

Charity Registration No. 295808

Company Registration No. 02086298 (England and Wales)

**HOE BRIDGE SCHOOL LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

# HOE BRIDGE SCHOOL LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mrs S E Arnold Ms S E W Baber Mrs F J Boulton Mr I P Katte Mrs S J Lacey Mr T G Smith Mr G Verity Mr P L Walton Mr R J Williams
<b>Secretary</b>	Mrs C E Beddow
<b>Charity number</b>	295808
<b>Company number</b>	02086298
<b>Registered office</b>	Hoe Place Old Woking Woking Surrey United Kingdom GU22 8JE
<b>Auditor</b>	Azets Audit Services Ashcombe Court Woolsack Way Godalming Surrey United Kingdom GU7 1LQ
<b>Bankers</b>	National Westminster Bank Plc PO Box 1 2nd floor G3 2 Cathedral Hill Guildford Surrey United Kingdom GU1 3ZR

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# HOE BRIDGE SCHOOL LIMITED

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# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 AUGUST 2021

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The trustees present their report and financial statements for the year ended 31 August 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the School's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### **Objectives and activities**

The objects for which the School is established are to promote and provide for the advancement of education. In furtherance of the objects, the School's principal activity continues to be that of an independent Pre-Prep and Prep School catering for boys and girls from age three to thirteen.

### **Public Benefit**

In planning the activities for the year, the Governors kept in mind the Charity Commission's guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging. The activities benefited both the adults and children of Woking and its surrounding area and do not give rise to any detriment or harm to the public.

The Governors believe that the bursary system is essential to ensure that children from families who would otherwise be unable to afford the School's fees may still attend the School. The Governors keep the School's Bursary policy under constant review to help ensure the objective of wider access continues to be achieved.

The bursary system is available to anyone who meets the School's entry requirements and based on the parents' means or in cases of hardship, where a pupil's access to continued education at the School is at risk, for example, in case of redundancy. The Governors in carrying out the means testing have regard to many matters including but not limited to family income, investments, savings and personal circumstances.

During the academic year, 17 pupils were awarded means tested bursaries (2019-20: 24). Awards of bursaries amounted to £99,277 this year, a reduction from £119,830 in 2019-20 when additional awards were made to assist families affected by Covid-19. Sibling discounts, which help families to send their children to the same school, were £72,248 this year (2019-20: £82,761). In addition, the School gave discounts to staff at a fee value of £118,123 (2019-20: £141,608). Staff discounts are a way of providing assistance to key workers. The amount made available for means tested bursaries together with all other awards represents 5.0% of Gross Fee Income (2019-20: 6.1%).

The School does not have any endowment and so in funding the bursary system the Governors have to ensure a proper balance between fee paying parents, who are recognised as making personal sacrifices in order to educate their children at the School, and those who are awarded bursaries.



# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2021

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A number of outreach activities were undertaken during the year in support of local charities and schools, at no cost to the participants:

- Headmaster is an active member of a local state school partnership
- Donations of books to local state schools
- Free use of facilities to local Cricket clubs
- Hire of classrooms & facilities at subsidised rates to local language schools
- iTrust donation (IAPS)

The School has a policy of optimising the use of the School's sporting and other facilities via the local community. During the year the School made its buildings, grounds and other resources available either at fully subsidised rates or at rates below commercial levels for the public benefit of local children in the following organisations:

Pyrford Cricket Club  
Mandarin, Portuguese & Italian Language Schools

Hoe Bridge pupils and the School community regularly take part in fundraising activities for local and national charities, most of which are children based causes. During the year, funds were raised for the following charities:

Kent, Surrey & Sussex Air Ambulance  
Médecins Sans Frontières  
Children in Need  
Woking Swimathon (Rotary Club of Woking)  
The Royal British Legion

This year, as in the past, the School chose to support two charities through an open vote by the children and staff –

**Kent, Surrey & Sussex Air Ambulance (KSS):** The school decided to support this life saving service which works alongside the emergency services to transport patients to hospitals where needed. Last year alone, KSS were called out to help over 2,500 people in life-threatening conditions. They never stop innovating and improving the care they give, which means every donation they receive is vital.

Their mission is to make sure they are available each and every time someone needs them. For 18 hours of the day, they operate with two crews. For the remaining six, they operate with one crew.

