

ELSTREE SCHOOL LIMITED

England & Wales · Charity number 309101

Details

Status	Registered
Legal form	Charitable company
Company number	00690450
Registered	1961-07-21
Register	View on the Charity Commission register

Contact

Address	Elstree School Woolhampton Hill Upper Woolhampton Reading RG7 5TD
Phone	01189712911
Email	waird@elstreeschool.org.uk
Website	www.elstreeschool.org.uk

Activities

Objects: TO ACQUIRE AND CARRY ON ELSTREE SCHOOL AND TO ESTABLISH OR ACQUIRE OTHER SCHOOLS FOR THE EDUCATION OF BOYS OR GIRLS, GIVING INSTRUCTION OF THE HIGHEST CLASS INCLUDING TRAINING OF INTENDING ENTRANTS TO PUBLIC SCHOOLS OR COLLEGES OR OTHER PLACES OF EDUCATION, AND TO PROVIDE PRIZES, EXHIBITIONS AND SCHOLARSHIPS.

Activities: The charity principally provides all-round education to girls and boys aged 3 to 13. The charity is committed to an education which develops the academic, physical, artistic, social and spiritual potential in all its pupils.

Classification

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

Geography

- West Berkshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,353,746	£6,533,567	£7,811,463	104
2024-08-31	£6,507,781	£5,916,851	£6,985,839	99
2023-08-31	£5,525,882	£5,370,488	£6,396,512	101
2022-08-31	£4,949,151	£4,843,238	£6,243,340	92
2021-08-31	£4,109,632	£4,361,343	£6,142,457	87

Trustees

Name	Role	Appointed
JAMES SUNLEY	Chair	2013-12-03
Andrew Pannell		2020-11-27
Christopher Houston		2023-09-22
Elizabeth Shaw		2022-03-18
Emma Elizabeth Ann McKendrick		2018-05-01
GAVIN OWSTON		2015-06-24
JANE LYONS		2015-03-13
James McKinnel		2022-09-23
Juliet Joynson		2020-11-27
Melissa Price		2022-03-18
Phillipa Foulds		2022-03-18
Rebecca Mills		2025-09-26
Thomas Robertson		2023-09-22
Tom Francis Clare Wayman		2024-10-16

ELSTREE SCHOOL LIMITED

England & Wales - Charity number 309101

Accounts

ELSTREE SCHOOL LIMITED
(A Registered Company Limited by Guarantee)
ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2025
TOGETHER WITH GOVERNORS'
AND AUDITORS' REPORTS

Registered Number: 690450

Registered Charity Number: 309101

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The Governors present their annual report on the affairs of the company, together with the accounts and auditors' report for the year ended 31 August 2025

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Registration Number	309101
Company Registration Number	690450
Governors	Mr J B Sunley (Chair) Mr G A W Owston Mr J Vincent Mrs J Lyons MBE Mrs E McKendrick Mrs J Joynson Mr A Pannell Mrs P Foulds Mrs M Price Mrs E Shaw Mr J McKinnel Mr C Houston Mr T Robertson Mr TFC Wayman (appointed 16 October 2024) Mrs R Mills (appointed 26 September 2025)
Headmaster	Mr A C T Inglis
Director of Finance & Operations	Mr RWS Aird
Address	Elstree School Woolhampton Reading Berkshire RG7 5TD
Bankers	Barclays Bank Plc Newbury Business Centre 6 Market Place Newbury Berks RG14 5AY
Auditors	Haymac LLP Registered Auditors 10 Queens Street Place London EC4R 1AG

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The Governors, who are also directors of the company and charity trustees, have pleasure in submitting their report and audited financial statements for the year ended 31 August 2025. The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in 2015, applicable law and the company's governing document the Memorandum and Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and administration

The School was incorporated in 1961 as a charitable company limited by guarantee. The Governors (The 'Board') determine the general policy of the school. The day-to-day management of the school is delegated to the Head and the Director of Finance & Operations.

The Governors who served during the year and up to the date of this report were:

Mr J B Sunley (Chair) ^{1.}	Mrs P Foulds ^{1. 4.}
Mr G A W Owston (Vice-Chair) ^{1.2.}	Mrs M Price ^{3. 4. 5. 6.}
Mr J Vincent ^{1. 4.}	Mrs E Shaw ^{3.}
Mrs J Lyons MBE ^{3. 4. 5. 6.}	Mr C Houston ^{1. 5.}
Mrs E McKendrick ^{2.}	Mr T Robertson ^{1.}
Mr J McKinnel ^{2. 3.}	Mr TFC Wayman ² (Appointed 16 th October 2024)
Mrs J Joynson ^{2.}	Mrs R Mills (Appointed 26 th September 2025) ^{3. 4. 5.}
Mr A Pannell ^{6.}	

^{1.} Member of the Finance & General Purposes Committee

^{2.} Member of the Academic Committee

^{3.} Member of the Safeguarding & Pastoral Committee

^{4.} Member of the Marketing Committee

^{5.} Member of the Health & Safety Committee

^{6.} Member of the Legal & Governance Committee

Organisational management

The Governors meet as a board at least four times a year to determine the general policy of the Charity and to review its overall management and control, for which they are legally responsible. The work of implementing a substantial part of the Board's policies is carried out by the Finance and General Purposes Committee, which meets at least two weeks before each meeting of the full board, specifically to review the budgets, the management accounts, the annual accounts and reports. For the purposes of the day-to-day management of the charity, the Governors give delegated powers to the Headmaster and the Director of Finance & Operations. There is an increasing level of communication between Governors and the Headmaster and teaching community at Elstree through the regular sub-committee meetings and informal communication.

All Governors are linked to a role within the School and meet as separate sub-committees, including Finance, Academic, Safeguarding & Pastoral, Marketing, Health and Safety and Legal and Governance.

Recruitment and training of Governors

Governors are recruited as and when necessary, bearing in mind the particular skills that need to be covered by the circumstances of the vacancy. Upon appointment Governors are given a copy of the Memorandum and Articles of Association of Elstree School, together with the AGBIS handbook and are provided with a comprehensive induction visit to the School. Governors are encouraged to attend the training sessions provided by AGBIS or other appropriate bodies. Specific training is also provided to all Governors, recent trainings include Safeguarding and updates to the latest KCSIE legislation.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

Structure and relationships

Elstree School is a member of IAPS, ISBA AGBIS and the BSA for the promotion and maintenance of standards and joins in peer group studies for the evaluation of quality and performance improvement methods. The School co-operates with as many charities as it can and seeks to widen public access to the education provided, to optimise the educational use of the cultural and sporting facilities, and to awaken in its pupils an awareness of the wider social context of the education they receive at the School.

OBJECTS, PRINCIPAL ACTIVITY, OBJECTIVES AND PUBLIC BENEFIT

Objects

The objects of the company are to provide an outstanding education for boys and girls between the ages of 3-13. Within these objects the company also maintains its Grade 2* listed buildings which are considered to be of national importance, and any funds held in trust for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes need to be appropriately managed. In the furtherance of these objects, the Governors seek to comply with the duty in s.4 of the Charities Act 2006 to have due regard to the Charity Commission's published guidance concerning the operation of the Public Benefit requirement under that Act.

Principal activity

The School continues to provide all-round education for boys and girls between the ages of 3-13. Elstree welcomes children of all abilities and from all backgrounds. Elstree is well established as one of the leading Preparatory schools in the South of England, attracting children from a wide area. The Charity is committed to an education which develops the academic, physical, creative, social and spiritual potential in all its pupils. All its activities and policies are geared to this aim. This is developed further by participation in the Elstree Award (the School's version of the Duke of Edinburgh Award) which is for boys and girls in Years 6, 7 and 8. This initiative develops citizenship and community spirit. The combination of academic rigour in the classroom with opportunities to participate in a wide range of competitive sports and other activities ensures we provide preparation for life at the leading independent senior schools across the UK.

Objectives for the year

The Board's strategic aim as a charitable independent school is the focus and sustained attainment of the highest levels of academic performance in a safe and happy environment, the development of pupil numbers in line with a wider-access admissions policy, the continuation of external lettings provision which is putting the School's facilities to good use when not otherwise needed, the development of sustainable and appropriate boarding opportunities and the greater involvement of all pupils in the full range of extra-curricular activities. Through the successful implementation of these objectives, public benefit and access to the School will be enhanced. The Board also looks to broaden the academic curriculum, continually enhance the range of sporting, creative arts, musical and pastoral opportunities and increase the school's involvement in and contribution towards the local community.

The School recognises the value of capable and well motivated teaching and operational staff in succeeding in its objective of maximising the achievement of all pupils and seeks to ensure that all staff receive recognition for their contribution to the quality of school life. It recognises that an effective remuneration policy allows the School to maintain and improve the quality of education provided for all pupils by enabling the School to recruit, retain and motivate staff.

