 22 September 2022) Mrs J Holland (appointed 22 September 2022) Mrs S Marmet (appointed 22 September 2022)
Company registered number	01490100
Charity registered number	280048
Registered office	Northbourne Park School Limited Betteshanger House Betteshanger Deal Kent CT14 0NW
Independent auditors	Kreston Reeves LLP Statutory Auditor Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	HSBC 9 Rose Lane Canterbury Kent CT1 2JP
The Headmaster	Mr S Rees BA (Hons), PGCE, NPQH
The Bursar	Ms K Moores MAAT AATQB

Northbourne Park School Limited
(A Company Limited by Guarantee)

Trustees' Report
For the Year Ended 31 August 2022

The Trustees present their annual report together with the audited financial statements of Northbourne Park School Limited for the year 1 September 2021 to 31 August 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The object of the Charity, in accordance with its Memorandum and Articles of Association, is the education of children from the age of 2 to 13 inclusive.

Objectives aims and principal activities

Strategic aim and intended effect

To provide a first-class education for every child, enabling them to reach their highest academic potential whilst benefitting fully from the extensive extra-curricular and pastoral programme offered by the School. This draws out their individual abilities, awakens and develops their wider interests in life and motivates them for a successful outcome at their chosen senior School. Children should leave the School with a robust set of values that enable them to contribute meaningfully to society as principled, honest, responsible and resilient individuals.

To achieve this outcome the School maintains:

- small class sizes that allow teaching to be tailored for each individual child
- a distinctive outdoor education programme affording children freedom and space
- a unique bilingual language programme
- an extensive programme of co-curricular activities
- exceptional individual care and support for every child

Objectives for the year

The School aims to

- deliver a full educational programme
- operate normal routines post-pandemic
- keep boarding provision open at all times during term-time.
- reintroduce the full range of extra-curricular activities and sports fixtures across the year groups
- develop enhanced mental health awareness amongst the staff and the children.

Principal activity

The activities undertaken include academic studies, an inclusive sporting programme, an inclusive music programme, a PSHEE programme (Personal, Social, Health, and Economic Education), an inclusive programme of outdoor education and STEAM activities together with a wide programme of additional extra-curricular activities.

The School had a compliance inspection in May 2022 from the ISI inspectorate. All areas of the School were compliant.

Public benefit

The School provides public benefit consistent with its role as a fee-charging educational charity.

Access to the education offered by the School is not restricted to those that can afford its fees:

- Means-tested scholarships are awarded to children from the local area who would particularly benefit from a place at the School
- Means-tested bursaries provide financial support to those families who cannot afford the full fees.
- Fully funded places have been offered to 2 Ukrainian families displaced by the war in Ukraine.

The School provides a wide range of activities to fulfil the School's aims for public benefit. These include:

- Providing enrichment days for local Schools and children.
- Letting School premises at no charge or below market rate to enable events such as:

  - Girl Guides annual Jamboree
  - Cyclo-Cross event
  - Primary School football tournament
  - Primary School cross country event
  - W.I. netball club
  - External Forest School group from Deal
  - Sports courses run by Active Development Community

Financial Review

Results for the year show a deficit of £253,146 (2021: £159,689 surplus).

The School was impacted by significant increases in key operational costs such as utilities, food and transport. These costs were triggered by world events and could not have been foreseen.

The School continued to fund a programme of capital investment in the premises and facilities (reported in more detail in Development below) and invested further in the Schools' IT capabilities.

Pupil numbers remain healthy. There were 197 pupils in the Autumn Term, 204 pupils in the Spring Term and 212 pupils in the Summer Term. However, the proportion of bursaries scholarships and staff/sibling discounts increased which impacted fee income for the year.

Trustees will continue to monitor these areas carefully to ensure a stable financial performance during times of worldwide financial pressure.

The cash balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy.

Achievements and performance and plans for the future

Examinations

The strategic aim of the charity is to provide children with a first-class all-round education enabling them to reach their highest academic and personal potential. The School is non-selective and prepares children for a wide range of academic paths.

To this end the School prepares children for entry exams at 11+ and 13+. 6 children sat the 11+ exams and all passed. All the children in the Year 8 class who sat the Common Entrance exam passed to the senior School of their choice. In addition, 7 were awarded scholarships to senior Schools. All the children in the French 5ième class passed their exams to enter into the Lycée or International School of their choice, 7 of them achieved 100% in their results and four achieved places at prestigious English schools.

Extra-curricular

All the children who took LAMDA exams in Performance and Communication passed. 24 children took exams in the Spring with 16 merits and 8 distinctions.

The Afterschool clubs programme continues to play an essential part in the children's development. The clubs provide a breadth of learning and experience that complements the academic learning. Each year the School looks to introduce new activities for the children to try. On average the School offers 18 different clubs through the course of the week.

Other activities included:

- European Day of Languages
- A whole School ceramic raku firing project
- Geography field trips
- Celebration of world events such as Chinese New Year
- Pre-Prep specialist days and weeks that include Environment Day, World Religion Day, Maths Week and Art Week with a resident artist
- Spiritual links that include regular church services in the School chapel.
- Senior pupil residential trip to the Jurassic coast in Dorset, Year 6 residential trip with PGL, Year 5 day trips in the local area including Clip and Climb and Go Ape, Year 3 and Year 4 local day trips to Betteshanger Park and Folkestone beach.
- Year 8 and 5e 14-mile pilgrimage from Canterbury Cathedral to the School.
- The Choir performing Gloria by John Rutter in Canterbury Cathedral at St. Edmund's Gala Concert
- Two full theatre productions, the senior performance of Calamity Jane and the junior performance of The Jungle Book.

Charity work

- Continuing support of the Deal Food bank and Mustard Seed Relief Missions' annual 'Love in a Box' scheme which provide Christmas presents for children in orphanages in Eastern Europe.
- A countryside ramble with the Pre-Prep Children which raised over £700 for Children in Need with
- School-wide support of The Teddy Trust to provide teddy bears to children escaping war zones.
- Continuing support of our partner School in Uganda, St Paul's KAASO which reopened in January 2022, following nearly 2 years of Covid School closure.

Language and Cultural Exchange

The School continues to offer a comprehensive 6ieme and 5ieme programme for children from France and Spain through the 'Section Française Bilingue'. This programme is in its 31st year and enables the francophone pupils to experience one or two years of bilingual education, in a traditional prep School setting. Pupils leave the School enriched by the full extra-curricular offering that is unique to the School and with fabulous English Language capabilities. The programme benefits all the children in the School – the Francophone pupils contribute to School life in all areas enabling our English language pupils to benefit from an enhanced multicultural and multilinguistic environment.

All of the senior school children benefit from the exchange of language skills and many leave the School having made lifelong friends with their English/French/Spanish counterparts.

STEAM and Outdoors

All children in the School make daily use of the extensive grounds and woods that form the School site. This is a key factor in fostering a sense of well-being and adventure in the children and contributes to their ability to perform at their best.

The School has continued to develop the programme for Saturday School. The programme has been extended to include Art and comprises: STEAM (Science, Technology, Engineering, Art & Mathematics), Outdoor pursuits and Bushcraft. This continues to be very popular with the children and their parents.

The Outdoor Education programme ensures that all the children from Nursery to Year 8 have outdoor lessons and activities. The programme of activities is of great benefit in supporting the children's wellbeing post pandemic.

Mental Health

The School recognises the importance of good Mental Health. A key consideration in the development of the overall curriculum is creating an environment where children do not feel under undue pressure. The Saturday programme, Afterschool activities, tutoring system and mentoring system in boarding are all key in achieving this aim, giving the children breathing space and the opportunity to voice concerns. This overt support has taken on particular importance in the context of the Covid pandemic and its aftermath.

Sport

The all-weather sports pitch continues to have a significant impact on the quality of sport at the School, in particular hockey. It also provides the opportunity for boarders to practise sport in the evenings and at the weekends after School. The pitch is used for hockey, netball, tennis, 5-a-side football and basketball.

Highlights from the year include:

- The 1st Team Rugby Squad enjoyed an unbeaten season this year, the first time in almost 2 decades.
- A Year 8 girl was the first young lady to captain the 1st XI Football and 1st XI Cricket Teams.
- The U11 Boys 6 a side football squad were runners up in the Annual 6 a side Football tournament, out of 12 Schools.
- The U11B Mixed cross-country team ended up as 3rd place winners in the Annual Primary Schools cross-country relay race, out of 22 teams. All three of the Schools mixed teams finished in the top 10.
- The U13 Girls played their first ever Girls' hardball cricket fixture in the summer. This was an important step in realising the Schools' ambition to provide hardball fixtures across all senior and intermediate age groups in the future.
- The U13 Girls played their first football fixture in March and hosted a return match in June.
- The School has been able to turn out A, B and C U9 boys and girls sports teams for the third year in a row. This means that every child in the Prep School has represented the School in the sporting arena on numerous occasions throughout the year.
- The School had its first season of hockey fixtures against other Schools on the new all-weather sports pitch in the autumn term with all 3 age groups experiencing wins in hockey matches.

Educational visits

- The Institut Francais in London
- The Roman Museum, Canterbury
- Canterbury Cathedral
- Dover Museum
- The Roubaix exchange near Lille
- Geography fieldtrips to Kingsgate Bay, the ancient town of Rye, the River Dour in Dover and Coombe Hole.
- Pre-Prep trips to Herstmonceux Science Centre, Quex Park, Monkton Nature Reserve and local farms.

Development

The School operates a rolling renovation programme to ensure that the historic buildings and grounds are maintained. Restrictions during the Covid pandemic inevitably impacted scheduled works but good progress has been made during this year.

The School has been successful in recruiting new members of the maintenance team to enhance the maintenance programme and identify and begin a new programme of works.

This year has seen large investment in motorised maintenance equipment: tractors, lawnmowers and cutting machinery. Maintaining the School grounds and woods for the benefit of the pupils is an intrinsic part of the offering of the School.

Further capital investment has included the replacement of all hanging tiles at The Old Rectory (the Pre Prep site) and a brand new roof on the gym of the Prep School.

The School has also installed a new fire system in all buildings at both sites and initiated a programme of upgraded fire doors, commissioned to complement the historic building.

School Community

The School was delighted to be able to invite the community onto the grounds again for a wide variety of events.

The programme included long-standing annual events such as the Burton Race, Historical Costume Day, Easter Egg Hunt and Leavers' Dinner.

Parents also attended a Cheese and Wine evening, pre-prep Quiz Night, whole School Easter Egg Hunt, Christmas Fair, Sports Day at both the Pre-Prep and Prep School and a Parents Soirée hosted on the eve of Speech Day to finish the year.

Plans for the future

The School will continue to pursue its 3-year development plan for education. Next year Northbourne Park School will focus on the second phase of the Development Appeal to enhance the School's facilities.

The School continues to explore ideas for further developing links with France, Spain, China and elsewhere whilst retaining its unique characteristics as an English School that has a much wider reach.

Fundraising activities/ income generation

Due to the restrictions of the pandemic, the School continued to pause the fundraising activities. The plan is to review and resume fundraising activities in the new academic year.

Reserves policy

The charity has a policy for reserves to ensure there are sufficient reserves to cover daily running costs, ensure continuity of the service by being able to meet unexpected costs and to carry out necessary repairs and maintenance to buildings, fixtures, furnishings and equipment.

The charity holds reserves at 31 August 2022 of £1,068,248 (2021: £1,321,430). General unrestricted reserves as at 31 August 2022 amounted to £1,037,182 (2021: 1,301,474).