Their charity headquarters and forward operating base are located at Rochester Airport, with an aircraft hangar and maintenance operations at Redhill Aerodrome. When the call comes, aircraft can reach any part of the region within 25 minutes. KSS put the people who need them at the heart of everything they do. None of us ever know when we, our family, our friends or our community may need this vital service.

At KSS, there is a team of dispatchers who screen all 999 calls. It is their job to signal to crews that their help is needed. Highly skilled pilots then take over, flying the medical team safely to the scene via the most direct route. They are often challenged to land in difficult locations - irrespective of the time of day or night – to ensure the medics get there as quickly as they can. Each mission is attended by a doctor – typically a specialist in anaesthesia or emergency medicine – and a paramedic who is trained in critical care and accustomed to challenging environments. The combination of their specialist skills means patients can be treated with world class, urgent medical care directly at the scene. Patients may need to be placed into an induced coma to prevent further swelling from a brain injury. They may need a complex surgical procedure to enable them to breathe. They may even need an emergency blood transfusion. All of these life-saving treatments would be demanding in a hospital environment and yet, for the medical teams at KSS, they are treatments that must be administered in all weathers, sometimes at night and in fields, in woods or on remote pathways in order to save lives. After initial treatment, their medical teams decide which hospital is in a position to best support the patient's ongoing care needs, returning to the skies and transferring them in the quickest time possible.

## HOE BRIDGE SCHOOL LIMITED

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 AUGUST 2021*

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**Médecins Sans Frontieres:** In September 2020 the children and staff had an opportunity to vote for a new international charity. A number of charities were put forward and Médecins Sans Frontieres was the clear winner. Sometimes known in English as Doctors Without Borders, Médecins Sans Frontieres is an international humanitarian medical non-government organisation (NGO) of French origin best known for its projects in conflict zones and in countries affected by endemic diseases. Main areas of work include diabetes, drug-resistant infections, HIV/AIDS, hepatitis C, tropical and neglected diseases, tuberculosis, vaccines and COVID. In 2019, the group was active in 70 countries with over 35,000 personnel mostly local doctors, nurses and other medical professionals, logistical experts, water and sanitation engineers and administrators.

Again the personal contact established with both charities is important to the whole School community, helping to raise funds. Unfortunately, to adhere to our Covid mitigation measures, we were only able to host a scaled-back version of our annual Christmas Fair this year. Nevertheless, a sum of £1,600 was raised for our nominated charities which will be added to our fundraising in 2021-22 and donated to the above nominated charities at the end of the year.

# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2021**

### Achievements and performance

The education across the School continues to be dynamic, inspirational and successful; with the pupils developing their skills and thirst for knowledge from an early age. As well as academic success, sporting, musical and artistic success is celebrated throughout and taken together help produce "Happiness, Confidence and Achievement" in all pupils. The results below of pupils' progression to senior schools of their choice reflect all that we do at Hoe Bridge and are a team effort:

2020/21				
Senior School	Year 6	Senior School	Year 8	TOTAL
St George's, Weybridge	10	St George's, Weybridge	1	11
RGS	6	RGS	3	9
Reeds	1	Reeds	5	6
Halliford	3	Halliford	2	5
St Catherine's	4			4
King Edward's, Witley	2	King Edward's, Witley	1	3
Prior's Field	3			3
		Charterhouse	2	2
St John's	2			2
Gordon's	2			2
Hoe Valley	2			2
Tormead	2			2
Salesian	2			2
		St Paul's	1	1
		Epsom College	1	1
		Hampton	1	1
Frensham Heights	1			1
George Abbott	1			1
Magdalen	1			1
Surbiton High	1			1
St Teresa's	1			1
St George's, Ascot	1			1
	45		17	62

More details including a video and a photograph gallery can be seen on our website: [www.hoebridgeschool.co.uk](http://www.hoebridgeschool.co.uk).

These results, together with the School's other educational, recreational and operational activities, satisfy the Governors that it has achieved its aims for the year.



# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### Financial review

The financial and academic year 2020-21 has been a year of recovery from the Covid-19 pandemic and our staff, parents and pupils have relished the return to more normal activities and managed the short period of lockdown in the Spring term even more successfully on the back of the experience in the previous year.