Key management personnel remuneration

The Governors aim to provide market competitive salaries and recognise the need to pay higher salaries for exceptional candidates where this is in the interest of the School. Remuneration of the key management personnel is set by the Board, in conjunction with the Headmaster for the Director of Finance & Operations and Deputy Headmaster, using a number of criteria such as nature of role and responsibilities, sector salaries as indicated by various benchmark and other market reports, cost of living increases and trends in pay. Any revisions must be agreed by the Full Board.

Strategy

The Governors are responsible for agreeing a long-term strategy that is designed to place the school in the best possible position to achieve the objectives set out above. These include:

- continuing to review the School's academic policies in the light of national academic benchmarks and independent inspectors' reports. We also review the academic syllabus, teaching methods and exam results;
- ensuring the co-curricular activities on offer to pupils are outstanding and actively contributing to the development, social skills and spiritual awareness of the children;
- investing in the infrastructure and technology of the School. In recent years significant investment has been made in sports facilities, science buildings, Pre-Prep facilities, music facilities, the main assembly hall and Art. The School's strategic planning review highlights ICT as the next areas for development; and
- with the move to full co-education in 2020 and girl numbers exceeding 100 across the school, there has also been significant investment in a wide range of girls' facilities and positions, including a new girls' boarding area with refurbished showers and bathroom, dormitories and common room, new girls' changing facilities in the sports hall and the appointment of a Head of Girls and a Head of Girls' Games.

Bursaries and scholarships

The value of bursaries, scholarships and allowances in the year amounted to £578,444 (2024: £710,880). There is a Bursary Policy. The Governors make these awards based on the individual needs and abilities of the child and of his/her parents. The Governors are always willing to explore any method of helping to maintain the continuity of the educational experience for a pupil where there is evidence of family hardship. During the year, 62 children were financially assisted in some way, 19% of all pupils. One pupil received 100% of the day fee, one pupils received 90%, whilst fifteen pupils received 70% or more. In addition to this, one pupil received 90% of the boarding fee, three pupils received 70% or more of the boarding fee and one pupil received 50% of the boarding fee.

Equal opportunities

The School welcomes pupils from all backgrounds and needs to be able to satisfy itself that it can fully and adequately prepare every pupil for entry to senior school through at least the Common Entrance process. Entrance interviews, in person, or for an overseas pupil via video calls, and assessments are undertaken to satisfy the School and the prospective parents that their child can cope with the academic demands, the pace of the lessons and that he/she can benefit from the education on offer. The race, gender, religion or disability of a child has no bearing on the assessment decision. In cases where a child or member of staff is or becomes disabled, every effort is made to accommodate these needs.

Widening of access – education related activities

The School welcomes children from all backgrounds and it prepares pupils for entry to senior school through the ISEB Pre-Test and then subsequently, Common Entrance or the Scholarship process. Widening of access to the School is achieved by the Schools' Foundation Awards and bursaries, granted to parents who would not normally be able to afford the School's fees, and by directing the families of those in need to suitable external funding sources.

The school provides local nurseries and primary schools with regular access to its facilities. The school organises a variety of different events, including a 'Mini Olympics' and 'Ball Skills' afternoon, a Year 2 Football Festival and a Primary Schools Cross Country Event. A number of pupils at the school take part in the Restless Triathlon at Bradfield College, raising money for one of the school's chosen charities, as well as the Restless Development charity, supporting children in Africa. It also offers specialist Art and Design Technology workshops for local primary schools (Woolhampton and Bucklebury Primary Schools). The Elstree scholarship form also offer Academic outreach workshops in French and Maths to Woolhampton Primary School in early June.

Partners for Active Leisure Scheme (PALS) is a West Berkshire Charity which uses the school's facilities throughout the year and which benefits from activities being led by the Year 7 pupils as part of their Elstree Award.

The School also supports the local church and its community with regular weekly services and an annual candlelit concert to raise funds for the church. It also supports the CWT Carol Service at Bradfield College and also the Rainbow Trust Carol service at St Paul's Church, Knightsbridge in early December each year.

Widening of access – other community links

The Charity recognises its role in the context of the wider community, to continually increase access to its facilities and its education; many activities are organised with this in mind.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, Camp Beaumont, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, Racing Line Running and Scarlet Runners hockey club.

In addition, the following charities have benefited from donations or fundraising events held at the school: PALs, Charlie Waller Trust, St Peter's Church, Riding for the Disabled, Brain Tumour Trust, NSPCC, SSAFA, The Children's Society, Born Free foundation, Daisy's Dream, St Michael's Hospice, TISCA, Marie Curie, Royal National Children's Foundation, Make a wish foundation, The West Berkshire Food Bank, The Disaster Emergency Committee, Comic Relief, Cancer Research, Cystic Fibrosis, Stroke Care, Canine Partners, Time2talk and Naomi House.

Children and Staff support a variety of charities:

- Pre-Prep tree planting for the Woodland Trust
- Inter-house cross-country event to raise money for St. Michael's Hospice
- NSPCC
- Weekly chapel collections for a variety of charities from the local area
- The Wellbeing Walk in the Autumn Term raised money for time2talk projects in and around Newbury
- Gift Fair (Year 7 Elstree Award Pupils support) raised money for Daisy's Dream
- Food was also collected and donated to the West Berkshire Food Bank
- the Beacons of Light Challenge – 23 staff and Governors taking on a challenge in the Brecon Beacons, raising almost £20k for Charlie Waller Trust
- 10 mile Ridgeway walk for children, staff and parents raising money for the Make a wish foundation and Cystic fibrosis charity (Summer 2025)
- Year 7 pupils assist children and young adults from PALS
- 'Save the Children' Christmas Jumper Day at the end of the Autumn Term

STRATEGIC REPORT

Operational Performance

Elstree provides a safe, secure environment for children to achieve their potential in any given field. We aim to educate children in a familiar, friendly, supportive and encouraging environment where they can be treated as individuals but learn to live in a community. The emphasis is on building confidence, developing talent and maximising potential. In the Pre-Prep, it is our aim to make children's first experiences of learning positive and inspiring so that they develop a thirst for learning.

We strive for academic excellence for each child. We aim to provide help and support to enable them to achieve their best and reach their potential becoming self-regulated learners. We prepare pupils thoroughly for the next stage of their education and to maintain strong links with the major senior schools. We equip all pupils with essential life skills: hard work, tolerance, kindness, pride in themselves, resilience and enthusiasm.

We promote and develop a broad range of opportunities in all areas of the school – Academic, Music, Drama, Art, D.T. and Sport. Our Co-Curricular programme of activities, boarding clubs and Elstree Award further enhance the opportunities for our pupils. Elstree is a 'preparatory' school in the broadest sense of the word.

We aim to give pupils a confidence in their own ability, a sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.

Independent Schools Inspectorate Inspection

As a member of the Independent Schools Council, Elstree School is inspected by the Independent Schools Inspectorate (ISI) on a regular basis. In November 2025, the ISI undertook a focused compliance inspection combined with an inspection of educational quality.

The inspection team of six met with over 100 children and around 30 staff; they conducted surveys of parents, staff and pupils in Years 4-8, and they observed a significant number of lessons. Importantly they experienced both Elstree Prep and Pre-Prep school life in its fullest sense – assemblies, meals, boarding time, activities, sports, musical groups and the creative arts.

The Governors are pleased to confirm that the school has successfully met all the requirements of the inspection, including the Independent School Standards and the National Minimum Standards for Boarding Schools, where applicable.