The reserves balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy. The Governors believe that this level of reserves is prudent and necessary and will monitor it no less than once a year at the end of the academic year. Should the reserves fall significantly below the target level, the School will aim to restore the reserves as soon as possible by increasing revenue through fundraising or reducing expenditure. If reserves are significantly above the target level, the Governors will utilise the excess by enhancing School facilities and/or increasing the amount of public benefit.

Structure, governance and management

Governing body

The Directors and Charity Trustees are required under the Articles to serve as members of the Company and are elected at a full Board meeting according to the Board's specifications concerning eligibility, personal competence and specialist skills. The Trustees conduct a skills audit once a year to determine necessary skills required for the Board and to aid recruitment.

One Trustee may be nominated by the Trustees of the Tormore Charitable Trust and historically one by the Betteshanger Trust, which dissolved at 31st August 2019. Other Trustees serve for a term of five years and are eligible to stand for re-election.

Trustee training

Trustees are inducted into the workings of the School, and the Company as a registered charity, including key Board Policy and Procedures.

The Trustees benefit from membership of The Association of Governing Bodies of Independent Schools (AGBIS) which provides training and advice and is a resource for best practice.

Key training courses are made available to Governors to complete in their own time and a log of training is kept up to date and under review. Annual safeguard training is provided to all Governors. Additional role specific specialist courses are made available to key Governors.

Governors receive regular updates on key topics relevant to their role.

Pay policy for senior staff

The Governors Remuneration Committee has delegated authority from the Governing Body to make decisions on the pay and remuneration of the School's key management personnel. The Remuneration Committee determine pay using a variety of contributory factors which include:

- The level of qualifications and experience of the staff member
- The level of accountability and responsibility held
- The need to recruit key management personnel and retain them in post
- Salary data from IPAS, ISBA and DfE
- Affordability

Trustees' Report (continued)
For the Year Ended 31 August 2022

Organisational management

The Trustees meet regularly to determine the strategy of the School, review its performance against key strategic indicators and to review its management structures and financial control.

An Annual strategy planning day is held each year.

The work of approving and monitoring adherence to the policies is carried out by the two Committees, namely the Education Committee and the Finance and General Purposes Committee, which meet on a regular basis to address matters specific to their respective objectives.

The Trustees agree the general policies of the School.

The operational management of the School is delegated to the Head and the Bursar together with other members of the Senior Management Team.

Relationships

The School is an active member of the Independent Association of Preparatory Schools for the promotion and maintenance of preparatory School standards generally. It takes part in peer group studies for the evaluation of quality and performance improvement methods.

The School co-operates with local charities in its ongoing endeavour to widen public access to the education that it provides, to optimise the use of its cultural and sporting facilities and to awaken in its pupils an awareness of the social context of the education they receive at the School.

The School benefits from an extensive cohort of committed alumni and is keen to introduce an active network with opportunities to celebrate the School. The School greatly appreciates and acknowledges the generous support given by many alumni.

Risk Management

There is a continuous process in place to identify, evaluate and manage the most significant risks the School faces. This Risk Register is reviewed regularly by Trustees.

Safeguarding of children, and the continuous assessment of its' associated risks are of the highest priority to the Trustees.

The Trustees have assessed the major risks to which the School is exposed, including: estate, operational, financial and reputational. The Trustees review and update the Risk Register at least once each year, employing a ranking system which considers likelihood of occurrence and subsequent impact.

Trustees' Report (continued)
For the Year Ended 31 August 2022

Disclosure of information to auditors

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

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

Approved by order of the members of the board of Trustees on 12 April 2023 and signed on their behalf by:

Ms S Barter
Chair of Trustees

Statement of Trustees' responsibilities
For the Year Ended 31 August 2022

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

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

Independent Auditors' Report to the Members of Northbourne Park School Limited

Opinion

We have audited the financial statements of Northbourne Park School Limited (the 'charity') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees 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. 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.

Opinion 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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 Trustees' Report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

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

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

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Auditors' 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 Auditors' 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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to child protection and safeguarding, health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including child protection and safeguarding, health and safety, anti-bribery, employment law) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Review the latest Independent Schools Inspectorate reports to identify weaknesses in the quality of education provided and the spiritual, moral, social and cultural development of pupils; and
- Conducting interviews with the headmaster to understand whether there have been any safeguarding issues in the year; and
- Testing of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash, payroll and credit card expenditure; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance, reviewing correspondence with relevant tax and regulatory authorities; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 of 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 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 Auditors' 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 Auditors' 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.

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Peter Manser FCA DChA (Senior Statutory Auditor)
for and on behalf of
Kreston Reeves LLP
Statutory Auditor
Chartered Accountants
Canterbury

12 April 2023

Northbourne Park School Limited
(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 August 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	**7,183**	**14,412**	**21,595**	7,096
Charitable activities	5	**2,337,394**	**97,643**	**2,435,037**	2,645,883
Other trading activities		**111,167**	**-**	**111,167**	47,430
Investments	8	**291**	**-**	**291**	143
Other income	9	**24,036**	**-**	**24,036**	24,613
Total income		**2,480,071**	**112,055**	**2,592,126**	2,725,165
Expenditure on:					
Raising funds	10	**44,739**	**-**	**44,739**	10,844
Charitable activities	11	**2,699,624**	**100,909**	**2,800,533**	2,554,632
Total expenditure		**2,744,363**	**100,909**	**2,845,272**	2,565,476
Net movement in funds		**(264,292)**	**11,146**	**(253,146)**	159,689
Reconciliation of funds:					
Total funds brought forward		**1,301,474**	**19,956**	**1,321,430**	1,161,741
Net movement in funds		**(264,292)**	**11,146**	**(253,146)**	159,689
Total funds carried forward		**1,037,182**	**31,102**	**1,068,284**	1,321,430

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 19 to 38 form part of these financial statements.

Northbourne Park School Limited
(A Company Limited by Guarantee)
Registered number: 01490100

Balance Sheet
As at 31 August 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	15		**485,713**		474,656
Current assets					
Stocks	16	**33,142**		55,980	
Debtors	17	**410,772**		404,144	
Cash at bank and in hand		**1,258,717**		1,218,405	
		1,702,631		1,678,529	
Creditors: amounts falling due within one year	18	**(1,120,060)**		(831,755)	
Net current assets			**582,571**		846,774
Total net assets			**1,068,284**		1,321,430
Charity funds					
Restricted funds	20		**31,102**		19,956
Unrestricted funds	20		**1,037,182**		1,301,474
Total funds			**1,068,284**		1,321,430

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 12 April 2023 and signed on their behalf by:

Ms S Barter
Chair of Trustees

The notes on pages 19 to 38 form part of these financial statements.

Northbourne Park School Limited
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 August 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	23	**130,915**	174,659
Cash flows from investing activities			
Purchase of tangible fixed assets		**(90,603)**	(71,119)
Net cash used in investing activities		**(90,603)**	**(71,119)**
Change in cash and cash equivalents in the year		**40,312**	**103,540**
Cash and cash equivalents at the beginning of the year		**1,218,405**	1,114,865
Cash and cash equivalents at the end of the year	24	**1,258,717**	1,218,405

The notes on pages 19 to 38 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 31 August 2022

1. General information

Northbourne Park School Limited is a charity, limited by guarantee, incorporated in England and Wales.

The charity's registered office is Betteshanger House, Betteshanger, Deal, Kent, CT1 0NW.

The charitable activities of the charity continues to be the provision of a Day and Boarding School for 2-13 year old boys and girls.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The charity's functional currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The charity's main source of income is from its charitable objectives being the Gross Fees and Disbursements received for the provision of a Day and Boarding School for 2-13 year old boys and girls.

In order to meet its day to day working capital requirements the charity is dependent upon ensuring sufficient pupils attend the school to ensure sufficient incoming resources are generated from Gross Fees and Disbursements.

After making enquiries, the Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operational existence for the foreseeable future.

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

2. Accounting policies (continued)

2.4 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.5 Income

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.7 Fees

Turnover comprises revenue recognised by the Charity in respect of goods and services's supplied during the year, exclusive of Value Added Tax and trade discounts.

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- 5% on cost per annum
Motor vehicles	- 33.3% on cost per annum
Fixtures and fittings	- 10% on cost per annum
Computer equipment	- 20% on cost per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity 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.

2.12 Interest receivable

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

2. Accounting policies (continued)

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

2.14 Debtors

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

2.15 Cash at bank and in hand

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

2.16 Pensions

The Charity contributes to personal pension plans for non teaching staff.

Retirement benefits for teaching employees of the Charity are provided by the Teachers' Pension Scheme ("TPS"). This is a defined benefit scheme and the assets are held separately from those of the Charity.

The TPS is and unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 25, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

2. Accounting policies (continued)

2.18 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payable or receivables, are measured initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of the trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Tangible fixed assets

The Charity has recognised tangible fixed assets with a carrying value of £485,713 at the reporting date (see note 15). These assets are stated at their cost less provision for depreciation and impairment. The Charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets the Charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the Charity's forecasts for the foreseeable future which do not include any restructuring activities that the Charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

Critical areas of judgment:

Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined benefit pension scheme. In the judgement of the Trustees, the Charity does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme, see note 26 for further details.

Lease commitments

The Charity has entered into a range of lease commitments in respect of property, plant and equipment. The classification of these leases as either financial or operating leases requires the Trustees to consider whether the terms and conditions of each lease are such that the Charity has acquired the risks and rewards associated with the ownership of the underlying assets.

Going concern

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. See note 2.3 for further details.

4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	7,183	14,412	**21,595**	7,096
Total 2021	4,311	2,785	7,096	

5. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Gross fees and disbursements	2,786,355	97,643	**2,883,998**	3,039,308
Staff discounts, other fee allowances and chargeable disbursement expenditure	(448,961)	-	**(448,961)**	(413,776)
Government grant - Job Retention Scheme	-	-	-	20,351
Total 2022	2,337,394	97,643	**2,435,037**	2,645,883
Total 2021	2,562,332	83,551	2,645,883	

6. Fundraising income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fundraising	67,303	**67,303**	50

7. Trading activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Charity trading income			
Language School income	7,583	**7,583**	(6)
Ground rent and lettings	703	**703**	11,493
Uniform sales	35,578	**35,578**	36,415
	43,864	**43,864**	47,902
Fundraising trading expenses			
Uniform costs	(21,901)	**(21,901)**	(37,370)
Total 2022	21,963	**21,963**	10,532
Total 2021	10,532	10,532	

8. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
UK interest received	291	**291**	143
Total 2021	143	143	

9. Other incoming resources

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Registration fees	24,036	**24,036**	24,613
Total 2021	24,613	24,613	

Notes to the Financial Statements
For the Year Ended 31 August 2022

10. Analysis of resources expended by expenditure type

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £	Total 2021 £
Expenditure on trading activities	-	-	44,739	**44,739**	37,370
Costs of raising funds	-	-	44,739	**44,739**	37,370
Education	1,800,386	79,546	920,601	**2,800,533**	2,579,010
	1,800,386	79,546	965,340	**2,845,272**	2,616,380
Total 2021	1,740,179	71,654	804,547	2,616,380	

11. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Total funds 2022 £	Total funds 2021 £
Charitable activities	2,800,533	**2,800,533**	2,554,632