The results for the year and the financial position of the School are as shown in the annexed financial statements. The School monitors its financial performance against a series of Key Performance Indicators – budget variances, cashflow forecasts, pupil:teacher ratios, staff cost ratios, debtor levels and borrowing covenants. Most results achieved for the year were consistent with or better than the Key Performance Indicator targets:

	Target	Achievement
Pupil numbers (average)	435	450
Pupil:Teacher ratio	≥ 10.1	9.4
Staff Cost:Net Fees ratio	≤ 74.8%	74.7%
Bad Debts	Nil	£19,343
Borrowing ratio limit	≤ 50.0%	21.2%

### Income

The financial statements show net incoming resources for the year of £70,010. The principal source of income is school fees which accounted for 94.25% of the School's gross income this year. The remaining income was derived from wrap-around care, extra-curricular activities, local authority sources for dedicated classroom support to pupils with identified needs and, to a lesser degree this year, national government grants in the form of Coronavirus Job Retention Support (CJRS).

### Charitable Expenditure

Total charitable expenditure increased by 2.75% from £5,686,981 to £5,843,282 as a result of the wider resumption of charitable activity made possible by the less restrictive pandemic measures during the year.

During the year, the School obtained an updated valuation of the freehold land and buildings which resulted in an unrealised gain of £1,254,270 (2020 - £nil) being recognised in the Statement of Financial Activities and contributed to the net movement in funds for the year of £1,324,280 (2020 - £130,108).

### Impact of Covid 19 on Financial Future

This year, the School has built on its experience of dealing with the Covid pandemic and implementation of sound mitigation measures has enabled the return to most of our normal activities. A high level of parental confidence in their child's safety has been achieved, resulting in increases in attendance for wrap-around care particularly in Pre-Prep age groups. There has also been a reduction in financial assistance required by the School's families by way of reduced fees, deferred payments and bursaries. All these factors have had a positive impact on the financial outlook for the School, ending the year with over 450 pupils and providing a sound base for continued improvement from 2021-22 onwards.

### Reserves policy

Note 18 to the financial statements shows assets and liabilities attributable to the fund. Unrestricted funds amounted to £8,967,273 but £11,606,319 is invested in fixed assets. The Governors have determined that the appropriate level of free reserves which are not invested in tangible fixed assets should be equivalent to twelve weeks or one school term's expenditure (approx. £1,948,000).

The free reserves do not meet the target reserves policy as at the balance sheet date. However, the Governors are satisfied that the strength of the School's balance sheet, realistic financial and cashflow forecasts from good pupil numbers across all year groups, the ongoing popularity of our School and the availability of banking facilities provide them with sufficient confidence for the School's financial future.

# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2021

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#### Risk review

The trustees have assessed the major risks to which the School is exposed and are satisfied that systems are in place to mitigate the adverse effects of such risks.

The main risks to the School are pupil recruitment and retention, compliance within an ever-changing regulatory environment, maintaining a healthy financial status, recruiting and retaining high calibre teaching and support staff and preserving the excellent reputation of the School.

Our plans and strategies for managing risk include:

- an annual review of a Risk Register
- a programme of activities promoting the benefits of the School
- an established organisational structure with clear lines of reporting
- formal written policies that are reviewed and updated regularly
- annual staff updates of regulatory changes, especially for child safeguarding
- comprehensive strategic planning, budgeting and management accounting
- proactive steps to address known and anticipated threats
- clear authorisation and approval levels
- robust staff recruitment procedures
- being fully prepared for regulatory inspections
- delivering consistently excellent results for our pupils
- maintaining strong links with parents.

#### Plans for future periods

##### Teaching and Learning

To continue to keep abreast of National Curriculum developments and changes to Common Entrance examination syllabuses. To further improve curricular links between the Prep and the Pre-Prep Schools. To continue to provide a first class all round education for its pupils. To increase the use of ICT across the curriculum.

##### Staff Development

To further develop optimum staffing levels; and to continue to plan, deliver, monitor and evaluate professional development for all teaching, non-teaching staff and Governors.

##### Facilities

To continue to develop and improve the fabric and facilities of the School.

##### ICT

To continue investing in its rolling replacement and mobile technology programmes to equip classrooms across Pre-Prep and Prep Schools with appropriate facilities to enhance their educational experience.