Achievements and Performance:

- The School has continued to embed its Digital Learning Strategy, to pupils in Years 6, 7 & 8 using a Microsoft Surface device to complement existing traditional learning strategies.
- Teachers increasingly use technology appropriately to enhance learning outcomes.
- There have been exciting developments to the curriculum. The pupils now have 'Outdoor Learning' in Years 3, 4 and 5 as well 'Pre-Test Preparation' in Year 5 and 6; we are considering adding this into Year 4.
- 55 take part in weekly LAMDA lessons.
- The new structure to the school day in the Prep School has the main academic lessons timetabled at the front end of the day, thus maximising the learning outcomes for the pupils. The latter part of the day is now reserved for enrichment activities, Games, and Prep for the senior pupils.
- A new Maths scheme, White Rose, has been introduced in the Pre-Prep, emphasizing conceptual understanding and problem-solving skills.
- In the Pre-Prep there are 11 clubs in which the children can choose to participate. There are 24 activities on offer each week in the Prep school.
- The school promotes and develops a broad range of opportunities in all areas – Academic, Music, Drama, Art, D.T. and Sport. These include a Co-Curricular programme of activities, Headmaster's Project, Boarding clubs and the Elstree Award.
- A successful Cultural Diversity Week was held, which included Black Lives Matter Workshops to prep school children. We also supported Black History month with a talk from Mr Gary Bentley.
- The whole school (Prep and Pre-Prep) enjoyed activities and assemblies to highlight Kindness Week in the Autumn Term and Children's Mental Health awareness week in the Lent term.
- Two community wellbeing walks were organised to raise awareness of good mental health and promote the value of being part of a wider school community. All the children, staff and parents were invited to come together to walk and talk in the fresh air.
- Pupils are thoroughly prepared for the next stage of their education and the school maintains strong links with the major senior schools. The Headmaster and Deputy Head (Academic) guide parents through the process supported by: A Senior School Presentation in Year 5, Individual meetings with parents to discuss senior school choices and pupil progress. Pupils are prepared for their senior school assessments and interviews with tailored lessons including verbal and non-verbal reasoning, covering online assessments, interview workshops, academic enrichment talks and debating. We have introduced this year a new learning platform called 'Atom Learning' to support the pupils further in this domain. Senior school representatives are invited to the school to give talks, preach in church services and to referee inter-school matches. Pupils also take part in many senior school activity days (music, art, drama, academic and sport), which further build-up the strong links between Elstree and the senior schools.
- The school prides itself on giving pupils a confidence in their own ability by celebrating all levels of achievement in all areas of school life. The children gain a real sense of physical, moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. The 'family' lunch service provides an informal way for pupils and staff to engage in interesting conversation, outside the classroom.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

- The children also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.
- Throughout the school, over 151 music lessons take place each week, and pupils are further encouraged to participate in regular informal and formal concerts each term.
- The school is further developing an 'open door' culture to teaching and an enquiry-based approach to teaching and learning, supporting colleagues with their career development and the curriculum development. Also supporting learners with a robust tracking, support system and developed Revision Study Skills programme.
- STEAM workshops have been introduced across the prep school to help pupils link knowledge and prepare them for the workplace.
- Pupil tracking and LDD (Learning Development Department) information is on iSAMS and has been made much more accessible for the teaching staff. There is now a weekly academic progress meeting focusing on pupils' academic needs and interventions. There is enhanced communication with the Head of LDD in morning staff briefings. LDD information is updated more regularly and shared with teaching colleagues.
- In the Lent Term the Head of LDD led an assembly in the prep school focusing on Dyslexia and ADHD to mark Neurodiversity Week.
- The mentoring system for the Year 8s adds an extra layer of pastoral support. It has also introduced a weekly pastoral meeting that focuses on monitoring our more vulnerable children. Then follows a meeting of the Pastoral Committee to discuss any further action on points raised in the earlier briefing, also where behaviour logs, staff welfare, etc. throughout the whole school (Prep and Pre-Prep) is discussed.
- The Deputy Head Pastoral also meets regularly (every 2 weeks) with the Safeguarding Governor.
- The Head of Wellbeing and Mental Health meets every week with the Head of HR and the School Nurse to discuss and monitor staff wellbeing. Where appropriate points discussed are brought to the weekly Pastoral Committee meetings.
- The Elstree Award provides a comprehensive leadership programme for Years 6, 7 & 8
- Staff are developing links with local primary schools to support them with their teaching, particularly with specialist subjects like Art, DT, Science and Modern Languages (Woolhampton Primary School, Beenham Primary School and Bucklebury Primary School).
- Opportunities for public speaking have increased with events such as the Declamations Competitions and the Poetry Performance afternoon. We have also introduced a senior (Year 8) and Middle School (Year 6) debate and Elstree Award Presentations in Year 7 and Headmaster's Debate topics each Monday morning. Within the Pre-Prep we have adapted the Poetry Performances with an event happening for all the Pre-Prep children in the Lent Term.
- A new phonics scheme has been introduced in the Pre-Prep, providing better consistency in the teaching of phonics in the Pre-Prep.
- Progress Testing in English and Maths was brought in across the school to better monitor and track pupils' development.
- The school has maintained its 'Green Flag Status' and this has further increased the pupils' awareness of eco-issues.

Academic Scholarships

Our academic profile is diverse, ranging in most years from a CAT4 overall score at the end of Year 7 from 135+ to 85. The children are prepared for a wide range of different and diverse senior schools and entry requirements, and parental expectation is high. The diverse nature of the children's talents and abilities and the school's ability to prepare the children for these awards are reflected in a range of prestigious awards to some top senior schools. Last year Academic scholarships were won to Radley, Downe House and Bradfield.

Boarding

The boarding experience enhances pupils' learning and achievement by:

- Encouraging self-discipline in matters of punctuality, time management, tidiness, care of property and personal hygiene
- Promoting positive relationships with all peers and adults
- Encouraging independence and good manners
- Encouraging sharing and accepting valid decisions
- Encouraging a sense of responsibility and leadership roles (E.g., Dorm Captains, table takers, boarding prefects)
- Promoting the constructive use of free time
- Promoting a positive moral attitude and developing a sense of citizenship and community spirit

Boarders earn dorm stars each night by showing that they are able to follow the evening routine. These stars are collated via the Boarding Management System and the running totals are visible to the children on the screens on their respective landings. There are prizes for the highest scoring dorms at the end of each term.

Personal Responsibility Week focuses on children taking responsibility for their own actions. There are group consequences (e.g. if you are not out of bed by 7.10am, the whole dorm takes the laundry from the landing down to the washroom). This encourages children to work together and support those who find it challenging.

A resident boarding academic tutor supports the children and is available to them throughout the week and if there is extra work they need to catch up on, it is then co-ordinated by them. Teacher-led revision sessions take place after supper (instead of clubs) in the week leading up to exam week, and during exam week in order to support those children who board. 'Pyjama Latin' is taken by Mr. Inglis and Mrs Inglis offers support with French oral practice. Children that learn a musical instrument are also given the opportunity to practice in the morning after breakfast. The Director of Music provides a timetable that is published in the Dining Room.

There is an exciting programme of 'Big Weekends', which provide an opportunity for those who do not board to have a taste of what it entails and to enrich the boarding experience for the fuller boarders. These range from Socials with other schools to Bushcraft and Cooking-themed activities. We have also introduced a 'Mini' Weekend in Year 5 to act as a gentle introduction to boarding and to encourage children lower down the school to board. In the Summer Term, the Year 3 children also have a 'Boarding Taster' evening.

There is also an extensive programme of boarders' clubs available after supper. This has recently been refreshed and the children were surveyed to see which clubs were the most popular, and the least popular were removed from the programme. Then children were given the choice as to which club they would like to do. Every child is guaranteed to get either their first or second choice of club, with the fuller boarders getting to make their choices first.

We also have a new-look, vibrant and energetic House Team who provide exceptional pastoral care for the children. These staff also spearhead the Big Weekends and assist the Houseparents in the whole Boarding Community events, such as Family Fortune Nights, Quiz Nights and Race Nights.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

All children are invited to attend at least one 'Brew' over the course of the year. This provides an opportunity for the children to enjoy a homemade cookie with the Houseparents whilst discussing all matters relating to their boarding experience.

Results for the year

The final surplus for the year was £825,624 (2024: £589,327). Total income for the year was £7,353,746 (2024: £6,507,781) with total expenditure in the year £6,533,567 (2024: £5,916,851), resulting in the School building on its trading surplus. Interest received in the year was £92,444 higher than 2024 due to the improved results and therefore cash position of the School and greater treasury activity.

Reserves policy and level

The reserves policy of the School has been based on the School's objectives. Its main aim is to achieve a margin of working capital sufficient to enable all aspects of the School's work to be conducted in an orderly and efficient manner and to fund the School's building maintenance programme. The policy's specific requirement is:

The maintenance of a liquid reserve to provide cover for unexpected but unavoidable items of expenditure which cannot be funded from current income. In this respect, it is important to realise that certain of the School's reserves are in the form of fixed assets, which would take time to realise.

The School's total funds at 31 August 2025 was £7,811,463 (2024: £6,985,839), represented by £8,455,029 (2024: £7,873,897) of fixed assets (net of depreciation) less net borrowings.

Freehold property

In the opinion of the Governors the value of the freehold land and permanent buildings is substantially more than the book value, but no useful purpose would be served by undertaking a revaluation.

Fundraising

The School is fortunate to have the Friends of Elstree Association running fundraising events during the year including the Gift Fair in October and the annual bonfire and fireworks in November, as well as many other parent events throughout the year. An annual Alumni reunion is organised by the School and is always well supported.

Risk Management

The Governors regularly assess the major risks to which the School is exposed, in particular those related to its operations and finances, and are satisfied that there are systems in place to mitigate exposure to such risks. The Risk Register for Governors is reviewed annually. The risks identified are considered by the Governors to be typical in nature of a privately funded prep school.