Notes to the Financial Statements
For the Year Ended 31 August 2022

11. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2022 £	Total funds 2021 £
Staff costs	**1,800,386**	1,740,179
Depreciation	**80,860**	71,654
Staff training and other costs	**35,847**	18,175
Educational expenses	**132,946**	97,269
Motor and travel costs	**24,227**	11,914
Catering costs	**151,495**	120,512
Housekeeping and cleaning	**21,787**	29,037
Administration expenses	**50,325**	36,386
Computer and equipment	**36,023**	48,841
Repairs and maintenance	**69,157**	110,854
Insurance	**55,624**	53,127
Utilities	**285,972**	166,636
Telephone charges	**16,259**	17,562
Restricted fund expenditure	**4,301**	-
Legal and professional	**10,665**	27,190
Bad debt write off	**227**	(18,045)
Bank charges, interest & penalties	**4,443**	5,188
Membership, subscriptions & licences	**11,489**	10,353
Auditors' remuneration	**8,500**	7,800
	2,800,533	2,554,632

Notes to the Financial Statements
For the Year Ended 31 August 2022

12. Net income/(expenditure)

This is stated after charging:

	2022 £	2021 £
Depreciation of tangible fixed assets:		
- owned by the charity	**79,546**	71,654
Auditors' remuneration - audit	**8,500**	7,800
Auditors' remuneration - other services	**1,500**	1,450
Operating lease rentals:		
- motor vehicles	**1,973**	3,734
- other	**218,583**	166,563

13. Staff costs

	2022 £	2021 £
Wages and salaries	**1,485,663**	1,434,742
Social security costs	**126,357**	117,348
Contribution to defined contribution pension schemes	**188,366**	188,089
	1,800,386	1,740,179

The average number of persons employed by the Charity during the year was as follows:

	2022 No.	2021 No.
Teachers	**34**	35
Administration	**6**	6
Others	**19**	15
	59	56

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	2021 No.
In the band £90,001 - £100,000	1	1

A total of £16,828 (2021: £16,436) was paid into the Pension Fund of the above employee.

The total compensation paid to key management personnel amounted to £238,589 (2021: £235,116). Employer pension contributions were a total of £46,597 (2021: £45,698) and Employer National Insurance contributions were a total of £29,738 (2021: £26,363). The key management personnel comprises of the Headmaster, Assistant Headmaster, Bursar and Senior Management Team.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, no Trustee expenses have been incurred (2021 - £NIL).

15. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2021	**1,292,811**	**10,213**	**114,883**	**167,693**	**1,585,600**
Additions	**43,392**	**9,772**	**23,714**	**13,725**	**90,603**
At 31 August 2022	**1,336,203**	**19,985**	**138,597**	**181,418**	**1,676,203**
Depreciation					
At 1 September 2021	**858,874**	**10,213**	**101,365**	**140,492**	**1,110,944**
Charge for the year	**49,414**	**3,225**	**6,643**	**20,264**	**79,546**
At 31 August 2022	**908,288**	**13,438**	**108,008**	**160,756**	**1,190,490**
Net book value					
At 31 August 2022	**427,915**	**6,547**	**30,589**	**20,662**	**485,713**
At 31 August 2021	433,937	-	13,518	27,201	474,656

16. Stocks

	2022 £	2021 £
Clothing	**33,142**	55,980

17. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	**358,278**	367,909
Other debtors	**551**	36
Prepayments and accrued income	**51,943**	36,199
	410,772	404,144

18. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	**45,206**	24,897
Other taxation and social security	**12,647**	30,828
Other creditors	**198,945**	181,270
Accruals and deferred income	**863,262**	594,760
	1,120,060	831,755

19. Accruals and deferred income

	2022 £	2021 £
Deferred income at 1 September 2021	**594,760**	675,804
Resources deferred during the year	**863,262**	594,760
Amounts released from previous periods	**(594,760)**	(675,804)
Deferred income at 31 August 2022	**863,262**	594,760

At the balance sheet date the Charity held funds received in advance of the 2022/23 financial year in respect of parent contributions towards school fees.

Notes to the Financial Statements For the Year Ended 31 August 2022

20. Statement of funds

Statement of funds - current year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
Unrestricted funds				
General Funds	1,301,474	2,480,071	(2,744,363)	1,037,182
Restricted funds				
Friends funds	17,891	10,060	-	27,951
Development funds	2,065	1,086	-	3,151
Restricted funds	-	100,909	(100,909)	-
	19,956	112,055	(100,909)	31,102
Total of funds	1,321,430	2,592,126	(2,845,272)	1,068,284

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Unrestricted funds				
General Funds	1,144,440	2,638,829	(2,481,795)	1,301,474
Restricted funds				
Friends funds	17,301	590	-	17,891
Development funds	-	2,065	-	2,065
Restricted funds	-	83,681	(83,681)	-
	17,301	86,336	(83,681)	19,956
Total of funds	1,161,741	2,725,165	(2,565,476)	1,321,430

Notes to the Financial Statements
For the Year Ended 31 August 2022

21. Summary of funds

Summary of funds - current year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
General funds	**1,301,474**	**2,480,071**	**(2,744,363)**	**1,037,182**
Restricted funds	**19,956**	**112,055**	**(100,909)**	**31,102**
	1,321,430	**2,592,126**	**(2,845,272)**	**1,068,284**

Summary of funds - prior year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
General funds	1,144,440	2,638,829	(2,481,795)	1,301,474
Restricted funds	17,301	86,336	(83,681)	19,956
	1,161,741	2,725,165	(2,565,476)	1,321,430

The following funds have been established by the Trustees:

The restricted funds are for various small items for specific purposes, which have been restricted by the donor. This includes Early Years funding donated by Kent County Council.

The restricted Friends fund is various income and expenditure associated with the activities of this association.

The restricted Development fund is various income and expenditure associated with development projects of the charity. Such development projects include the building of a 3G sports pitch and swimming pool. The total fund has been spent towards the 3G sports pitch.

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	485,713	-	**485,713**
Current assets	1,671,529	31,102	**1,702,631**
Creditors due within one year	(1,120,060)	-	**(1,120,060)**
Total	1,037,182	31,102	**1,068,284**

22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	474,656	-	474,656
Current assets	1,658,573	19,956	1,678,529
Creditors due within one year	(831,755)	-	(831,755)
Total	1,301,474	19,956	1,321,430

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(253,146)**	159,689
Adjustments for:		
Depreciation charges	**79,546**	71,654
Decrease/(increase) in stocks	**22,838**	(26,526)
Decrease/(increase) in debtors	**(6,628)**	68,550
Increase/(decrease) in creditors	**288,305**	(98,708)
Net cash provided by operating activities	**130,915**	174,659

24. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	**1,258,717**	1,218,405
Total cash and cash equivalents	**1,258,717**	1,218,405

25. Analysis of changes in net debt

	At 1 September 2021	Cash flows	At 31 August 2022
	£	£	£
Cash at bank and in hand	1,218,405	40,312	1,258,717
	1,218,405	40,312	1,258,717

26. Pension commitments

The Charity participates in two pension schemes:

Teaching Staff

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

26. Pension commitments (continued)

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

Non-Teaching Staff

The Charity contributes to personal pension plans for non teaching staff, at 4% of annual pay.

27. Operating lease commitments

At 31 August 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Amounts payable		
Not later than 1 year	**204,917**	82,473
Later than 1 year and not later than 5 years	**327,840**	315,389
Later than 5 years	**3,825,000**	3,901,499
	4,357,757	4,299,361

28. Related party transactions

During the year Mrs M Hutchinson, spouse of Professor B Hutchinson, a Trustee of the Charity, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £36,595 (2021: £36,165). Transactions with Mrs M Hutchinson were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

During the year, Mrs G Rees, spouse of Sebastian Rees, a member of key management personnel, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £51,090 (2021: £51,214). Transactions with Mrs G Rees were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

29. Controlling party

The charity is a charitable company limited by guarantee and was controlled throughout the year by the Trustees.

NORTHBOURNE PARK SCHOOL LIMITED

England & Wales - Charity number 280048

Accounts

Registered number: 01490100
Charity number: 280048

Northbourne Park School Limited

(A Company Limited by Guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 August 2021

Northbourne Park School Limited
(A Company Limited by Guarantee)

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Northbourne Park School Limited

(A Company Limited by Guarantee)

Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 August 2021

Trustees	Mr A Lucas Professor B Hutchinson Mrs F Poole Mrs J Tharp-Skelton Mr M Keir Mrs M Nairac Mrs S Loomis, Chair Ms S Barter Mrs S Buras-Rees
Company registered number	01490100
Charity registered number	280048
Registered office	Northbourne Park School Betteshanger House Deal Kent CT14 0NW
Independent auditors	Kreston Reeves LLP Chartered Accountants Statutory Auditor 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	HSBC 9 Rose Lane Canterbury Kent CT1 2JP
The Headmaster	Mr S Rees BA (Hons), PGCE, NPQH
The Bursar	Ms K Moores MAAT AATQB

Northbourne Park School Limited

(A Company Limited by Guarantee)

Trustees' Report
For the Year Ended 31 August 2021

The Trustees present their annual report together with the audited financial statements of Northbourne Park School Limited for the year 1 September 2020 to 31 August 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The object of the Charity, in accordance with its Memorandum and Articles of Association, is the education of children from the age of 2 to 13 inclusive.

Objectives aims and principal activities

Strategic aim and intended effect

The School's strategic aim is to enable pupils to attain the highest academic levels whilst allowing them to benefit from the extra-curricular and pastoral programme offered by the School. This draws out their abilities and academic potential, awakens and develops wider interests in life and motivates them for a successful outcome at their chosen senior school. Our method for achieving this is to maintain a teacher to pupil ratio which allows us to tailor our services to suit individual needs.

Objectives for the year

The on-going challenges of the Covid-19 pandemic have been at the forefront of planning for the academic year. For the period that this report covers, all schools in the UK have had to adapt in order to continue operating. This has been one of our priorities since February 2020 and still is.

The objectives were:
- Complete the educational programme for all of the children
- Keep the boarding provision open at all times during term-time.
- Provide a full programme of outdoor activities for all of the children in recognition of the physical and mental well-being benefits.
- Provide an online platform (MS Teams) for all the children during periods of lockdown.

In addition, the school has implemented the new PSHE and RSE programmes for all children in the school.

While the school had to put the fundraising appeal to raise support for the construction of the Arts Centre on hold during the 2020-2021 academic year, it now plans to resume fundraising.

Principal activity

The activities undertaken include academic studies, an inclusive sporting programme, an inclusive music programme, a PSHEE programme (Personal, Social, Health, and Economic Education) and a wide programme of extra-curricular activities.

Trustees' Report (continued)
For the Year Ended 31 August 2021

Public benefit

The School provides public benefit consistent with its role as a fee charging educational charity. Access to the education offered by the School is not restricted to those that can afford its fees. The School provides a wide range of activities to fulfil the School's aims for public benefit. These include:

- Awarding means tested scholarships for children from the area who might need support of a place.
- Providing financial support, in the form of means tested bursaries, for those who cannot afford the full fees.
- Providing enrichment days for local schools and children.
- The School is used during 3 weeks of the summer holiday for an international language school.
- The School lets out facilities either for free or below market rates for organisations such as:
    - The Girl Guides who hold their annual Jamboree in the school grounds
    - Cyclo-Cross event which is held at least once a year
    - A Primary school football tournament
    - Local W.I. groups use the sports hall for their netball club
    - The school grounds are used all year round by a Forest School group from Deal
    - Sports courses run by Active Development Community in the holidays

With the completion of the all-weather sports pitch, the school now plans to launch a hockey club for all local children to attend. This was delayed due to the pandemic but the school aims to launch this in the current academic year.