##### Future Development Plan

Following the completion in September 2019 of all main elements of a strategic Master Plan that was established 10 years ago, the School is accumulating the resources necessary in preparation for a number of future major developments that are being considered. These are at an early stage of preparation and prioritisation.

##### Bursaries

To continue to maintain and develop the bursary scheme to provide assistance with fees in appropriate cases.



# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2021**

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### **Structure, governance and management**

Hoe Bridge School Limited is a charitable company limited by guarantee and has no share capital. The School was established under a Memorandum and Articles of Association, which established the objectives and powers of the School and is governed under its Articles of Association. The School was formed on 30 December 1986 and became a registered charity, number 295808, on 12 January 1987.

The governing body is a board of Governors which must consist of a minimum of three and not more than twenty one members. As Hoe Bridge School Limited is a company and a charity, the Governors are also the directors and trustees thereof.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mrs S E Arnold

Ms S E W Baber

Mrs F J Boulton

Mr R W Ellis

(Resigned 25 November 2021)

Mr I P Katte

Mrs S J Lacey

Mr T G Smith

Mr G Verity

Mr P L Walton

Mr R J Williams

### **Recruitment and Training of Governors**

All Governors are co-opted. The Board reviews its constituency on a regular basis, analysing the skills available to it and identifying any gaps there might be. The Board recruits additional Governors, when required, from the parent body, friends of the School, business and professions so as to maintain the full range of skills and expertise required to ensure the continuing good practice of the Board, and so to enhance the overall strategic management of the School. A list of potential Governors is maintained. Potential Governors are initially interviewed by the Chair and the Headmaster and then introduced to the full Board. All new Governors are issued with the AGBIS "Guidelines for Governors" handbook. In addition to briefings from the Independent Schools Council, Independent Association of Preparatory Schools and the Independent Schools' Bursars Association, Governors may also attend seminars and workshops organised by professional bodies on topics of interest including the impact of new legislation and regulation on educational charities.

The trustees have considered the guidance issued by the Charity Commission in respect of the Governance Code and confirm that the trustees are aware of the seven principles set out within. The trustees continue to strive for best practice and are ensuring the Code is adhered to in the policies and procedures implemented by the School.

The Governors as trustees of the School are legally responsible for the overall management and control of the School and meet formally three times a year. The Governors are also represented on functional sub-committees for Finance & Bursary; Education & Welfare; and Facilities & IT to enable effective and diligent governance. These sub-committees meet once per term and report into the full governing body at its subsequent meeting.

Acting in accordance with the wishes of the Board, the Headmaster has strategic responsibility for the direction of the School as a whole, working with the Head of the Pre Preparatory School, assisted by the Senior Management Team and the Bursar. The Headmaster, the Head of the Pre Preparatory School, the Bursar and the Clerk to the Governors attend all formal meetings.

The School has no official arrangement with other parties or charities nor has it entered into any transactions in which the Governors had an interest, other than disclosed within the financial statements.

# HOE BRIDGE SCHOOL LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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### Statement of trustees' responsibilities

The trustees, who are also the directors of Hoe Bridge School Limited for the purposes of company law, are responsible for preparing the Trustees' Report (which includes the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the School and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the School 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 School 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 charity and financial information included on the School's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

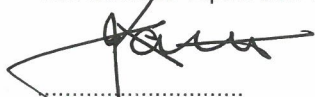
### Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



Mr I P Katte

Trustee

Dated: 24 March 2022



# HOE BRIDGE SCHOOL LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF HOE BRIDGE SCHOOL LIMITED

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#### Opinion

We have audited the financial statements of Hoe Bridge School Limited (the 'School') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the School in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 School's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's 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.

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

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

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

# HOE BRIDGE SCHOOL LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF HOE BRIDGE SCHOOL LIMITED

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

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

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

- adequate 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
- 

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the School for the purpose 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 School's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# HOE BRIDGE SCHOOL LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF HOE BRIDGE SCHOOL LIMITED

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we 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. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 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.