The Governors consider the major risks to the School to be:

- The fees becoming unaffordable due to economic pressures;
- Changes by the Government to the taxable status of Charities in addition to the current implementation of VAT on Education and Boarding in Independent Schools
- Increased competition from both independent and state schools; and
- An unforeseen material damage to the school's reputation.

The key controls used to mitigate these risks include:

- Good governance procedures to ensure effective strategy, planning and monitoring;
- Financial planning, accounts report and monitoring; and
- Formal risk policies, risk registers and risk management procedures.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

PLANS FOR THE FUTURE

Infrastructure

The Governors continue to invest into the school's infrastructure. During the year significant investment was made into improving the School's website and the overall parent experience through a Parent Portal, LDD facilities and additional parking. Further investment in technology has been made to upgrade the computers in the IT suite for use for all the children across the school.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also Directors of Elstree School for the purposes of company law) are responsible for preparing the Governors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

So far as each of the Governors is aware at the time the report is approved:

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

Auditors

The auditors Haysmacintyre LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be submitted to the Annual General Meeting.

The Governors' Report incorporating a Strategic Report was approved by the Board of Governors on 28th November 2025 and signed on its behalf by:



Mr J B Sunley
Chairman

Elstree School
Woolhampton
Berkshire
RG7 5TD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Opinion

We have audited the financial statements of Elstree School Limited (the 'Company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Forecast and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The governors are responsible for the other information. The other information comprises the information included in the Governors' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on page 10, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Health & Safety Acts and the Education Act 2002, and 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 and the Charities Act 2011, and consider other factors such as payroll tax.

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 revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELSTREE SCHOOL LIMITED (continued)**

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

Use of our report

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



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditors
Date: 02/12/2025

10 Queen Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted	31 August	31 August
	Notes	£	2025	2024
		£	£	£
Income from:				
Charitable activities:				
Fees receivable	1	6,521,662	6,521,662	5,995,499
Other educational income	2a	334,585	334,585	319,684
Other trading activities:				
Lettings income		108,408	108,408	104,563
Grants, donations and legacies	2b	215,857	215,857	14,525
Bank and other interest	3	140,600	140,600	48,156
Other income		32,634	32,634	25,354
Total income		<u>7,353,746</u>	<u>7,353,746</u>	<u>6,507,781</u>
Expenditure on:				
Raising funds:				
Finance and other costs	4	70,343	70,343	33,855
Charitable activities				
School operating costs:				
Teaching costs		3,517,680	3,517,680	3,195,163
Welfare		692,624	692,624	702,630
Premises		1,224,111	1,224,111	1,008,950
Support costs of schooling		1,028,809	1,028,809	976,253
Total expenditure	5	<u>6,533,567</u>	<u>6,533,567</u>	<u>5,916,851</u>
Net income/(expenditure)		820,179	820,179	590,930
Gains/(Losses) on Investments	9	5,445	5,445	(1,603)
Net movement in funds		825,624	825,624	589,327
Balance brought forward at 1 September 2024		<u>6,985,839</u>	<u>6,985,839</u>	<u>6,396,512</u>
Balance carried forward at 31 August 2025	14	<u>7,811,463</u>	<u>7,811,463</u>	<u>6,985,839</u>

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

The accompanying notes form an integral part of the financial statements.

The Statement of Financial Activities for the comparative period is presented in Note 20.

BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	31 AUGUST 2025 £	31 AUGUST 2024 £
FIXED ASSETS			
Tangible fixed assets	8	8,455,029	7,873,897
Investments	9	12,690	7,245
		<u>8,467,719</u>	<u>7,881,142</u>
CURRENT ASSETS			
Stock		1,285	650
Fees billed in advance and extras in arrears		1,466,511	849,047
Other debtors and prepayments	10	227,708	154,503
		<u>1,695,504</u>	<u>1,004,200</u>
Cash at bank and in hand		4,159,097	3,863,322
		<u>5,854,601</u>	<u>4,867,522</u>
CREDITORS – due within one year			
Fees received in advance for Autumn term		(1,933,579)	(1,769,292)
Other creditors	11	(2,006,586)	(1,879,882)
		<u>(3,940,165)</u>	<u>(3,649,174)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>1,914,436</u>	<u>1,218,348</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>10,382,155</u>	<u>9,099,490</u>
CREDITORS – due after more than one year	12	(2,570,692)	(2,113,651)
NET ASSETS	14	<u><u>7,811,463</u></u>	<u><u>6,985,839</u></u>
Represented by:			
Unrestricted funds	14	<u>7,811,463</u>	<u>6,985,839</u>
TOTAL FUNDS		<u><u>7,811,463</u></u>	<u><u>6,985,839</u></u>

The financial statements were approved by the Board of Governors and authorised for issue on 28 November 2025 and signed on their behalf by:



Mr J B Sunley

)



Mr G A W Owston

)

) GOVERNORS

)

The accompanying notes are an integral part of this balance sheet.

ELSTREE SCHOOL LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2025

	2025		2024	
	£	£	£	£
Cash flows from operating activities				
Net income	825,624		589,327	
(Gains)/ losses on investments	(5,445)		1,603	
Depreciation	192,537		186,208	
Loss on disposal	19,145		-	
Interest received	(140,600)		(48,156)	
Interest paid	10,239		16,309	
(Increase) in stock	(635)		(21)	
(Increase) in debtors	(690,669)		(85,819)	
Increase in creditors	799,864		8,240	
		1,010,060		839,329
Cash flows from investing activities				
Purchase of tangible fixed assets	(812,591)		(297,454)	
Interest received	140,600		48,156	
		(671,991)		(249,298)
Cash flows from financing activities				
Interest paid	(10,239)		(16,309)	
(Decrease)/Increase in fees in advance	(973,985)		2,580,722	
Repayment of loans	(413,070)		(106,503)	
New loan in the year	1,355,000		-	
		(42,294)		2,457,910
Increase of cash in the year		295,775		3,047,941
Cash and cash equivalents at the beginning of the year		3,863,322		815,381
Cash and cash equivalents at the end of the year		4,159,097		3,863,322
	2024	Cashflow	Non-Cashflow	2025
	£	£	£	£
Analysis of movements in net debt				
Cash at bank and in hand	3,863,322	295,775	-	4,159,097
Barclays Loan due within one year	(363,070)	363,070	(34,992)	(34,992)
Barclays loan due after one year	-	(1,320,008)	-	(1,320,008)
Coronavirus Business Interruption Loan (CBIL)				-
Due within one year	(50,000)	50,000	(50,000)	(50,000)
CBIL due after one year	(50,000)	-	50,000	-
Fees in advance due within one year	(1,096,151)	131,281	1,002	(963,868)
Fees in advance due after one year	(1,785,911)	-	841,702	(944,209)
Total debt	(3,345,132)	(775,657)	807,712	(3,313,077)
Total net debt	518,190	(479,882)	807,712	846,020

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 AUGUST 2025

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice ("SORP"), Financial Reporting Practice applicable in UK and Republic of Ireland (FRS 102) second edition effective 1 January 2019 and the Companies Act 2006.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity Registered as a charity in England and Wales and a Company limited by guarantee. It was incorporated on 21 April 1961 (company number 00690450) and registered as a charity on 21 July 1961 (charity number 309101). The School's registered office is Elstree School, Woolhampton, Reading, Berkshire, RG7 5TD.

a. Accounting convention

The accounts have been prepared under the historical cost convention.

b. Income

Income from charitable activities is accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances and net of VAT.

Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

Lettings income is recognised in the Statement of Financial Activities on a straight line basis over the lease term.

Job Retention Scheme Government Grants are accounted for in the year in which employees were placed on temporary leave.

c. Expenditure

Expenditure is accounted for on an accruals basis, discounted to present value for longer-term liabilities, and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

d. Fixed assets and depreciation

Building improvements, furniture and equipment are capitalised and carried in the Balance Sheet at historical cost.

Depreciation is provided on freehold buildings in use at one per cent per annum after exclusion of land and residual values. An impairment review is carried out to ensure the net book value in the financial statements do not exceed the value in use of the freehold buildings.

Depreciation is provided on other fixed assets to write off their cost over estimated useful lives at the following rates:

Freehold Property	- 2% on cost
Furniture and equipment	- 4% on cost
Laundry equipment	- 25% on written down value
Motor vehicle and garden equipment	- 25% on written down value
Computers	- 25% on cost

e. Fund accounting

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

f. Operating leases

Rentals payable are charged on a time basis over the lease term.

g. Pension schemes

The School's contributions to private pension schemes are charged in the period in which the salaries to which they relate are payable.

h. Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

i. Going concern

Governors have analysed the implications of a drop in pupil numbers of 10,20 & 30 and the impact on cash flow. A loss of 30 pupils would result in a review of capital expenditure commitments to ensure the School remains a going concern.