Financial Review

Results for the year show a surplus of £159,689 (2020: £233,065), reflecting the fact that Governors funded the improvement of the drive leading to both the main entrance of the Prep School and the new all weather sports pitch.

Pupil numbers remain stable. There were 192 pupils in the Autumn Term, 198 pupils in the Spring Term and 211 pupils in the Summer Term.

The cash balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy.

Achievements and performance and plans for the future

Examinations

The main aims of the charity are to provide all the children with the best education possible. To this end the School prepares children for entry exams at 11+ and 13+. 4 children sat the 11+ exams and 3 passed. All the children in the Year 8 class who sat the Common Entrance exam passed to the senior school of their choice. All the children in the French 5ième class passed their exams to enter into the Lycée or International School of their choice.

Extra-curricular
All the children who took LAMDA exams in Performance and Communication passed, with 6 Distinctions and 10 merits.

The afterschool clubs programme continues to play an essential part in the children's development. The clubs provide a breadth of learning and experience that complements the academic learning. Each year the school looks to introduce new activities for the children to try. This year, the activities have included golf.

Other activities included:

- European Day of Languages
- Geography field trips
- Celebration of world events such as Chinese New Year
- Pre-Prep specialist days and weeks that include Environment Day, World Religion Day, Maths Week, Art Week
- Charity work for local, national and overseas charities
- Spiritual links that include regular church services in the School chapel.
- Regular deliveries to the local Foodbank
- The annual Love in a Box project to provide children in poorer countries with Christmas presents.

Language and Cultural Exchange
The School continues to offer a comprehensive 6ieme and 5ieme programme for children from France and Spain through the 'Section Française Bilingue'. This programme is in its 30th year and enables the francophone pupils to experience one or two years of bilingual education, in a prep school setting. The programme is reviewed annually to ensure we provide the best educational experience possible. The programme benefits all the children as they are frequently mixed together for various activities and classes. In return the English pupils benefit from a multicultural and multilinguistic environment.

STEM and Outdoors
It is an important school strategy that all pupils should make daily use of the extensive grounds and woods within the school site. This is a key factor in fostering a sense of well-being in the pupils and contributes to their ability to perform at their best.

The school has continued to develop the programme for Saturday school. The programme covers 6 areas: STEM (Science, Technology, Engineering & Mathematics), Outdoor pursuits, and Bushcraft. This continues to be very popular with the children.

The Outdoor Education programme ensures that all the children from Nursery to Year 8 have outdoor lessons. The programme of activities is of great benefit in supporting the children's wellbeing during the pandemic.

Mental Health
The school recognises the importance of Mental Health among children and of having an environment where children do not feel under undue pressure. The Saturday programme, afterschool activities, tutoring system and mentoring system in boarding are all key to giving them breathing space and also the opportunity to voice concerns. This support has taken on particular importance in the context of the ongoing pandemic.

Sport
The new all-weather sports pitch has made a significant impact on the quality of sport at the school, in particular hockey. It also provides the opportunity for boarders to practise sport in the evenings and at the weekends after school. The pitch is used for hockey, netball, tennis, 5-a-side football and basketball.

Highlights from the year include:

1. A variety of competitions such as the 'Chuckster Cup' which was an internal 6-a-side football tournament for the boys;
2. An internal football and hockey competition among both boys and girls. These 6-a-side teams were mixed – a particular focus for the school in recent years; and
3. An internal netball tournament. Again, this involved mixed 6-a-side netball teams.
4. As we were not allowed to offer contact rugby as a sport, the boys and girls played touch and TAG rugby through the Spring Term, with the boys being able to concentrate on more regular hockey practice on the School Astro Turf.
5. A Northbourne girl was the first female cricketer to represent Northbourne Park School in the boys 1st XI team, taking 4 wickets in her debut match.
6. Summer Term 2021 was the third year that Northbourne offered cricket as the main sport to both boys and girls through all of the age groups. The senior girls played 'hard ball' cricket for the first time, and all teams played in cricket whites.
7. As we were emerging out of lockdown, Northbourne Park were one of the first schools to safely play boys and girls inter school cricket fixtures across all of the age groups, whilst allowing spectators to watch.
8. Within the annual Inter House Sports Day with spectators, we had four school records broken and one equalled.
9. Four candidates were involved in scholarship programmes at Harrow, King's Canterbury, St. Edmund's and Dover College.

Development
The school is now focusing on the second phase of the Development Appeal, namely the Creative Arts Centre.

The renovation programme throughout the school ensures the school is better decorated and in good repair. This programme is on-going and forms part of the school's commitment to the tenancy agreement. The school has been successful in recruiting new members of the maintenance team to ensure there is a full team.

Community Support
The impact of the Covid-19 pandemic prevented the school from holding the usual number of fundraising and social events. However, the school continued with events for the children that included fundraising for the partnership school, St Paul's KAASO in Uganda as well as annual events such as the Burton Race, Historical Costume, Easter Egg Hunt and Leavers' Dinner. At the end of the academic year, parents attended Sports Day at both the Pre-Prep and Prep School and also Speech Day on the last day of the year.

Plans for the future

The school will continue to pursue its 3-year development plan for education. Next year Northbourne Park School will focus on the next phase of the Development Appeal to enhance the school's facilities.

The school continues to explore ideas for further developing links with France, Spain, China and elsewhere whilst retaining its unique characteristics as an English school that has a much wider reach.

Fundraising activities/ income generation

Due to the restrictions of the pandemic, the school decided to pause the fundraising activities. The plan is to resume fundraising in the Spring of 2022.

Reserves policy

The charity has a policy for reserves to ensure there are sufficient reserves to cover daily running costs, ensure continuity of the service by being able to meet unexpected costs and to carry out necessary repairs and maintenance to buildings, fixtures, furnishings and equipment.

The charity holds reserves at 31 August 2021 of £1,321,430 (2020: £1,161,741). General unrestricted reserves as at 31 August 2021 amounted to £1,301,474 (2020: £1,114,440).

The reserves balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy. The Governors believe that this level of reserves is prudent and necessary and will monitor it no less than once a year at the end of the academic year. Should the reserves fall significantly below the target level, the school will aim to restore the reserves as soon as possible by increasing revenue through fundraising or reducing expenditure. If reserves are significantly above the target level, the Governors will utilise the excess by enhancing school facilities and/or increasing the amount of public benefit.

Structure, governance and management

Governing body

The Directors and Charity Trustees are required under the Articles to serve as members of the Company and are elected at a full Board meeting according to the Board's specifications concerning eligibility, personal competence and specialist skills. The Trustees conduct a skills audit once a year to determine necessary skills required for the Board and to aid recruitment.

One Trustee may be nominated by the Trustees of the Tormore Charitable Trust and historically one by the Betteshanger Trust, which dissolved at 31st August 2019. Other Trustees serve for a term of five years and are eligible to stand for re-election.

Trustee training

Trustees are inducted into the workings of the school, and the Company as a registered charity, including Board Policy and Procedures.

The Trustees benefit from membership of The Association of Governing Bodies of Independent Schools (AGBIS) which provides advice and is a resource for best practices.

Ad hoc training takes place on an individual and group basis. Where a Trustee has specific responsibility on the Board, specialist training takes place.

Pay policy for senior staff

The Governors Remuneration Committee has delegated authority from the Governing Body to make decisions on the pay and remuneration of the School's key management personnel. The Remuneration Committee determine pay by using a variety of contributory factors which include:

-The school size
-Ability to recruit key management personnel and retain them in post
-Being competitive in equivalent roles
-Salary data from IPAS, ISBA and DfE
-The level of qualifications and experience of the staff member
-The level of accountability and responsibility held.

Organisational management

The Trustees meet regularly to determine general strategy of the School and review its overall management and control for which they are legally responsible.

Trustees' Report (continued)
For the Year Ended 31 August 2021

An Annual strategy planning day is held each year.

The work of approving and monitoring adherence to the policies is carried out by the two Committees, namely the Education Committee and the Finance and General Purposes Committee that meet on a regular basis to address matters specific to their respective objectives.

The Trustees agree the general policies of the school. The operational management of the School is delegated to the Head and the Bursar together with other members of the Senior Management Team.

Relationships

The School is an active member of the Independent Association of Preparatory Schools for the promotion and maintenance of preparatory school standards generally. It takes part in peer group studies for the evaluation of quality and performance improvement methods.

We co-operate with many local charities in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the education they receive at the School.

Northbourne Park School also benefits from the generosity of a thriving network of alumni whose close support we greatly appreciate and gladly acknowledge.

Risk Management

There is a continuous process in place to identify, evaluate and manage the most significant risks the School faces. This Risk Register is reviewed regularly by Trustees.

Safeguarding of children, and the continuous assessment of its' associated risks are of the highest priority to the Trustees.

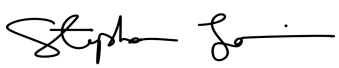
The Trustees have assessed the major risks to which the School is exposed, including: estate, operational, financial and reputational. The Trustees review and update the Risk Register at least once each year, employing a ranking system which considers likelihood of occurrence and subsequent impact.

Disclosure of information to auditors

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

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

Approved by order of the members of the board of Trustees on 17 March 2022 and signed on their behalf by:



Mrs S Loomis
Chair of Trustees

Statement of Trustees' responsibilities
For the Year Ended 31 August 2021

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Independent Auditors' Report to the Members of Northbourne Park School Limited

Opinion

We have audited the financial statements of Northbourne Park School Limited (the 'charity') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees 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. 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.

Opinion 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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 Trustees' Report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

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

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

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Auditors' 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 Auditors' 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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including, child protection and safeguarding health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Review the latest Independent Schools Inspectorate reports to identify weaknesses in the qualify of education provided and the spiritual, moral, social and cultural development of pupils; and
- Conducting interviews with the headmaster to understand whether there has been any safeguarding issues in the year; and
- Testing of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash, payroll and credit card expenditure; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance, reviewing correspondence with relevant tax and regulatory authorities; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

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 of 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 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 Auditors' 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 Auditors' 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.

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Peter Manser FCA DChA (Senior Statutory Auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Canterbury

18 March 2022

Northbourne Park School Limited

(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 August 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	4	**2,785**	**4,311**	**7,096**	93,588
Charitable activities	5	**83,551**	**2,562,332**	**2,645,883**	2,532,894
Other trading activities		**-**	**47,430**	**47,430**	44,244
Investments	8	**-**	**143**	**143**	3,666
Other income	9	**-**	**24,613**	**24,613**	14,722
Total income		**86,336**	**2,638,829**	**2,725,165**	2,689,114
Expenditure on:					
Raising funds		**-**	**10,844**	**10,844**	14,004
Charitable activities		**83,681**	**2,470,951**	**2,554,632**	2,442,045
Total expenditure		**83,681**	**2,481,795**	**2,565,476**	2,456,049
Net movement in funds		**2,655**	**157,034**	**159,689**	233,065
Reconciliation of funds:					
Total funds brought forward		**17,301**	**1,144,440**	**1,161,741**	928,676
Net movement in funds		**2,655**	**157,034**	**159,689**	233,065
Total funds carried forward		**19,956**	**1,301,474**	**1,321,430**	1,161,741

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 16 to 33 form part of these financial statements.