#### **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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Azets Audit Services*

**Robert Southey (Senior Statutory Auditor)**  
**for and on behalf of Azets Audit Services**  
**Chartered Accountants**  
**Statutory Auditor**

3 May 2022

Ashcombe Court  
Woolsack Way  
Godalming  
Surrey  
United Kingdom  
GU7 1LQ

# HOE BRIDGE SCHOOL LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted funds 2021 £	Unrestricted funds 2020 £
<b><u>Income and endowments from:</u></b>			
Grants	3	64,558	246,977
Income from charitable activities	4	5,572,616	5,334,437
Other income	5	276,118	235,675
<b>Total income</b>		<b>5,913,292</b>	<b>5,817,089</b>
<b><u>Expenditure on:</u></b>			
Analysis of expenditure on charitable activities	6	5,843,282	5,686,981
<b>Net incoming resources</b>		<b>70,010</b>	<b>130,108</b>
<b>Other recognised gains and losses</b>			
Revaluation of tangible fixed assets	10	1,254,270	-
<b>Net movement in funds</b>		<b>1,324,280</b>	<b>130,108</b>
Fund balances at 1 September 2020		7,642,993	7,512,885
<b>Fund balances at 31 August 2021</b>		<b>8,967,273</b>	<b>7,642,993</b>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# HOE BRIDGE SCHOOL LIMITED

## BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
<b>Fixed assets</b>					
Tangible assets	11		11,606,319		10,317,860
<b>Current assets</b>					
Debtors	12	1,390,466		1,419,495	
Cash at bank and in hand		961		1,278	
		<u>1,391,427</u>		<u>1,420,773</u>	
<b>Creditors: amounts falling due within one year</b>	13	<u>(2,639,447)</u>		<u>(2,625,127)</u>	
Net current liabilities			(1,248,020)		(1,204,354)
<b>Total assets less current liabilities</b>			<u>10,358,299</u>		<u>9,113,506</u>
<b>Creditors: amounts falling due after more than one year</b>	14		(1,391,026)		(1,470,513)
<b>Net assets</b>			<u><u>8,967,273</u></u>		<u><u>7,642,993</u></u>
<b>Income funds</b>					
Unrestricted funds - general			8,967,273		7,642,993
			<u><u>8,967,273</u></u>		<u><u>7,642,993</u></u>

The financial statements were approved by the Trustees on 24 March 2022

  
 .....  
 Mr I P Katte  
 Trustee

Company Registration No. 02086298

# HOE BRIDGE SCHOOL LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	22		344,305		(399,516)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(285,203)		(381,882)	
Proceeds on disposal of tangible fixed assets		2,051		-	
<b>Net cash used in investing activities</b>			(283,152)		(381,882)
<b>Financing activities</b>					
Proceeds of new bank loans		-		1,050,000	
Repayment of bank loans		(79,487)		-	
<b>Net cash (used in)/generated from financing activities</b>			(79,487)		1,050,000
<b>Net (decrease)/increase in cash and cash equivalents</b>			(18,334)		268,602
Cash and cash equivalents at beginning of year			(159,139)		(427,741)
<b>Cash and cash equivalents at end of year</b>			(177,473)		(159,139)
<b>Relating to:</b>					
Cash at bank and in hand			961		1,278
Bank overdrafts included in creditors payable within one year			(178,434)		(160,417)

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2021

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#### 1 Accounting policies

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

##### **Charity information**

Hoe Bridge School Limited is a charitable company limited by guarantee incorporated in England with company registration number 02086298 and charity number 295808. The registered office is Hoe Place, Old Woking, Woking, Surrey, GU22 8JE, United Kingdom.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the School's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The School is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

#### 1.2 Going concern

After reviewing the School's forecasts and projections, the trustees have a reasonable expectation that the School has adequate resources to continue in operation for the foreseeable future. The School therefore continues to adopt the going concern basis in preparing its financial statements. However, not all future events or conditions can be predicted and the trustees address specifically any risks to the School's financial future in the Financial Review section of their annual report.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

#### 1.4 Income

Fees receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances for scholarships and other remissions by the School from its unrestricted funds.

Grants are included in the Statement of Financial Activities on a receivables basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

##### Government Grants

Coronavirus Job Retention Scheme grants are included in the Statement of Financial Activities on a receivable basis. The income received and related expenditure are included as unrestricted funds.



# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 1 Accounting policies

(Continued)

#### 1.5 Expenditure

All expenditure is accounted for on an accruals basis. All expenditure is classified under activity headings that aggregate all costs related to the category.

- Charitable costs include the cost of running the School, teaching staff costs and other educational costs necessary to further the purposes of the School;
- Governance costs represent the costs of the management of the School and of complying with constitutional and statutory requirements.