Having reviewed the updated cashflow forecasts, Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

. Critical accounting judgements and key sources of estimation uncertainty

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

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

Judgements made by the Trustees in the application of these accounting policies that have significant effect on the financial statements are deemed to be in relation to the value of the bad debt provision.

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

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2025

1. FEES	2025	2024
	£	£
Fees receivable consist of:		
Gross fees	7,100,106	6,706,379
Less: Total bursaries, scholarships and allowances	(578,444)	(710,880)
	<u>6,521,662</u>	<u>5,995,499</u>
2a. OTHER EDUCATIONAL INCOME	2025	2024
	£	£
Extras and disbursements	306,324	297,790
Registration fees	28,261	21,894
	<u>334,585</u>	<u>319,684</u>
2b. GRANTS, DONATIONS & LEGACIES	2025	2024
	£	£
Donations	215,857	14,525
	<u>215,857</u>	<u>14,525</u>
3. INTEREST RECEIVABLE	2025	2024
	£	£
Bank deposits	140,600	48,156
	<u>140,600</u>	<u>48,156</u>
4. FINANCE AND OTHER COSTS	2025	2024
	£	£
Bank charges	20,765	6,639
Bank interest	10,239	16,309
Fees in advance discount	21,202	4,574
Bad debt expense	18,137	6,333
	<u>70,343</u>	<u>33,855</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

5. TOTAL EXPENDITURE

	Staff costs £	Other £	Depreciation £	2025 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	3,025,798	420,387	71,495	3,517,680
Welfare	120,995	571,629	-	692,624
Premises	390,727	712,342	121,042	1,224,111
Support costs of schooling	657,906	370,903	-	1,028,809
	<u>4,195,426</u>	<u>2,075,261</u>	<u>192,537</u>	<u>6,463,224</u>
Cost of raising funds:				
Finance and other costs	-	70,343	-	70,343
	<u>4,195,426</u>	<u>2,145,604</u>	<u>192,537</u>	<u>6,533,567</u>

	Staff costs £	Other £	Depreciation £	2024 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	2,743,200	388,086	63,877	3,195,163
Welfare	127,179	575,451	-	702,630
Premises	358,440	528,179	122,331	1,008,950
Support costs of schooling	571,941	404,312	-	976,253
	<u>3,800,760</u>	<u>1,896,028</u>	<u>186,208</u>	<u>5,882,996</u>
Cost of raising funds:				
Finance and other costs	-	33,855	-	33,855
	<u>3,800,760</u>	<u>1,929,883</u>	<u>186,208</u>	<u>5,916,851</u>

6. OPERATING PROFIT

	2025 £	2024 £
Operating profit for the year is stated after charging:		
Auditors remuneration:		
For audit	20,000	22,800
For other services	3,250	2,400
Depreciation	192,537	186,208
Operating lease expense	<u>49,068</u>	<u>24,698</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

7. STAFF COSTS	2025 £	2024 £
Total Staff Costs:		
Salaries and wages	3,460,673	3,160,243
Social security costs	352,777	284,508
Pension contribution	381,976	356,009
	<u>4,195,426</u>	<u>3,800,760</u>
	2025	2024
The average weekly number of employees during the year was made up as follows:		
Teaching	64	62
Other	39	37
	<u>103</u>	<u>99</u>
	2025	2024
The number of employees who had emoluments exceeding £60,000 were:		
£60,000 - £69,999	2	2
£70,000 - £79,999	1	-
£90,000 - £99,999	-	1
£110,000 - £119,000	1	-
£120,000 - £129,999	-	1
£130,000 - £139,999	1	-

Total remuneration of key management personnel was £503,222 (2024: £456,228).

No governors received remuneration (2024: £nil) during the year ended 31 August 2025.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

8. TANGIBLE FIXED ASSETS

The movement of tangible fixed assets were as follows:

	Freehold property £	Assets under construction £	Furniture and equipment £	Laundry equipment £	Motor vehicle and garden equipment £	Computers £	Total £
COST							
At 31 August 2024	8,627,414	101,706	1,240,311	14,803	264,630	478,365	10,727,229
Additions	-	500,351	198,374	-	68,218	45,648	812,591
Disposals	-	-	(49,766)	-	(8,753)	-	(58,519)
Adjustment for pre- registration VAT	-	-	(10,420)	-	(3,931)	(5,426)	(19,777)
At 31 August 2025	8,627,414	602,057	1,378,499	14,803	320,164	518,587	11,461,523
DEPRECIATION							
At 31 August 2024	1,645,665	-	617,809	14,803	165,814	409,241	2,853,332
Charge for the year	86,268	-	38,082	-	33,413	34,774	192,537
Disposals	-	-	(31,789)	-	(7,585)	-	(39,374)
At 31 August 2025	1,731,933	-	624,102	14,803	191,642	444,015	3,006,495
NET BOOK VALUE							
At 31 August 2025	6,895,481	602,057	754,397	-	128,522	74,572	8,455,029
At 31 August 2024	6,981,749	101,706	622,502	-	98,816	69,124	7,873,897

9. INVESTMENTS

Listed investments

	Total £
Market value as at 1 September 2024	7,245
Unrealised gain	5,445
Market value as at 31 August 2025	12,690

10. OTHER DEBTORS

	31 August 2025 £	31 August 2024 £
Prepayments and accrued income	161,505	93,558
Other debtors	66,203	60,945
	227,708	154,503

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

11. OTHER CREDITORS - due within one year	31 August 2025 £	31 August 2024 £
Trade creditors	414,602	97,621
Other taxes and social security costs	325,106	68,669
Other creditors	91,397	101,821
Accruals and deferred income	90,721	75,100
Pupil deposits	35,900	27,450
Composition fees (see note 13)	963,868	1,096,151
Bank loans (see note 12)	84,992	413,070
	<u>2,006,586</u>	<u>1,879,882</u>
12. OTHER CREDITORS - due after more than one year	31 August 2025 £	31 August 2024 £
Bank Loan	1,320,008	-
Pupils' Deposits	306,475	277,740
Composition fees (see note 13)	944,209	1,785,911
Coronavirus Business Interruption Loan	-	50,000
	<u>2,570,692</u>	<u>2,113,651</u>

Bank Loan

A new loan was secured with Barclays in the current year, charged at a floating rate of 2.35% above Bank of England bank rate. The previous loan from Barclays was charged at a fixed rate of 3.16%. The capital element of the loan is repayable in the following years:

Within one year	34,992	363,070
Within two to five years	60,740	-
More than five years	1,259,268	-
	<u>1,355,000</u>	<u>363,070</u>

The loan is secured by a legal charge over the School property.

Coronavirus Business Interruption Loan (CBIL)

CBIL of £250,000 was drawn down in August 2020. There is a 12 month capital & interest holiday from this date. From August 2020, interest is charged at a fixed rate of 2.85%. The capital element of the loan is repayable in the following years:

Within one year	50,000	50,000
Within one to two years	-	50,000
	<u>50,000</u>	<u>100,000</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

13. COMPOSITION FEES	31 August 2025 £	31 August 2024 £
At 1 September 2024	2,882,062	301,341
Composition fees received	131,281	2,889,763
Applied to School fees	(1,126,468)	(313,616)
Discount applied	21,202	4,574
	<u>1,908,077</u>	<u>2,882,062</u>
At 31 August 2025		
Composition fees are due as follows:		
Within one year	963,868	1,096,151
Within two to five years	919,359	1,686,616
More than five years	24,850	99,295
	<u>1,908,077</u>	<u>2,882,062</u>
14. MOVEMENT IN FUNDS		
	General Revenue Account £	
Balance at 31 August 2024	6,985,839	
Surplus for the year	825,624	
	<u>7,811,463</u>	
Balances at 31 August 2025		
Represented by:		
Fixed assets	8,455,029	
Investments	12,690	
Net current assets	1,914,436	
Long term liabilities	(2,570,692)	
	<u>7,811,463</u>	
	General Revenue Account £	
Balance at 31 August 2023	6,396,512	
Surplus/(deficit) for the year	589,327	
	<u>6,985,839</u>	
Balances at 31 August 2024		
Represented by:		
Fixed assets	7,873,897	
Investments	7,245	
Net current (liabilities)	1,218,348	
Long term liabilities	(2,113,651)	
	<u>6,985,839</u>	

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

15. OPERATING LEASE COMMITMENTS

At 31 August 2025 the School had the following minimum lease payments under non-cancellable operating leases:

	31 August 2025 £	31 August 2024 £
Within one year	49,067	24,997
Within two to five years	146,010	18,311

16. PENSION COSTS

Contributions are made to personal pension schemes for some employees. Pension costs charged in the year to defined contribution schemes totalled £381,976 (2024: £356,010) of which £59,254 (2024: £52,403) has been accrued at the year end.