Northbourne Park School Limited

(A Company Limited by Guarantee)
Registered number: 01490100

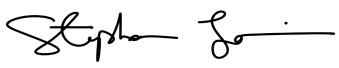
Balance Sheet
As at 31 August 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	15		**474,656**		475,191
			474,656		475,191
Current assets					
Stocks	16	**55,980**		29,454	
Debtors	17	**404,144**		472,694	
Cash at bank and in hand		**1,218,405**		1,114,865	
		1,678,529		1,617,013	
Creditors: amounts falling due within one year	18	**(831,755)**		(930,463)	
Net current assets			**846,774**		686,550
Total net assets			**1,321,430**		1,161,741
Charity funds					
Restricted funds	20		**19,956**		17,301
Unrestricted funds	20		**1,301,474**		1,144,440
Total funds			**1,321,430**		1,161,741

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Mrs S Loomis
Chair of Trustees
Date: 17 March 2022

The notes on pages 16 to 33 form part of these financial statements.

Northbourne Park School Limited
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 August 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	23	**174,659**	24,623
Cash flows from investing activities			
Purchase of tangible fixed assets		**(71,119)**	(211,900)
Net cash used in investing activities		**(71,119)**	**(211,900)**
Change in cash and cash equivalents in the year		**103,540**	**(187,277)**
Cash and cash equivalents at the beginning of the year		**1,114,865**	1,302,142
Cash and cash equivalents at the end of the year	24	**1,218,405**	1,114,865

The notes on pages 16 to 33 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 31 August 2021

1. General information

Northbourne Park School is a charity, limited by guarantee, incorporated in England and Wales.

The charity's registered office is Betteshanger House, Betteshanger, Deal, Kent, CT1 0NW.

The charitable activities of the charity continues to be the provision of a Day and Boarding School for 2-13 year old boys and girls.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The charity's functional currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The charity's main source of income is from its charitable objectives being the Gross Fees and Disbursements received for the provision of a Day and Boarding School for 2-13 year old boys and girls.

In order to meet its day to day working capital requirements the charity is dependent upon ensuring sufficient pupils attend the school to ensure sufficient incoming resources are generated from Gross Fees and Disbursements.

After making enquiries, the Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operational existence for the foreseeable future.

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

2. Accounting policies (continued)

2.4 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.5 Income

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.7 Fees

Turnover comprises revenue recognised by the Charity in respect of goods and services's supplied during the year, exclusive of Value Added Tax and trade discounts.

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- 5% on cost per annum
Motor vehicles	- 33.3% on cost per annum
Fixtures and fittings	- 10% on cost per annum
Computer equipment	- 20% on cost per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity 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.

2.12 Interest receivable

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

2. Accounting policies (continued)

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

2.14 Debtors

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

2.15 Cash at bank and in hand

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

2.16 Pensions

The Charity contributes to personal pension plans for non teaching staff.

Retirement benefits for teaching employees of the Charity are provided by the Teachers' Pension Scheme ("TPS"). This is a defined benefit scheme and the assets are held separately from those of the Charity.

The TPS is and unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 26, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

2. Accounting policies (continued)

2.18 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payable or receivables, are measured initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of the trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Tangible fixed assets

The Charity has recognised tangible fixed assets with a carrying value of £474,656 at the reporting date (see note 15). These assets are stated at their cost less provision for depreciation and impairment. The Charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets the Charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the Charity's forecasts for the foreseeable future which do not include any restructuring activities that the Charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

Critical areas of judgment:

Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined benefit pension scheme. In the judgement of the Trustees, the Charity does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme, see note 26 for further details.

Lease commitments

The Charity has entered into a range of lease commitments in respect of property, plant and equipment. The classification of these leases as either financial or operating leases requires the Trustees to consider whether the terms and conditions of each lease are such that the Charity has acquired the risks and rewards associated with the ownership of the underlying assets.

Going concern

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. See note 2.3 for further details.

Notes to the Financial Statements
For the Year Ended 31 August 2021

4. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	2,785	4,311	**7,096**	93,588
Total 2020	90,080	3,508	93,588	

5. Income from charitable activities

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Gross Fees and Dispersements	83,551	2,955,757	**3,039,308**	2,768,564
Staff discounts, other fee allowances and chargeable disbursement expenditure	-	(413,776)	**(413,776)**	(358,143)
Government grant - Job Retention Scheme	-	20,351	**20,351**	122,473
	83,551	2,562,332	**2,645,883**	2,532,894
Total 2020	136,442	2,396,452	2,532,894	

6. Fundraising income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Fundraising	50	**50**	14,139

Notes to the Financial Statements
For the Year Ended 31 August 2021

7. Trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charity trading income			
Language School income	(6)	**(6)**	4,264
Ground rent and lettings	11,493	**11,493**	6,707
Uniform sales	36,415	**36,415**	20,977
	47,902	**47,902**	31,948
Fundraising trading expenses			
Uniform costs	(37,370)	**(37,370)**	(10,889)
Total 2021	10,532	**10,532**	21,059
Total 2020	21,059	21,059	

8. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
UK interest received	143	**143**	3,666
Total 2020	3,666	3,666	

9. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Registration fees	24,613	**24,613**	14,722
Total 2020	14,722	14,722	

Notes to the Financial Statements
For the Year Ended 31 August 2021

10. Analysis of resources expended by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £	Total funds 2020 £
Expenditure on trading activities	-	-	37,370	**37,370**	14,004
	-	-	**37,370**	**37,370**	14,004
Costs of raising funds					
Education	1,740,179	71,654	767,177	**2,579,010**	2,442,045
	1,740,179	71,654	804,547	**2,616,380**	2,456,049
Total 2020	1,675,676	68,095	712,278	2,456,049	

11. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	2,554,632	**2,554,632**	2,442,045
Total 2020	2,442,045	2,442,045	

Notes to the Financial Statements
For the Year Ended 31 August 2021

11. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	**1,740,179**	1,675,676
Depreciation	**71,654**	68,095
Staff training and other costs	**18,175**	25,260
Educational expenses	**97,269**	104,786
Motor and travel costs	**11,914**	25,891
Catering costs	**120,512**	113,397
Housekeeping and cleaning	**29,037**	22,531
Administration expenses	**36,386**	40,793
Computer and equipment	**48,841**	50,326
Repairs and maintenance	**110,854**	35,840
Insurance	**53,127**	48,807
Utilities	**166,636**	171,990
Telephone charges	**17,562**	17,056
Development fund expenditure	**-**	6,628
Restricted fund expenditure	**-**	867
Legal and professional	**27,190**	12,155
Bad debt write off	**(18,045)**	3,769
Bank charges, interest & penalties	**5,188**	3,180
Membership, subscriptions & licences	**10,353**	8,598
Auditors' remuneration	**7,800**	6,400
	2,554,632	2,442,045

Notes to the Financial Statements
For the Year Ended 31 August 2021

12. Net income/(expenditure)

	2021 £	2020 £
Depreciation of tangible fixed assets:		
- owned by the charity	**71,654**	68,095
Auditors' remuneration:		
Auditors' remuneration - audit	**8,900**	6,400
Auditors' remuneration - other services	**350**	900
Operating lease rentals:		
- motor vehicles	**3,734**	1,761
- other	**80,500**	80,500

13. Staff costs

	2021 £	2020 £
Wages and salaries	**1,434,742**	1,371,539
Social security costs	**117,348**	116,369
Contribution to defined contribution pension schemes	**188,089**	187,768
	1,740,179	1,675,676

The average number of persons employed by the Charity during the year was as follows:

	2021 No.	2020 No.
Teachers	**35**	33
Administration	**6**	7
Others	**15**	23
	56	63

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £90,001 - £100,000	**1**	1

A total of £16,436 (2020: £19,600) was paid into the Pension Fund of the above employee.

The total compensation paid to key management personnel amounted to £235,116 (2020: £229,462). Employer pension contributions were a total of £45,698 (2020: £47,181) and Employer National Insurance contributions were a total of £26,363 (2020: £27,245). The key management personnel comprises of the Headmaster, Assistant Headmaster, Bursar and Senior Management Team.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

15. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2020	**1,228,578**	**10,213**	**111,424**	**164,266**	**1,514,481**
Additions	**64,233**	**-**	**3,459**	**3,427**	**71,119**
At 31 August 2021	**1,292,811**	**10,213**	**114,883**	**167,693**	**1,585,600**
Depreciation					
At 1 September 2020	**811,630**	**10,213**	**94,473**	**122,974**	**1,039,290**
Charge for the year	**47,244**	**-**	**6,892**	**17,518**	**71,654**
At 31 August 2021	**858,874**	**10,213**	**101,365**	**140,492**	**1,110,944**
Net book value					
At 31 August 2021	**433,937**	**-**	**13,518**	**27,201**	**474,656**
At 31 August 2020	416,948	-	16,951	41,292	475,191

16. Stocks

	2021 £	2020 £
Uniform	**55,980**	29,454

Notes to the Financial Statements
For the Year Ended 31 August 2021

17. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	**367,909**	403,956
Other debtors	**36**	36
Prepayments and accrued income	**36,199**	68,702
	404,144	472,694

18. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**24,897**	52,476
Other taxation and social security	**30,828**	29,375
Other creditors	**181,270**	172,808
Accruals and deferred income	**594,760**	675,804
	831,755	930,463

19. Accruals and deferred income

	2021 £	2020 £
Deferred income at 1 September 2020	**675,804**	956,809
Resources deferred during the year	**594,760**	675,804
Amounts released from previous periods	**(675,804)**	(956,809)
Deferred income at 31 August 2021	**594,760**	675,804

Notes to the Financial Statements
For the Year Ended 31 August 2021

20. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Unrestricted funds				
General Funds	**1,144,440**	**2,638,829**	**(2,481,795)**	**1,301,474**
Restricted funds				
Friends funds	**17,301**	**590**	**-**	**17,891**
Development funds	**-**	**2,065**	**-**	**2,065**
Restricted funds	**-**	**83,681**	**(83,681)**	**-**
	17,301	**86,336**	**(83,681)**	**19,956**
Total of funds	**1,161,741**	**2,725,165**	**(2,565,476)**	**1,321,430**

Statement of funds - prior year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
Unrestricted funds					
General Funds	911,934	2,462,592	(2,311,976)	81,890	1,144,440
Restricted funds					
Friends funds	16,742	1,426	(867)	-	17,301
Development funds	-	88,518	(6,628)	(81,890)	-
Restricted funds	-	136,578	(136,578)	-	-
	16,742	226,522	(144,073)	(81,890)	17,301
Total of funds	928,676	2,689,114	(2,456,049)	-	1,161,741

Notes to the Financial Statements
For the Year Ended 31 August 2021

21. Summary of funds

Summary of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
General funds	**1,144,440**	**2,638,829**	**(2,481,795)**	**1,301,474**
Restricted funds	**17,301**	**86,336**	**(83,681)**	**19,956**
	1,161,741	**2,725,165**	**(2,565,476)**	**1,321,430**

Summary of funds - prior year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
General funds	911,934	2,462,592	(2,311,976)	81,890	1,144,440
Restricted funds	16,742	226,522	(144,073)	(81,890)	17,301
	928,676	2,689,114	(2,456,049)	-	1,161,741

The following funds have been established by the Trustees:

The restricted funds are for various small items for specific purposes, which have been restricted by the donor.

The restricted Friends fund is various income and expenditure associated with the activities of this association.

The restricted Development fund is various income and expenditure associated with development projects of the charity. Such development projects include the building of a 3G sports pitch and swimming pool. The total fund has been spent towards the 3G sports pitch.