The irrecoverable VAT is charged against the category of resources expended for which it was incurred.

All expenditure is recognised once there is legal or constructive obligation to make a payment to a third party.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	Over 50 years
IT equipment	25% straight line
Fixtures, fittings & equipment	20% reducing balance
Sports equipment	10% reducing balance
Other assets	15% reducing balance

Freehold land and assets in the course of construction are not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

#### 1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.8 Financial instruments

Financial instruments are recognised in the School's balance sheet when the School becomes party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 1 Accounting policies

(Continued)

#### 1.9 Employee benefits

Teaching staff employed by the School are eligible for membership of the Teachers Pension Scheme, which is a national, statutory contributory, unfunded defined benefit scheme administered by the Teachers Pension Agency, an executive agency of the Department of Education and Employment. Pension costs are assessed in accordance with the advice of the Government Actuary.

The School has arranged a defined benefit contribution pension scheme for those members who are not eligible to join the Teachers Pension Scheme. The assets of this scheme are held separately from those of the charity. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the School in the year.

### 2 Critical accounting estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

#### Critical judgements

##### (i) Useful economic lives of tangible fixed assets

The annual depreciation charge is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended where necessary to reflect current estimates based on technological advancement, future investments, economic utilisation, and the physical condition of assets. See Note 8 for the carrying amounts of tangible fixed assets.

##### (ii) Impairment of assets

Non-current assets including fixtures and fittings, plant and equipment and motor vehicles are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Where such an event or change of circumstances takes place, then additional impairment may be required for future periods.

### 3 Grants

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Government grants	64,558	246,977

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 3 Grants (Continued)

#### Grants receivable for core activities

Education, Health & Care Plan (EHCP) funding	43,301	66,704
Coronavirus Job Retention Scheme funding	21,257	180,273
	<u>64,558</u>	<u>246,977</u>

### 4 Income from charitable activities

	2021 £	2020 £
Gross fees	5,855,064	5,672,561
Less bursaries, scholarships and discounts	(289,648)	(344,199)
Other income	7,200	6,075
	<u>5,572,616</u>	<u>5,334,437</u>

### 5 Other income

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
After-school clubs	60,985	80,510
Treetops	175,009	103,013
Trips and other income	40,124	52,152
	<u>276,118</u>	<u>235,675</u>

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 6 Analysis of expenditure on charitable activities

	Teaching costs	Non-teaching costs	Dep'n	Total 2021	Teaching costs	Non-teaching costs	Dep'n	Total 2020
	2021	2021	2021		2020	2020	2020	
	£	£	£	£	£	£	£	£
Staff costs	3,758,908	155,299	-	3,914,207	3,729,281	95,042	-	3,824,323
Depreciation and impairment	-	-	248,964	248,964	-	-	239,376	239,376
Other costs	408,101	386,457	-	794,558	379,805	360,568	-	740,373
Facilities and premises costs	-	239,147	-	239,147	-	228,154	-	228,154
Catering costs	-	317,454	-	317,454	-	280,427	-	280,427
	<u>4,167,009</u>	<u>1,098,357</u>	<u>248,964</u>	<u>5,514,330</u>	<u>4,109,086</u>	<u>964,191</u>	<u>239,376</u>	<u>5,312,653</u>
Share of support costs (see note 7)	-	315,479	-	315,479	-	360,030	-	360,030
Share of governance costs (see note 7)	-	13,473	-	13,473	-	14,298	-	14,298
	<u>4,167,009</u>	<u>1,427,309</u>	<u>248,964</u>	<u>5,843,282</u>	<u>4,109,086</u>	<u>1,338,519</u>	<u>239,376</u>	<u>5,686,981</u>

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 7 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	189,655	-	189,655	225,612	-	225,612
Finance costs	90,536	-	90,536	105,505	-	105,505
Marketing costs	13,963	-	13,963	19,960	-	19,960
Other staff costs	21,325	-	21,325	8,953	-	8,953
Audit fees	-	9,750	9,750	-	9,250	9,250
Accountancy	-	3,723	3,723	-	5,048	5,048
	<u>315,479</u>	<u>13,473</u>	<u>328,952</u>	<u>360,030</u>	<u>14,298</u>	<u>374,328</u>
Analysed between						
Charitable activities	<u>315,479</u>	<u>13,473</u>	<u>328,952</u>	<u>360,030</u>	<u>14,298</u>	<u>374,328</u>

Governance costs includes payments to the auditors of £9,750 (2020 - £9,250) for audit fees.