17. TAXATION

The company is a registered charity and no taxation is payable on its income.

18. LIABILITY OF MEMBER

Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding £1.

19. RELATED PARTY TRANSACTIONS

There are governors and members of the senior management team who are associated with the School by either having grand children or children who are pupils at the School. All transactions are at arms length and in the normal course of business.

There are no further related party disclosure that require disclosure.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2025

20. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Notes	Unrestricted £	31 August 2024 £	31 August 2023 £
Income from:				
Charitable activities:				
Fees receivable	1	5,995,499	5,995,499	5,090,891
Other educational income	2a	319,684	319,684	274,853
Other trading activities:				
Lettings income		104,563	104,563	88,890
Grants, donations and legacies	2b	14,525	14,525	37,518
Bank and other interest	3	48,156	48,156	2,617
Other income		25,354	25,354	31,113
Total income		6,507,781	6,507,781	5,525,882
Expenditure on:				
Raising funds:				
Finance and other costs	4	33,855	33,855	30,249
Charitable activities				
School operating costs:				
Teaching costs		3,195,163	3,195,163	2,961,618
Welfare		702,630	702,630	641,456
Premises		1,008,950	1,008,950	892,179
Support costs of schooling		976,253	976,253	844,986
Total expenditure	5	5,916,851	5,916,851	5,370,488
Net income/(expenditure)before transfers		590,930	590,930	155,394
Net income/(expenditure)		590,930	590,930	155,394
(Losses)/Gains on Investments		(1,603)	(1,603)	(2,222)
Net movement in funds		589,327	589,327	153,172
Balance brought forward at 1 September 2023		6,396,512	6,396,512	6,243,340
Balance carried forward at 31 August 2024	14	6,985,839	6,985,839	6,396,512

ELSTREE SCHOOL LIMITED

England & Wales - Charity number 309101

Accounts

ELSTREE SCHOOL LIMITED
(A Registered Company Limited by Guarantee)
ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2024
TOGETHER WITH GOVERNORS'
AND AUDITORS' REPORTS

Registered Number: 690450

Registered Charity Number: 309101

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2024

The Governors present their annual report on the affairs of the company, together with the accounts and auditors' report for the year ended 31 August 2024

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Registration Number 309101

Company Registration Number 690450

Governors Mr J B Sunley (Chair)
Mrs E McGrath (Vice-Chair) (Resigned 20th September 2023)
Mr G A W Owston
Mr J Dahl (Resigned 15th March 2024)
Mr J Vincent
Mr S M Hill (Resigned 20th September 2023)
Mrs J Lyons
Mrs E McKendrick
Mr N Murphy (Resigned 5th July 2024)
Mrs J Joynson
Mr A Pannell
Mrs P Foulds
Mrs M Price
Mrs E Shaw
Mr J McKinnel
Mr C Houston (Appointed 22nd September 2023)
Mr T Robertson (Appointed 22nd September 2023)
Mr TFC Wayman (Appointed 16th October 2024)

Headmaster Mr A C T Inglis

Director of Finance & Operations Mr RWS Aird

Address Elstree School
Woolhampton
Reading
Berkshire
RG7 5TD

Bankers Barclays Bank Plc
Newbury Business Centre
6 Market Place
Newbury
Berks
RG14 5AY

Auditors Haymac LLP
Registered Auditors
10 Queens Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2024

The Governors, who are also directors of the company and charity trustees, have pleasure in submitting their report and audited financial statements for the year ended 31 August 2024. The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in 2015, applicable law and the company's governing document the Memorandum and Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and administration

The School was incorporated in 1961 as a charitable company limited by guarantee. The Governors (The 'Board') determine the general policy of the school. The day-to-day management of the school is delegated to the Head and the Director of Finance & Operations.

The Governors who served during the year and up to the date of this report were:

Mr J B Sunley (Chair) ^{1.}	Mr G A W Owston ^{1.2.}
Mrs E McGrath (Vice-Chair) ^{3.} (Resigned 20 th September 2023)	Mrs J Joynson ^{2.}
Mr J Dahl ^{2.} (Resigned 15 th March 2024)	Mr A Pannell ^{6.}
Mr J Vincent ^{1. 4.}	Mrs P Foulds ^{1. 4.}
Mr S M Hill ^{2.} (Resigned 20 th September 2023)	Mrs M Price ^{3. 6.}
Mrs J Lyons ^{3. 4. 5. 6.}	Mrs E Shaw ^{3.}
Mrs E McKendrick ^{2.}	Mr C Houston ^{1.} (Appointed 22 nd September 2023)
Mr N Murphy ^{2. 3.} (Resigned 5 th July 2024)	Mr T Robertson ^{1.} (Appointed 22 nd September 2023)
Mr J McKinnel ^{2. 3.}	Mr TFC Wayman ² (Appointed 16 th October 2024)

^{1.} Member of the Finance & General Purposes Committee

^{2.} Member of the Academic Committee

^{3.} Member of the Safeguarding & Pastoral Committee

^{4.} Member of the Marketing Committee

^{5.} Member of the Health & Safety Committee

^{6.} Member of the Legal & Governance

Organisational management

The Governors meet as a board at least four times a year to determine the general policy of the Charity and to review its overall management and control, for which they are legally responsible. The work of implementing a substantial part of the Board's policies is carried out by the Finance and General Purposes Committee, which meets at least two weeks before each meeting of the full board, specifically to review the budgets, the management accounts, the annual accounts and reports. For the purposes of the day-to-day management of the charity, the Governors give delegated powers to the Headmaster and the Director of Finance & Operations. There is an increasing level of communication between Governors and the Headmaster and teaching community at Elstree through the regular sub-committee meetings and informal communication.

All Governors are linked to a role within the School and meet as separate sub-committees, including Finance, Academic, Safeguarding & Pastoral, Marketing, Health and Safety and Legal and Governance.

Recruitment and training of Governors

Governors are recruited as and when necessary, bearing in mind the particular skills that need to be covered by the circumstances of the vacancy. Upon appointment Governors are given a copy of the Memorandum and Articles of Association of Elstree School, together with the AGBIS handbook and are provided with a comprehensive induction visit to the School. Governors are encouraged to attend the training sessions provided by AGBIS or other appropriate bodies. Specific training is also provided to all Governors, recent trainings include Safeguarding and updates to the latest KCSIE legislation.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2024

Structure and relationships

Elstree School is a member of IAPS, ISBA AGBIS and the BSA for the promotion and maintenance of standards and joins in peer group studies for the evaluation of quality and performance improvement methods. The School co-operates with as many charities as it can and seeks to widen public access to the education provided, to optimise the educational use of the cultural and sporting facilities, and to awaken in its pupils an awareness of the wider social context of the education they receive at the School.

OBJECTS, PRINCIPAL ACTIVITY, OBJECTIVES AND PUBLIC BENEFIT

Objects

The objects of the company are to provide an outstanding education for boys and girls between the ages of 3-13. Within these objects the company also maintains its Grade 2* listed buildings which are considered to be of national importance, and any funds held in trust for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes need to be appropriately managed. In the furtherance of these objects, the Governors seek to comply with the duty in s.4 of the Charities Act 2006 to have due regard to the Charity Commission's published guidance concerning the operation of the Public Benefit requirement under that Act.

Principal activity

The School continues to provide all-round education for boys and girls between the ages of 3-13. Elstree welcomes children of all abilities and from all backgrounds. Elstree is well established as one of the leading Preparatory schools in the South of England, attracting children from a wide area. The Charity is committed to an education which develops the academic, physical, creative, social and spiritual potential in all its pupils. All its activities and policies are geared to this aim. This is developed further by participation in the Elstree Award (the School's version of the Duke of Edinburgh Award) which is for boys and girls in Years 6, 7 and 8. This initiative develops citizenship and community spirit. The combination of academic rigour in the classroom with opportunities to participate in a wide range of competitive sports and other activities ensures we provide preparation for life at the leading independent senior schools across the UK.

Objectives for the year

The Board's strategic aim as a charitable independent school is the focus and sustained attainment of the highest levels of academic performance in a safe and happy environment, the development of pupil numbers in line with a wider-access admissions policy, the continuation of external lettings provision which is putting the School's facilities to good use when not otherwise needed, the development of sustainable and appropriate boarding opportunities and the greater involvement of all pupils in the full range of extra-curricular activities. Through the successful implementation of these objectives, public benefit and access to the School will be enhanced. The Board also looks to broaden the academic curriculum, continually enhance the range of sporting, creative arts, musical and pastoral opportunities and increase the school's involvement in and contribution towards the local community.

The School recognises the value of capable and well motivated teaching and operational staff in succeeding in its objective of maximising the achievement of all pupils and seeks to ensure that all staff receive recognition for their contribution to the quality of school life. It recognises that an effective remuneration policy allows the School to maintain and improve the quality of education provided for all pupils by enabling the School to recruit, retain and motivate staff.