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	474,656	**474,656**
Current assets	19,956	1,658,573	**1,678,529**
Creditors due within one year	-	(831,755)	**(831,755)**
Total	19,956	1,301,474	**1,321,430**

22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	475,191	475,191
Current assets	17,301	1,599,712	1,617,013
Creditors due within one year	-	(930,463)	(930,463)
Total	17,301	1,144,440	1,161,741

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	**159,689**	233,065
Adjustments for:		
Depreciation charges	**71,654**	68,095
Decrease/(increase) in stocks	**(26,526)**	3,116
Decrease/(increase) in debtors	**68,550**	(10,234)
Decrease in creditors	**(98,708)**	(269,419)
Net cash provided by operating activities	**174,659**	24,623

24. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	**1,218,405**	1,114,865
Total cash and cash equivalents	**1,218,405**	1,114,865

25. Analysis of changes in net debt

	At 1 September 2020	Cash flows	At 31 August 2021
	£	£	£
Cash at bank and in hand	1,114,865	103,540	1,218,405
	1,114,865	103,540	1,218,405

26. Pension commitments

The Charity participates in two pension schemes:

Teaching Staff

Teachers' Pension Scheme

Introduction

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

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

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

26. Pension commitments (continued)

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

Non-Teaching Staff

The Charity contributes to personal pension plans for non teaching staff, at 4% of annual pay.

27. Operating lease commitments

At 31 August 2021 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Not later than 1 year	**82,473**	84,234
Later than 1 year and not later than 5 years	**315,389**	316,083
Later than 5 years	**3,901,499**	3,977,999
	4,299,361	4,378,316

28. Related party transactions

During the year Mrs M Hutchinson, spouse of Professor B Hutchinson, a Trustee of the Charity, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £36,165 (2020: £35,959). Transactions with Mrs M Hutchinson were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

During the year, Mrs G Rees, spouse of Sebastian Rees, a member of key management personnel, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £51,214 (2020: £45,441). Transactions with Mrs G Rees were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

Mr H James was a Trustee of the Charity until 11 June 2020. Mr H James is the beneficiary of The Betteshanger Trust , for whom the Charity pay rent for the use of the land and buildings where the school is situated and he was the grandson of Lord Northbourne (deceased 8 September 2019). Rental payments to The Betteshanger Trust in the prior year ended 31 August 2020, when Mr H James was a Trustee, totaled £80,500. At the year ended 31 August 2020 £13,354 was due to The Betteshanger Trust for rent.

29. Controlling party

The charity is a charitable company limited by guarantee and was controlled throughout the year by the Trustees.

NORTHBOURNE PARK SCHOOL LIMITED

England & Wales - Charity number 280048

Accounts

Registered number: 01490100
Charity number: 280048

Northbourne Park School Limited

(A Company Limited by Guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 August 2020

Northbourne Park School Limited
(A Company Limited by Guarantee)

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Northbourne Park School Limited

(A Company Limited by Guarantee)

Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 August 2020

Trustees	Mr A Lucas Professor B Hutchinson Mrs F Poole Mr H James (resigned 11 June 2020) Mrs J Tharp-Skelton (appointed 23 September 2019) Mr M Keir Mrs M Nairac Mrs S Loomis, Chair Ms S Barter Mrs S Buras-Rees
Company registered number	01490100
Charity registered number	280048
Registered office	Northbourne Park School Betteshanger House Betteshanger Deal Kent CT14 0NW
Independent auditors	Kreston Reeves LLP Statutory Auditor Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	HSBC 9 Rose Lane Canterbury Kent CT1 2JP
The Headmaster	Mr S Rees BA (Hons), PGCE, NPQH
The Bursar	Ms K Moores MAAT AATQB

Northbourne Park School Limited

(A Company Limited by Guarantee)

Trustees' Report
For the Year Ended 31 August 2020

The Trustees present their annual report together with the audited financial statements of Northbourne Park School Limited for the year 1 September 2019 to 31 August 2020. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The object of the Charity, in accordance with its Memorandum and Articles of Association, is the education of children from the age of 2 to 13 inclusive.

Objectives aims and principal activities

Strategic aim and intended effect

The School’s strategic aim is to enable pupils to attain the highest academic levels whilst allowing them to benefit from the extra-curricular and pastoral programme offered by the School. This draws out their abilities and academic potential, awakens and develops wider interests in life and motivates them for a successful outcome at their chosen senior school. Our method for achieving this is to maintain a teacher to pupil ratio which allows us to tailor our services to suit individual needs.

Objectives for the year

The School will continue to develop the curriculum. In particular the classes in the French section will be further integrated with the English system classes which benefits all of the children.

It will promote the fundraising appeal to raise support for the construction of the Arts Centre.

The School will develop the next stage of the Saturday programme.

Principal activity

The activities undertaken include academic studies, an inclusive sporting programme, an inclusive music programme, a PSHEE programme (Personal, Health, Education, Economic Education) and a wide programme of extra-curricular activities.

Public benefit

The School provides public benefit consistent with its role as a fee charging educational charity. Access to the education offered by the School is not restricted to those that can afford its fees. The School provides a wide range of activities to fulfil the School's aims for public benefit. These include:

- Awarding means tested scholarships for children from the area who might need support of a place.
- Providing financial support, in the form of means tested bursaries, for those who cannot afford the full fees.
- Providing enrichment days for local schools and children.
- The School is used during 3 weeks of the summer holiday for an international language school.
- The School lets out facilities either for free or below market rates for organisations such as:
  - The Girl Guides who hold their annual Jamboree in the school grounds
  - Cyclo-Cross event which is held at least once a year
  - Primary school football tournament
  - Local W.I. groups use the sports hall for their netball club
  - The school grounds are used all year round by a Forest School group from Deal

With the completion of the all-weather sports pitch, the school now plans to launch a hockey club for all local children to attend.

Financial Review

Results for the year show a surplus of £233,065 (2019: £162,157). This is due to robust fee receipts and to cost controls. Having extensive school grounds enabled the school to educate specific groups of children, including those of key workers, during the societal lockdown caused by the global coronavirus pandemic and to offer sports and outdoor education.

Pupil numbers remain stable. There were 197 pupils in the summer term and in the Autumn Term the year started with 192 pupils. In addition, the school was granted permission by the DfE to take two year olds into the nursery from January 2020.

The cash balances are reviewed each year to ensure they are sufficient enough to meet our operational costs for 3 to 6 months in line with the Reserves Policy.

Achievements and performance and plans for the future

Examinations

The main aims of the charity are to provide all the children with the best education possible. To this end the School prepares children for entry exams at 11+ and 13+. 4 children sat the 11+ exams and 3 passed. All the children in the Year 8 class who sat the Common Entrance exam passed to the senior school of their choice. All the children in the French 5ième class passed their exams to enter into the Lycée or International School of their choice.

Extra-curricular

In addition to the preparation for exams to senior schools, the School encourages the children to take examinations in LAMDA, Trinity and ABRSM. 21 children took Music exams and all passed, with 12 Merits and 3 Distinctions. All the children who took LAMDA exams in Performance and Communication passed, with 21 Distinctions and 16 merits.

The afterschool clubs programme continues to play an essential part in the children's development. The clubs provide a breadth of learning and experience that compliments the academic learning. The introduction of clubs such as the Eco Club enable the children to be aware of real global issues. The school has also introduced animal husbandry as an activity through keeping sheep and chickens on site. In addition, further extra-curricular activities include:

- Museum visits
- Instrumental taster sessions for the pupils
- European Day of Languages
- Geography and Science field trips
- History trip to Ypres for the senior pupils.
- Celebration of world events such as Chinese New Year
- Pre-Prep specialist days and weeks that include Environment Day, World Religion Day, Maths Week, Art Week
- Charity work for local, national and overseas charities
- Spiritual links that include regular church services in the School chapel, confirmation of pupils, a carol service in the local church at Eastry.
- Regular deliveries to the local Foodbank
- The annual Love in a Box project to provide children in poorer countries with Christmas presents.

Language and Cultural Exchange

The School continues to offer a comprehensive 6ieme and 5ieme programme for children from France and Spain through the 'Section Française Bilingue'. This programme is in its 29th year and enables the francophone pupils to experience one or two years of bilingual education, in a prep school setting. The programme is reviewed annually to ensure we provide the best educational experience possible. The programme benefits all the children as they are frequently mixed together for various activities and classes. In return the English pupils benefit in a multicultural and multilinguistic environment.

Over the past year, the Headmaster has met with several Heads of Lycées around Europe to strengthen links. The school has applied for partnership with the French organisation AEFE which will make the school an official partner of overseas schools that provide the French curriculum.

STEM

The school has relaunched the programme for Saturday school. The new focus is STEM (Science, Technology, Engineering and Maths) and Outdoor Education. All the children from Year 4 upwards have 2 sessions on alternate Saturday mornings of STEM and Outdoor Education. This has been received very positively from children and parents.

Development of the Outdoor Education programme ensures that all the children from Nursery to Year 8 have outdoor lessons. The programme of activities is well prepared and engaging.

Mental Health

The school recognises the importance of Mental Health among children and to have an environment where children do not feel under undue pressure. The Saturday programme, afterschool activities, tutoring system and mentoring system in boarding are all key to giving them breathing space and also the opportunity to voice concerns.

Sport

In the first part of the capital development programme, construction of the all-weather sports pitch was completed. This has benefited the children at Northbourne Park with a quality facility to practise hockey, netball, tennis, 5-a-side football and basketball.

Highlights from the year include:

Hockey. The girls' Autumn 2019 hockey season was particularly success for the U11s, with both A and B teams being undefeated, while the U13s won 6 out of 7 matches. Boys' hockey was introduced as a regular sport this year. The new pitch is already in use by 2 local children's football clubs and the next stage is a hockey club for the local area.

Football. The U11s reached the Final round of the NPS U11 Primary Schools Tournament and also reached the Semi Final of the Metherall Cup. The U13s reached the Semi Final of the Shapira Cup.

Rugby. The U13s reached the Semi Final of the Shapira Cup.

Cross country. The U13 Boys won the IAPS Prep Schools Stevens Cup and the U13 Girls finished second in the IAPS Prep School Wainman Cup.

Development
The school is now focusing on the second phase of the Development Appeal, namely the Creative Arts Centre.

The renovation programme throughout the school ensures the school is better decorated and in good repair. This programme is on-going and forms part of the school's commitment to the tenancy agreement.

Community Support
The Friends of Northbourne Park (a group of parents and teachers), held a number of fundraising events throughout the year including Bonfire Night and Christmas Fair.

Plans for the future

The school will continue to pursue its 3 year development plan for education. During the year construction was completed for the new all-weather sports pitch. Next year Northbourne Park School will focus on the next phase of the Development Appeal to enhance the school's facilities.

The school continues to explore ideas for further developing links with France, Spain, China and elsewhere whilst retaining its unique characteristics as an English school that has a much wider reach.

Going concern

The trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. At the time of signing the financial statements, the trustees are aware of the potential economic effects of the COVID-19 virus outbreak. The full impact of the pandemic on the UK economy is yet to be seen, but the charity will continue to mitigate this risk by following the UK Government guidelines and developing its own internal strategy.

Fundraising activities/ income generation

The school employed the services of a fundraising consultancy, Gill Moody, Ltd, a licensed Craigmyle Consultant bound by the Craigmyle Code of Practice. The approach to fundraising has taken the new data regulations, GDPR into account. The method of contacting any organisations or individuals is compliant with the regulations set out. In brief we have sought permission to contact people before explaining the purpose of the fundraising and how we aim to raise the funds. Where people have requested to be removed from our database, we have removed their details.