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year.



# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 9 Employees

#### Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Teaching staff	53	51
Support staff	36	31
Facilities and admin	12	12
	<u>101</u>	<u>94</u>

#### Employment costs

	2021 £	2020 £
Wages and salaries	3,226,982	3,165,215
Social security costs	300,742	296,265
Other pension costs	576,138	588,455
	<u>4,103,862</u>	<u>4,049,935</u>

In addition to the above are staff costs in respect of Treetops, After School Clubs and Summer Camp totalling £112,871 (2020 - £70,981).

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £69,999	2	1
£70,000 - £79,999	1	1
£80,000 - £89,999	-	1
£90,000 - £99,999	-	1
£100,000 - £109,999	1	-
	<u>4</u>	<u>4</u>

### 10 Revaluation of fixed assets

	Unrestricted funds general 2021 £	Total 2020 £
Revaluation of tangible fixed assets	<u>(1,254,270)</u>	<u>-</u>

## HOE BRIDGE SCHOOL LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

#### 11 Tangible fixed assets

	Freehold buildings	Assets under construction	IT equipment	Fixtures, fittings & equipment	Sports equipment	Other assets	Total
	£	£	£	£	£	£	£
<b>Cost or valuation</b>							
At 1 September 2020	11,288,976	-	296,121	562,551	98,422	455,596	12,701,666
Additions	2,722	151,044	47,659	52,297	9,241	22,240	285,203
Disposals	-	-	-	-	-	(3,340)	(3,340)
At 31 August 2021	11,291,698	151,044	343,780	614,848	107,663	474,496	12,983,529
<b>Depreciation and impairment</b>							
At 1 September 2020	1,392,877	-	264,448	416,856	54,139	255,486	2,383,806
Depreciation charged in the year	140,136	-	29,903	40,187	5,352	33,385	248,963
Eliminated in respect of disposals	-	-	-	-	-	(1,289)	(1,289)
Revaluation	(1,254,270)	-	-	-	-	-	(1,254,270)
At 31 August 2021	278,743	-	294,351	457,043	59,491	287,582	1,377,210
<b>Carrying amount</b>							
At 31 August 2021	11,012,955	151,044	49,429	157,805	48,172	186,914	11,606,319
At 31 August 2020	9,896,099	-	31,673	145,695	44,283	200,110	10,317,860



# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 11 Tangible fixed assets

(Continued)

The carrying value of land included in land and buildings comprises:

	2021 £	2020 £
Freehold	4,249,000	4,280,000

Land and buildings with a carrying amount of £11,164,000 were revalued at 31 August 2021 by Gerald Eve, independent valuers not connected with the School on the basis of market value. The valuation conforms to International Valuation Standards and was based on depreciated replacement cost for specialised properties.

At 31 August 2021, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £11,241,471 (2020 - £11,284,621).

The revaluation surplus is disclosed in note 10.

Freehold land and buildings with a carrying amount of £11,164,000 (2020 - £9,761,379) have been pledged to secure borrowings of the School. The School is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

### 12 Debtors

	2021 £	2020 £
<b>Amounts falling due within one year:</b>		
Trade debtors	1,313,599	1,301,203
Other debtors	347	62,116
Prepayments and accrued income	76,520	56,176
	<u>1,390,466</u>	<u>1,419,495</u>

### 13 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Bank loans and overdrafts	15	257,921	239,904
Other taxation and social security		83,555	76,154
Deferred income	16	1,795,840	1,743,739
Trade creditors		83,553	187,531
Other creditors		382,028	354,975
Accruals and deferred income		36,550	22,824
		<u>2,639,447</u>	<u>2,625,127</u>

Included within other creditors are fee deposits totalling £289,250 (2020 - £287,000).