Key management personnel remuneration

The Governors aim to provide market competitive salaries and recognise the need to pay higher salaries for exceptional candidates where this is in the interest of the School. Remuneration of the key management personnel is set by the Board, in conjunction with the Headmaster for the Director of Finance & Operations and Deputy Headmaster, using a number of criteria such as nature of role and responsibilities, sector salaries as indicated by various benchmark and other market reports, cost of living increases and trends in pay. Any revisions must be agreed by the Full Board.

Strategy

The Governors are responsible for agreeing a long-term strategy that is designed to place the school in the best possible position to achieve the objectives set out above. These include:

- continuing to review the School's academic policies in the light of national academic benchmarks and independent inspectors' reports. We also review the academic syllabus, teaching methods and exam results;
- ensuring the co-curricular activities on offer to pupils are outstanding and actively contributing to the development, social skills and spiritual awareness of the children;
- investing in the infrastructure and technology of the School. In recent years significant investment has been made in sports facilities, science buildings, Pre-Prep facilities, music facilities and the main assembly hall. The School's strategic planning review highlights Art and ICT as the next areas for development; and
- with the move to full co-education in 2020 and girl numbers exceeding 100 across the school, there has also been significant investment in a wide range of girls' facilities and positions, including a new girls' boarding area with refurbished showers and bathroom, dormitories and common room, new girls' changing facilities in the sports hall and the appointment of a Head of Girls and a Head of Girls' Games.

Bursaries and scholarships

The value of bursaries, scholarships and allowances in the year amounted to £710,880 (2023: £691,180). There is a Bursary Policy. The Governors make these awards based on the individual needs and abilities of the child and of his/her parents. The Governors are always willing to explore any method of helping to maintain the continuity of the educational experience for a pupil where there is evidence of family hardship. During the year, 74 children were financially assisted in some way, 24% of all pupils. One pupil received 100% of the day fee, three pupils received 90%, whilst eighteen pupils received in excess of 70%. In addition to this, one pupil received 90% of the boarding fee, one pupil received 70% of the boarding fee and one pupil received 50% of the boarding fee.

Equal opportunities

The School welcomes pupils from all backgrounds and needs to be able to satisfy itself that it can fully and adequately prepare every pupil for entry to senior school through at least the Common Entrance process. Entrance interviews, in person, or for an overseas pupil via video calls, and assessments are undertaken to satisfy the School and the prospective parents that their child can cope with the academic demands, the pace of the lessons and that he/she can benefit from the education on offer. The race, gender, religion or disability of a child has no bearing on the assessment decision. In cases where a child or member of staff is or becomes disabled, every effort is made to accommodate these needs.

Widening of access – education related activities

The School welcomes children from all backgrounds and it prepares pupils for entry to senior school through the ISEB Pre-Test and then subsequently, Common Entrance or the Scholarship process. Widening of access to the School is achieved by the Schools' Foundation Awards and bursaries, granted to parents who would not normally be able to afford the School's fees, and by directing the families of those in need to suitable external funding sources. During the year 74 pupils benefitted from a fee remission.

The school provides local nurseries and primary schools with regular access to its facilities. The school organises a variety of different events, including a 'Mini Olympics' and 'Ball Skills' afternoon, a Year 2 Football Festival and a Primary Schools Cross Country Event. A number of pupils at the school take part in the Restless Triathlon at Bradfield College, raising money for one of the school's chosen charities, as well as the Restless Development charity, supporting children in Africa.

Partners for Active Leisure Scheme (PALS) is a West Berkshire Charity which uses the school's facilities throughout the year and which benefits from activities being led by the Year 7 pupils as part of their Elstree Award.

The School also supports the local church and its community with regular weekly services and an annual candlelit concert to raise funds for the church.

Widening of access – other community links

The Charity recognises its role in the context of the wider community, to continually increase access to its facilities and its education; many activities are organised with this in mind.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, Camp Beaumont, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, Racing Line Running and Scarlet Runners hockey club.

In addition, the following charities have benefited from donations or fundraising events held at the school: PALs, Charlie Waller Trust, St Peter's Church, Riding for the Disabled, Brain Tumour Trust, NSPCC, SSAFA, The Children's Society, Born Free foundation, Daisy's Dream, St Michael's Hospice, TISCA, Marie Curie, Royal National Children's Foundation, Make a wish foundation, The West Berkshire Food Bank, The Disaster Emergency Committee, Comic Relief, Cancer Research, Cystic Fibrosis, Stroke Care and Naomi House.

Children and Staff support a variety of charities:

- Pre-Prep tree planting for the Woodland Trust
- Inter-house cross-country event to raise money for St. Michael's Hospice
- NSPCC
- Weekly chapel collections for a variety of charities from the local area
- Gift Fair (Year 7 Elstree Award Pupils support) raised money for Daisy's Dream
- Food was also collected and donated to the West Berkshire Food Bank
- The Beacons of Light Challenge – 23 staff and Governors taking on a challenge in the Brecon Beacons, raising almost £20k for Charlie Waller Trust
- 10 mile Ridgeway walk for children, staff and parents raising money for the Make a wish foundation and Cystic fibrosis charity (Summer 2025)
- Year 7 pupils assist children and young adults from PALS
- 'Save the Children' Christmas Jumper Day at the end of the Autumn Term

STRATEGIC REPORT

Operational Performance

Elstree provides a safe, secure environment for children to achieve their potential in any given field. We aim to educate children in a familiar, friendly, supportive and encouraging environment where they can be treated as individuals but learn to live in a community. The emphasis is on building confidence, developing talent and maximising potential. In the Pre-Prep, it is our aim to make children's first experiences of learning positive and inspiring so that they develop a thirst for learning.

We strive for academic excellence for each child. We aim to provide help and support to enable them to achieve their best and reach their potential becoming self-regulated learners. We prepare pupils thoroughly for the next stage of their education and to maintain strong links with the major senior schools. We equip all pupils with essential life skills: hard work, tolerance, kindness, pride in themselves, resilience and enthusiasm.

We promote and develop a broad range of opportunities in all areas of the school – Academic, Music, Drama, Art, D.T. and Sport. Our Co-Curricular programme of activities, boarding clubs and Elstree Award further enhance the opportunities for our pupils. Elstree is a 'preparatory' school in the broadest sense of the word.

We aim to give pupils a confidence in their own ability, a sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.

Independent Schools Inspectorate Inspection

As a member of the Independent Schools Council, Elstree School is inspected by the Independent Schools Inspectorate (ISI) on a regular basis. In November 2022, the ISI undertook a focused compliance inspection combined with an inspection of educational quality.

The inspection team interviewed over 100 children and around 40 staff; they conducted surveys of parents, staff and pupils in Years 3-8, and they observed a significant number of lessons. Importantly they experienced both Elstree Prep and Pre-Prep school life in its fullest sense – assemblies, meals, boarding time, activities, sports, musical groups and the creative arts.

The two areas on which the school is judged relate to the quality of pupils' academic and other achievements and the quality of pupils' personal development. In both categories, Elstree school achieved the highest accolade - Excellent.

Achievements and Performance:

- The School has continued to embed its Digital Learning Strategy, to pupils in Years 6, 7 & 8 using a Microsoft Surface device to complement existing traditional learning strategies.
- Teachers increasingly use technology appropriately to enhance learning outcomes.
- There have been exciting developments to the curriculum, with the introduction of formal Spanish lessons in Years 5, and a Spanish Club during activity time. The pupils now have 'Outdoor Learning' in Years 3, 4 and 5 as well 'Pre-Test Preparation' in Year 5 and 6; we are considering adding this into Year 4.
- 55 take part in weekly LAMDA lessons.
- The new structure to the school day in the Prep School has the main academic lessons timetabled at the front end of the day, thus maximising the learning outcomes for the pupils. The latter part of the day is now reserved for enrichment activities, Games, and Prep for the senior pupils.
- A new Maths scheme, White Rose, has been introduced in the Pre-Prep, emphasizing conceptual understanding and problem-solving skills.