Advised by our consultancy, the school is following the standards from the Fundraising Regulator's Code of Fundraising Practice. This requires the school to adapt the following 6 principles of:

- Planning effectively
- Supervising your fundraisers
- Protecting your charity's reputation, money and other assets
- Identifying and ensuring compliance with the laws or regulations that apply specifically to your charity's fundraising
- Identifying and following any recognised standards that apply to your charity's fundraising
- Being open and accountable

The school ensures that requests to be unsubscribed are carried out in a timely way, no marketing telephone calls are made, no face to face fundraisers are employed, and any approaches for funds always include opt-out information on fundraising communications sent to any named individual.

The fundraising work takes into consideration the publication “Charity fundraising: a guide to trustee duties (CC20)”.

Reserves policy

The charity has a policy for reserves to ensure there are sufficient reserves to cover daily running costs, ensure continuity of the service by being able to meet unexpected costs and to carry out necessary repairs and maintenance to buildings, fixtures, furnishings and equipment.

The charity holds reserves at 31 August 2020 of £1,161,741 (2019: £928,676). General unrestricted reserves as at 31 August 2020 amounted to £1,114,440 (2019: £911,934).

The reserves balances are reviewed each year to ensure they are sufficient to meet our operational costs for 3 to 6 months in line with the Reserves Policy. The Governors believe that this level of reserves is prudent and necessary and will monitor it no less than once a year at the end of the academic year. Should the reserves fall significantly below the target level, the school will aim to restore the reserves as soon as possible by increasing revenue through fundraising or reducing expenditure. If reserves are significantly above the target level, the Governors will utilise the excess by enhancing school facilities and/or increasing the amount of public benefit.

Structure, governance and management

Governing body

The Directors and Charity Trustees are required under the Articles to serve as members of the Company and are elected at a full Board meeting according to the Board’s specifications concerning eligibility, personal competence and specialist skills. The Trustees conduct a skills audit once a year to determine necessary skills required for the Board and to aid recruitment.

One Trustee may be nominated by the Trustees of the Tormore Charitable Trust and one by the Betteshanger Trust, which dissolved at 31st August 2019. Other Trustees serve for a term of five years and are eligible to stand for re-election.

Trustee training

Trustees are inducted into the workings of the school, and the Company as a registered charity, including Board Policy and Procedures.

The Trustees benefit from membership of The Association of Governing Bodies of Independent Schools (AGBIS) which provides advice and is a resource for best practices.

Ad hoc training takes place on an individual and group basis. Where a Trustee has specific responsibility on the Board, specialist training takes place.

Pay policy for senior staff

The Governors Remuneration Committee has delegated authority from the Governing Body to make decisions on the pay and remuneration of the School’s key management personnel. The Remuneration Committee determine pay by using a variety of contributory factors which include:

-The school size
- Ability to recruit key management personnel and retain them in post
-Being competitive in equivalent roles
-Salary data from IPAS, ISBA and DfE
-The level of qualifications and experience of the staff member
-The level of accountability and responsibility held.

Organisational management

The Trustees meet regularly to determine general strategy of the School and review its overall management and control for which they are legally responsible.

An Annual strategy planning day is held each year.

The work of approving and monitoring adherence to the policies is carried out by the two Committees, namely the Education Committee and the Finance and General Purposes Committee that meet on a regular basis to address matters specific to their respective objectives.

The Trustees agree the general policies of the school. The operational management of the School is delegated to the Head and the Bursar together with other members of the Senior Management Team.

Relationships

The School is an active member of the Independent Association of Preparatory Schools for the promotion and maintenance of preparatory school standards generally. It takes part in peer group studies for the evaluation of quality and performance improvement methods.

We co-operate with many local charities in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the education they receive at the School.

Northbourne Park School also benefits from the generosity of a thriving network of alumni whose close support we greatly appreciate and gladly acknowledge.

Risk management

There is a continuous process in place to identify, evaluate and manage the most significant risks the School faces. This Risk Register is reviewed regularly by Trustees.

Safeguarding of children, and the continuous assessment of its' associated risks are of the highest priority to the Trustees.

The Trustees have assessed the major risks to which the School is exposed, including: estate, operational, financial and reputational. The Trustees review and update the Risk Register at least once each year, employing a ranking system which considers likelihood of occurrence and subsequent impact.

Disclosure of information to auditors

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

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

This report was approved by the Trustees, on 18 March 2021 and signed on their behalf by:

Mrs S Loomis
Chair of Trustees

Statement of Trustees' responsibilities
For the Year Ended 31 August 2020

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

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

Independent Auditors' Report to the Members of Northbourne Park School Limited

Opinion

We have audited the financial statements of Northbourne Park School Limited (the 'charity') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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 2020 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees 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.

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' 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.

Opinion 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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 Trustees' Report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

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

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

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

Auditors' 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 Auditors' 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 of 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 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 Auditors' 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 Auditors' 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.

Independent Auditors' Report to the Members of Northbourne Park School Limited (continued)

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Peter Manser FCA DChA (Senior Statutory Auditor)
for and on behalf of
Kreston Reeves LLP
Statutory Auditor
Chartered Accountants
Canterbury

19 March 2021

Northbourne Park School Limited

(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 August 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	4	**3,508**	**90,080**	**93,588**	18,474
Charitable activities	5	**2,396,452**	**136,442**	**2,532,894**	2,528,988
Other trading activities	6,7	**44,244**	**-**	**44,244**	169,248
Investments	8	**3,666**	**-**	**3,666**	4,017
Other income	9	**14,722**	**-**	**14,722**	26,644
Total income		**2,462,592**	**226,522**	**2,689,114**	2,747,371
Expenditure on:					
Raising funds		**14,004**	**-**	**14,004**	17,655
Charitable activities		**2,297,972**	**144,073**	**2,442,045**	2,567,559
Total expenditure		**2,311,976**	**144,073**	**2,456,049**	2,585,214
Net income		**150,616**	**82,449**	**233,065**	162,157
Transfers between funds	20	**81,890**	**(81,890)**	**-**	-
Net movement in funds		**232,506**	**559**	**233,065**	162,157
Reconciliation of funds:					
Total funds brought forward		**911,934**	**16,742**	**928,676**	766,519
Net movement in funds		**232,506**	**559**	**233,065**	162,157
Total funds carried forward		**1,144,440**	**17,301**	**1,161,741**	928,676

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 16 to 35 form part of these financial statements.

Northbourne Park School Limited

(A Company Limited by Guarantee)
Registered number: 01490100

Balance Sheet
As at 31 August 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible assets	15		**475,191**		331,386
Current assets					
Stocks	16	**29,454**		32,570	
Debtors	17	**472,694**		462,460	
Cash at bank and in hand		**1,114,865**		1,302,142	
		1,617,013		1,797,172	
Creditors: amounts falling due within one year	18	**(930,463)**		(1,199,882)	
Net current assets			**686,550**		597,290
Total net assets			**1,161,741**		928,676
Charity funds					
Restricted funds	20		**17,301**		16,742
Unrestricted funds	20		**1,144,440**		911,934
Total funds			**1,161,741**		928,676

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

The financial statements were approved and authorised for issue by the Trustees on 18 March 2021 and signed on their behalf by:

Mrs S Loomis
Chair of Trustees

The notes on pages 16 to 35 form part of these financial statements.

Northbourne Park School Limited
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 August 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash used in operating activities	23	**24,623**	321,880
Cash flows from investing activities			
Purchase of tangible fixed assets		**(211,900)**	(24,248)
Net cash used in investing activities		**(211,900)**	**(24,248)**
Change in cash and cash equivalents in the year		**(187,277)**	**297,632**
Cash and cash equivalents at the beginning of the year		**1,302,142**	1,004,510
Cash and cash equivalents at the end of the year	24	**1,114,865**	1,302,142

The notes on pages 16 to 35 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 31 August 2020

1. General information

Northbourne Park School is a charity, limited by guarantee, incorporated in England and Wales.

The charity's registered office is Betteshanger House, Betteshanger, Deal, Kent, CT1 0NW.

The charitable activities of the charity continues to be the provision of a Day and Boarding School for 2-13 year old boys and girls.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

The charity's functional currency is Pound Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The charity's main source of income is from its charitable objectives being the Gross Fees and Disbursements received for the provision of a Day and Boarding School for 2-13 year old boys and girls.

In order to meet its day to day working capital requirements the charity is dependent upon ensuring sufficient pupils attend the school to ensure sufficient incoming resources are generated from Gross Fees and Disbursements.

After making enquiries, the Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operational existence for the foreseeable future.

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

2. Accounting policies (continued)

2.4 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.5 Income

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.7 Fees

Turnover comprises revenue recognised by the Charity in respect of goods and services's supplied during the year, exclusive of Value Added Tax and trade discounts.

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

L/Term Leasehold Property Improvements	- 5% on cost per annum
Motor vehicles	- 33.3% on cost per annum
Fixtures and fittings	- 10% on cost per annum
Computer equipment	- 20% on cost per annum

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity 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.

2.12 Interest receivable

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

2. Accounting policies (continued)

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

2.14 Debtors

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

2.15 Cash at bank and in hand

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

2.16 Pensions

The Charity contributes to personal pension plans for non teaching staff.

Retirement benefits for teaching employees of the Charity are provided by the Teachers' Pension Scheme ("TPS"). This is a defined benefit scheme and the assets are held separately from those of the Charity.

The TPS is and unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 25, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.17 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

2. Accounting policies (continued)

2.18 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payable or receivables, are measured initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of the trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Tangible fixed assets

The Charity has recognised tangible fixed assets with a carrying value of £475,191 at the reporting date (see note 15). These assets are stated at their cost less provision for depreciation and impairment. The Charity's accounting policy sets out the approach to calculating depreciation for immaterial assets acquired. For material assets the Charity determines at acquisition reliable estimates for the useful life of the asset, its residual value and decommissioning costs. These estimates are based upon such factors as the expected use of the acquired asset and market conditions. At subsequent reporting dates the Trustees consider whether there are any factors such as technological advancements or changes in market conditions that indicate a need to reconsider the estimates used.

Where there are indicators that the carrying value of tangible assets may be impaired the Charity undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the Charity's forecasts for the foreseeable future which do not include any restructuring activities that the Charity is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

Critical areas of judgment:

Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined benefit pension scheme. In the judgement of the Trustees, the Charity does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme, see note 25 for further details.

Lease commitments

The Charity has entered into a range of lease commitments in respect of property, plant and equipment. The classification of these leases as either financial or operating leases requires the Trustees to consider whether the terms and conditions of each lease are such that the Charity has acquired the risks and rewards associated with the ownership of the underlying assets.

Going concern

The Trustees have reviewed the latest cash flow forecast and budgets and consider that the charity will be able to settle invoices, bills and commitments as they fall due and therefore continues to be a going concern. See note 2.3 for further details.