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 14 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Bank loans	15	1,391,026	1,470,513

### 15 Loans and overdrafts

	2021 £	2020 £
Bank overdrafts	178,434	160,417
Bank loans	1,470,513	1,550,000
	<u>1,648,947</u>	<u>1,710,417</u>
Payable within one year	257,921	239,904
Payable after one year	<u>1,391,026</u>	<u>1,470,513</u>

Amounts included above which fall due after five years:

Payable by instalments	39,744	119,231
Payable other than by instalments	<u>1,033,333</u>	<u>1,033,333</u>
	<u>1,073,077</u>	<u>1,152,564</u>

The long-term loans are secured by fixed charges as follows:

On the 14 October 2014 National Westminster Bank PLC created a debenture over all assets of Hoe Bridge School Limited, this security is not limited.

On the 26 July 2016 National Westminster Bank PLC created a legal charge over Hoe Place, 224 Old Woking Road, GU22 8JE, this security is not limited.

### 16 Deferred income

	2021 £	2020 £
Arising from fees received in advance	<u>1,795,840</u>	<u>1,743,739</u>

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2021

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#### 17 Retirement benefit schemes

##### Defined contribution schemes

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £531,109 (2020 - £546,030).

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. 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. The 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.

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

On 31 August 2021, the School withdrew from the Teachers' Pension Scheme, replacing it with the Aviva Pension Trust for Independent Schools (APTIS) scheme.

The School also administers a defined contribution scheme for support staff. The cost for the year of the School's contributions was £45,029 (2020 - £42,506).

Pension contributions of £71,000 (2020 - £73,139) were outstanding at the year end.

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2021

#### 18 Analysis of net assets between funds

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Fund balances at 31 August 2021 are represented by:		
Tangible assets	11,606,319	10,317,860
Current assets/(liabilities)	(1,248,020)	(1,204,354)
Long term liabilities	(1,391,026)	(1,470,513)
	<u>8,967,273</u>	<u>7,642,993</u>

#### 19 Operating lease commitments

At the reporting end date the School had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	42,913	42,412
Between two and five years	157,618	166,951
In over five years	31,335	61,861
	<u>231,866</u>	<u>271,224</u>

Lease payments recognised as an expense during the year totalled £45,966 (2020 - £56,331).

#### 20 Capital commitments

	2021 £	2020 £
Contracted for but not provided in the financial statements:		
Acquisition of property, plant and equipment	82,000	-
	<u>82,000</u>	<u>-</u>

#### 21 Related party transactions

##### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	<u>711,737</u>	<u>730,818</u>



# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 21 Related party transactions

(Continued)

#### Transactions with related parties

During the year the School entered into the following transactions with related parties:

	School fees		Provision of professional services	
	2021	2020	2021	2020
	£	£	£	£
Mrs S Lacey	-	15,581	-	-
Mr P Walton	15,859	15,391	-	-
Mrs S Arnold	15,552	15,907	-	-
Other related parties	-	-	6,934	9,710
	<u>31,411</u>	<u>46,879</u>	<u>6,934</u>	<u>9,710</u>

Included in trade debtors at year end is a total amount of £5,973 (2020 - £10,290) due from the trustees in respect of the transactions noted above.

The trustee Mr P Walton is a partner of Penningtons Manches LLP, transactions with whom are disclosed under other related parties. Included in trade creditors at year end is an amount of £nil (2020- £6,674) due to Penningtons Manches LLP.

### 22 Cash generated from operations

	2021	2020
	£	£
Surplus for the year	70,010	130,108
Adjustments for:		
Depreciation and impairment of tangible fixed assets	248,964	239,376
Movements in working capital:		
Decrease in debtors	29,028	85,504
(Decrease) in creditors	(55,798)	(794,949)
Increase/(decrease) in deferred income	52,101	(59,555)
<b>Cash generated from/(absorbed by) operations</b>	<u>344,305</u>	<u>(399,516)</u>

# HOE BRIDGE SCHOOL LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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### 23 Analysis of changes in net (debt)/funds

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	1,278	(317)	961
Bank overdrafts	(160,417)	(18,017)	(178,434)
	<u>(159,139)</u>	<u>(18,334)</u>	<u>(177,473)</u>
Loans falling due within one year	(79,487)	-	(79,487)
Loans falling due after more than one year	(1,470,513)	79,487	(1,391,026)
	<u>(1,709,139)</u>	<u>61,153</u>	<u>(1,647,986)</u>

### 24 Company limited by guarantee

The members of the School guarantee to contribute an amount not exceeding £1 to assets of School in the event of a winding up.