Notes to the Financial Statements
For the Year Ended 31 August 2020

4. Income from donations and legacies

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Donations	3,508	90,080	**93,588**	18,474
Total 2019	700	17,774	18,474	

5. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Gross fees and disbursements	2,632,122	136,442	**2,768,564**	2,938,814
Staff discounts, other fee allowances and chargeable disbursement expenditure	(358,143)	-	**(358,143)**	(409,826)
Government grant - Job Retention Scheme	122,473	-	**122,473**	-
Total 2020	2,396,452	136,442	**2,532,894**	2,528,988
Total 2019	2,461,695	67,293	2,528,988	

6. Fundraising income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising	14,139	**14,139**	17,111

Notes to the Financial Statements
For the Year Ended 31 August 2020

7. Trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Charity trading income			
Language School income	4,264	**4,264**	105,596
Ground rent and lettings	6,707	**6,707**	15,477
Uniform sales	20,977	**20,977**	25,873
	31,948	**31,948**	146,946
Fundraising trading expenses			
Uniform costs	10,889	**10,889**	24,649
Total 2020	21,059	**21,059**	122,297
Total 2019	122,297	122,297	

8. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
UK interest received	3,666	**3,666**	4,017
Total 2019	4,017	4,017	

9. Other incoming resources

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Registration fees	14,722	**14,722**	26,644
Total 2019	26,644	26,644	

Notes to the Financial Statements
For the Year Ended 31 August 2020

10. Analysis of resources expended by expenditure type

	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total 2020 £	Total 2019 £
Expenditure on trading activities	-	-	10,889	**10,889**	24,649
Costs of raising funds	-	-	10,889	**10,889**	24,649
Education	1,652,719	68,095	691,583	**2,412,397**	2,567,559
	1,652,719	68,095	702,472	**2,423,286**	2,592,208
Total 2019	1,666,527	58,445	867,236	2,592,208	

11. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Total funds 2020 £	Total funds 2019 £
Charitable activities	2,442,045	**2,442,045**	2,567,559

Notes to the Financial Statements
For the Year Ended 31 August 2020

11. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2020 £	As restated Total funds 2019 £
Staff costs	**1,675,676**	1,731,728
Depreciation	**68,095**	58,445
Staff training and other costs	**25,260**	21,537
Educational expenses	**104,786**	143,952
Motor and travel costs	**25,891**	39,454
Catering costs	**113,397**	126,807
Housekeeping and cleaning	**22,531**	19,803
Trustees expenses reimbursed	**-**	81
Administration expenses	**40,793**	41,614
Computer and equipment	**50,326**	48,838
Repairs and maintenance	**35,840**	61,500
Sundry expenses	**-**	493
Insurance	**48,807**	40,471
Utilities	**171,990**	106,660
Telephone charges	**17,056**	15,640
Development fund expenditure	**6,628**	49,562
Restricted fund expenditure	**867**	12,991
Legal and professional	**12,155**	13,419
Bad debt write off	**3,769**	12,163
Bank charges, interest & penalties	**3,180**	3,926
Membership, subscriptions & licences	**8,598**	11,895
Auditors' remuneration	**6,400**	6,580
	2,442,045	2,567,559

Wages and salaries of £65,201 have been reclassified in the prior year from restricted expenditure.

Notes to the Financial Statements
For the Year Ended 31 August 2020

12. Net income/(expenditure)

This is stated after charging:

	2020	2019
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	**68,095**	58,445
Auditors' remuneration - audit	**6,400**	6,580
Auditors' remuneration - other services	**900**	820
Operating lease rentals:		
- motor vehicles	**1,761**	5,283
- other	**80,500**	80,500

13. Staff costs

	2020	As restated 2019
	£	£
Wages and salaries	**1,371,539**	1,480,325
Social security costs	**116,369**	115,524
Contribution to defined contribution pension schemes	**187,768**	135,879
	1,675,676	1,731,728

Wages and salaries of £65,201 have been reclassified in the prior year from restricted expenditure.

The average number of persons employed by the Charity during the year was as follows:

	2020	2019
	No.	No.
Teachers	**33**	34
Administration	**7**	7
Others	**23**	22
	63	63

13. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
	No.	No.
In the band £80,001 - £90,000	**-**	1
In the band £90,001 - £100,000	**1**	-

A total of £19,600 (2019: £11,145) was paid into the Pension Fund of the above employee.

The total compensation paid to key management personnel amounted to £229,462 (2019: £220,518). Employer pension contributions were a total of £47,181 (2019: £28,791) and Employer National Insurance contributions were a total of £27,245 (2019: £23,681). The key management personnel comprises of the Headmaster, Assistant Headmaster, Bursar and Senior Management Team.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £81).

Notes to the Financial Statements
For the Year Ended 31 August 2020

15. Tangible fixed assets

	Long-term leasehold property improvements £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2019	**1,038,160**	**10,213**	**111,424**	**142,784**	**1,302,581**
Additions	**190,418**	**-**	**-**	**21,482**	**211,900**
At 31 August 2020	**1,228,578**	**10,213**	**111,424**	**164,266**	**1,514,481**
Depreciation					
At 1 September 2019	**767,598**	**10,213**	**87,927**	**105,457**	**971,195**
Charge for the year	**44,032**	**-**	**6,546**	**17,517**	**68,095**
At 31 August 2020	**811,630**	**10,213**	**94,473**	**122,974**	**1,039,290**
Net book value					
At 31 August 2020	**416,948**	**-**	**16,951**	**41,292**	**475,191**
At 31 August 2019	270,562	-	23,497	37,327	331,386

16. Stocks

	2020 £	2019 £
Clothing	**29,454**	32,570

17. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	**403,956**	442,420
Other debtors	**36**	17
Prepayments and accrued income	**68,702**	20,023
	472,694	462,460

Notes to the Financial Statements
For the Year Ended 31 August 2020

18. Creditors: Amounts falling due within one year

	2020 £	2019 £
Trade creditors	**52,476**	75,021
Other taxation and social security	**29,375**	32,408
Other creditors	**172,808**	135,644
Accruals and deferred income	**675,804**	956,809
	930,463	1,199,882

19. Accruals and deferred income

	2020 £	2019 £
Deferred income at 1 September 2019	**956,809**	914,805
Resources deferred during the year	**675,804**	956,809
Amounts released from previous periods	**(956,809)**	(914,805)
Deferred income at 31 August 2020	**675,804**	956,809

20. Statement of funds

Statement of funds - current year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
Unrestricted funds					
General Funds	**911,934**	**2,462,592**	**(2,311,976)**	**81,890**	**1,144,440**
Restricted funds					
Friends funds	**16,742**	**1,426**	**(867)**	**-**	**17,301**
Development funds	**-**	**88,518**	**(6,628)**	**(81,890)**	**-**
Restricted funds	**-**	**136,578**	**(136,578)**	**-**	**-**
	16,742	**226,522**	**(144,073)**	**(81,890)**	**17,301**
Total of funds	**928,676**	**2,689,114**	**(2,456,049)**	**-**	**1,161,741**

Notes to the Financial Statements
For the Year Ended 31 August 2020

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2019 £
Unrestricted funds					
Designated funds					
Fundraising appeal	20,000	-	-	(20,000)	-
General funds					
General Funds	732,032	2,662,304	(2,457,460)	(24,942)	911,934
Total Unrestricted funds	752,032	2,662,304	(2,457,460)	(44,942)	911,934
Restricted funds					
Friends funds	10,284	12,330	(5,872)	-	16,742
Development funds	-	4,620	(49,562)	44,942	-
Restricted funds	4,203	68,117	(72,320)	-	-
	14,487	85,067	(127,754)	44,942	16,742
Total of funds	766,519	2,747,371	(2,585,214)	-	928,676

Notes to the Financial Statements
For the Year Ended 31 August 2020

21. Summary of funds

Summary of funds - current year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
General funds	**911,934**	**2,462,592**	**(2,311,976)**	**81,890**	**1,144,440**
Restricted funds	**16,742**	**226,522**	**(144,073)**	**(81,890)**	**17,301**
	928,676	**2,689,114**	**(2,456,049)**	**-**	**1,161,741**

Summary of funds - prior year

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2019 £
Designated funds	20,000	-	-	(20,000)	-
General funds	732,032	2,662,304	(2,457,460)	(24,942)	911,934
Restricted funds	14,487	85,067	(127,754)	44,942	16,742
	766,519	2,747,371	(2,585,214)	-	928,676

The following funds have been established by the Trustees:

The designated fundraising appeal fund represents funds designated by the Trustees to launch a major fundraising appeal. This fund has been used towards the 3G sports pitch which has now been complete.

The restricted funds are for various small items for specific purposes, which have been restricted by the donor.

The restricted Friends fund is various income and expenditure associated with the activities of this association.

The restricted Development fund is various income and expenditure associated with development projects of the charity. Such development projects include the building of a 3G sports pitch and swimming pool. The total fund has been spent towards the 3G sports pitch.

Notes to the Financial Statements
For the Year Ended 31 August 2020

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	475,191	-	**475,191**
Current assets	1,599,712	17,301	**1,617,013**
Creditors due within one year	(930,463)	-	**(930,463)**
Total	1,144,440	17,301	**1,161,741**

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	331,386	-	331,386
Current assets	1,780,430	16,742	1,797,172
Creditors due within one year	(1,199,882)	-	(1,199,882)
Total	911,934	16,742	928,676

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income for the period (as per Statement of Financial Activities)	**233,065**	162,157
Adjustments for:		
Depreciation charges	**68,095**	58,445
Decrease/(increase) in stocks	**3,116**	(6,994)
Decrease/(increase) in debtors	**(10,234)**	66,835
Increase/(decrease) in creditors	**(269,419)**	41,437
Net cash provided by operating activities	**24,623**	321,880

Notes to the Financial Statements
For the Year Ended 31 August 2020

24. Analysis of cash and cash equivalents

	2020	2019
	£	£
Cash in hand	**1,114,865**	1,302,142
Total cash and cash equivalents	**1,114,865**	1,302,142

25. Analysis of changes in net debt

	At 1 September 2019	Cash flows	At 31 August 2020
	£	**£**	**£**
Cash at bank and in hand	**1,302,142**	**(187,277)**	**1,114,865**
	1,302,142	**(187,277)**	**1,114,865**

26. Pension commitments

The Charity participates in two pension schemes:

Teaching Staff

Teachers' Pension Scheme

Introduction

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

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

26. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

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

Non-Teaching Staff

The Charity contributes to personal pension plans for non teaching staff, at 4% of annual pay.

27. Operating lease commitments

At 31 August 2020 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Amounts payable		
Not later than 1 year	**84,234**	87,591
Later than 1 year and not later than 5 years	**316,083**	323,817
Later than 5 years	**3,977,999**	4,054,499
	4,378,316	4,465,907

28. Related party transactions

During the year Mrs M Hutchinson, spouse of Professor B Hutchinson, a Trustee of the Charity, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £35,959 (2019: £34,256). Transactions with Mrs M Hutchinson were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

During the year, Mrs G Rees, spouse of Sebastian Rees, a member of key management personnel, was employed by the Charity and as such was paid remuneration for her services. Remuneration for the year amounted to £45,441 (2019: £44,381). Transactions with Mrs G Rees were conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

Mr H James (resigned as a Trustee 11 June 2020), a Trustee of the Charity is the grandson of Lord Northbourne (deceased 8 September 2019) and a beneficiary of The Betteshanger Trust, for whom the Charity pay rent for the use of the land and buildings where the school is situated. Rental payments to The Betteshanger Trust totalled £80,500 (2019: £80,500). At the year end £13,534 (2019: £Nil) was due to the Betteshanger Trust for rent.

In the prior year Mr D Buras-Rees, spouse of Mrs S Buras-Rees, a Trustee of the Charity, provided construction services to the school (2019: £714). The transaction with Mr D Buras-Rees in the prior year was conducted at arm's length and in accordance with the Charity's financial regulations and normal procurement procedures.

29. Controlling party

The charity is a charitable company limited by guarantee and was controlled throughout the year by the Trustees.