- In the Pre-Prep there are 11 clubs in which the children can choose to participate. There are 24 activities on offer each week in the Prep school.
- The school promotes and develops a broad range of opportunities in all areas – Academic, Music, Drama, Art, D.T. and Sport. These include a Co-Curricular programme of activities, Headmaster's Project, Boarding clubs and the Elstree Award.
- A successful Cultural Diversity Week was held, which included Black Lives Matter Workshops to prep school children. We also supported Black History month with a talk from Mr Gary Bentley.
- Pupils are thoroughly prepared for the next stage of their education and the school maintains strong links with the major senior schools. The Headmaster and Deputy Head (Academic) guide parents through the process supported by: A Senior School Presentation in Year 5, Individual meetings with parents to discuss senior school choices and pupil progress. Pupils are prepared for their senior school assessments and interviews with tailored lessons including verbal and non-verbal reasoning, covering online assessments, interview workshops, academic enrichment talks and debating. We have introduced this year a new learning platform called 'Atom Learning' to support the pupils further in this domain. Senior school representatives are invited to the school to give talks, preach in church services and to referee inter-school matches. Pupils also take part in many senior school activity days (music, art, drama, academic and sport), which further build-up the strong links between Elstree and the senior schools.
- The school prides itself on giving pupils a confidence in their own ability by celebrating all levels of achievement in all areas of school life. The children gain a real sense of physical, moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. The 'family' lunch service provides an informal way for pupils and staff to engage in interesting conversation, outside the classroom.
- The children also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.
- Throughout the school, over 151 music lessons take place each week, and pupils are further encouraged to participate in regular informal and formal concerts each term.
- The school is further developing an 'open door' culture to teaching and an enquiry-based approach to teaching and learning, supporting colleagues with their career development and the curriculum development. Also supporting learners with a robust tracking, support system and developed Revision Study Skills programme.
- STEAM workshops have been introduced across the prep school to help pupils link knowledge and prepare them for the workplace.
- Pupil tracking and LDD (Learning Development Department) information is on iSAMS and has been made much more accessible for the teaching staff. There is now a weekly academic progress meeting focusing on pupils' academic needs and interventions. There is enhanced communication with the Head of LDD in morning staff briefings. LDD information is updated more regularly and shared with teaching colleagues.
- The mentoring system for the Year 8s adds an extra layer of pastoral support. It has also introduced a weekly pastoral meeting that focuses on monitoring our more vulnerable children. Then follows a meeting of the Pastoral Committee to discuss any further action on points raised in the earlier briefing, also where behaviour logs, staff welfare, etc. throughout the whole school (Prep and Pre-Prep) is discussed.
- The Deputy Head Pastoral also meets regularly (every 2 weeks) with the Safeguarding Governor.
- The Elstree Award provides a comprehensive leadership programme for Years 6, 7 & 8
- Staff are developing links with local primary schools to support them with their teaching, particularly with specialist subjects like Art, DT, Science and Modern Languages (Woolhampton Primary School, Beenham Primary School and Bucklebury Primary School).
- Opportunities for public speaking have increased with events such as the Declamations Competitions and the Poetry Performance afternoon. We have also introduced a senior (Year 8) and Middle School (Year 6) debate and Elstree Award Presentations in Year 7 and Headmaster's Debate topics each Monday morning. Within the Pre-Prep we have adapted the Poetry Performances with an event happening for all the Pre-Prep children in the Lent Term.

- A new phonics scheme has been introduced in the Pre-Prep, providing better consistency in the teaching of phonics in the Pre-Prep.
- Progress Testing in English and Maths was brought in across the school to better monitor and track pupils' development.
- The school has maintained its 'Green Flag Status' and this has further increased the pupils' awareness of eco-issues.

Academic Scholarships

Our academic profile is diverse, ranging in most years from a CAT4 overall score at the end of Year 7 from 135+ to 85. The children are prepared for a wide range of different and diverse senior schools and entry requirements, and parental expectation is high. The diverse nature of the children's talents and abilities and the school's ability to prepare the children for these awards are reflected in a range of prestigious awards to some top senior schools. Last year Academic scholarships were won to Radley, Downe House and Charterhouse.

Boarding

The boarding experience enhances pupils' learning and achievement by:

- Encouraging self-discipline in matters of punctuality, time management, tidiness, care of property and personal hygiene
- Promoting positive relationships with all peers and adults
- Encouraging independence and good manners
- Encouraging sharing and accepting valid decisions
- Encouraging a sense of responsibility and leadership roles (E.g., Dorm Captains, table takers, boarding prefects)
- Promoting the constructive use of free time
- Promoting a positive moral attitude and developing a sense of citizenship and community spirit

Boarders earn dorm stars each night by showing that they are able to follow the evening routine. These stars are collated via the Boarding Management System and the running totals are visible to the children on the screens on their respective landings. There are prizes for the highest scoring dorms at the end of each term.

Personal Responsibility Week focuses on children taking responsibility for their own actions. There are group consequences (e.g. if you are not out of bed by 7.10am, the whole dorm takes the laundry from the landing down to the washroom). This encourages children to work together and support those who find it challenging.

A resident boarding academic tutor supports the children and is available to them throughout the week and if there is extra work they need to catch up on, it is then co-ordinated by them. Teacher-led revision sessions take place after supper (instead of clubs) in the week leading up to exam week, and during exam week in order to support those children who board. 'Pyjama Latin' is taken by Mr. Inglis and Mrs Inglis offers support with French oral practice. Children that learn a musical instrument are also given the opportunity to practice in the morning after breakfast. The Director of Music provides a timetable that is published in the Dining Room.

There is an exciting programme of 'Big Weekends', which provide an opportunity for those who do not board to have a taste of what it entails and to enrich the boarding experience for the fuller boarders. These range from Socials with other schools to Bushcraft and Cooking-themed activities. We have also introduced a 'Mini' Weekend in Year 5 to act as a gentle introduction to boarding and to encourage children lower down the school to board. In the Summer Term, the Year 3 children also have a 'Boarding Taster' evening.

There is also an extensive programme of boarders' clubs available after supper. This has recently been refreshed and the children were surveyed to see which clubs were the most popular, and the least popular were removed from the programme. Then children were given the choice as to which club they would like to do. Every child is guaranteed to get either their first or second choice of club, with the fuller boarders getting to make their choices first.

We also have a new-look, vibrant and energetic House Team who provide exceptional pastoral care for the children. These staff also spearhead the Big Weekends and assist the Houseparents in the whole Boarding Community events, such as Family Fortune Nights, Quiz Nights and Race Nights.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2024

All children are invited to attend at least one 'Brew' over the course of the year. This provides an opportunity for the children to enjoy a homemade cookie with the Houseparents whilst discussing all matters relating to their boarding experience.

Results for the year

The final surplus for the year was £589,327 (2023: £153,172). Total income for the year was £6,507,781 (2023: £5,525,882) with total expenditure in the year £5,916,851 (2023: £5,370,488), resulting in the School building on its trading surplus. Lettings income in the year was £15,673 higher than 2023 due to expansion of holiday camps and an increase in the number of community sports associations using the facilities at Elstree.

Reserves policy and level

The reserves policy of the School has been based on the School's objectives. Its main aim is to achieve a margin of working capital sufficient to enable all aspects of the School's work to be conducted in an orderly and efficient manner and to fund the School's building maintenance programme. The policy's specific requirement is:

The maintenance of a liquid reserve to provide cover for unexpected but unavoidable items of expenditure which cannot be funded from current income. In this respect, it is important to realise that certain of the School's reserves are in the form of fixed assets, which would take time to realise.

The School's total funds at 31 August 2024 was £6,985,839 (2023: £6,396,512), represented by £7,873,897 (2023: £7,762,651) of fixed assets (net of depreciation) less net borrowings.

Freehold property

In the opinion of the Governors the value of the freehold land and permanent buildings is substantially more than the book value, but no useful purpose would be served by undertaking a revaluation.

Fundraising

The School is fortunate to have the Friends of Elstree Association running fundraising events during the year including the Gift Fair in October and the annual bonfire and fireworks in November, as well as many other parent events throughout the year. An annual Alumni reunion is organised by the School and is always well supported.

Risk Management

The Governors regularly assess the major risks to which the School is exposed, in particular those related to its operations and finances, and are satisfied that there are systems in place to mitigate exposure to such risks. The Risk Register for Governors is reviewed annually. The risks identified are considered by the Governors to be typical in nature of a privately funded prep school.

The Governors consider the major risks to the School to be:

- The fees becoming unaffordable due to economic pressures;
- Changes by the Government to the taxable status of Charities in addition to the current implementation of VAT on Education and Boarding in Independent Schools
- Increased competition from both independent and state schools; and
- An unforeseen material damage to the school's reputation.

The key controls used to mitigate these risks include:

- Good governance procedures to ensure effective strategy, planning and monitoring;
- Financial planning, accounts report and monitoring; and
- Formal risk policies, risk registers and risk management procedures.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2024

PLANS FOR THE FUTURE

Infrastructure

The Governors continue to invest into the school's infrastructure. During the year significant investment was made into improving the School's website and the overall parent experience through a Parent Portal, LDD facilities and additional parking. Further investment in technology has been made to upgrade the computers in the IT suite for use for all the children across the school.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also Directors of Elstree School for the purposes of company law) are responsible for preparing the Governors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

So far as each of the Governors is aware at the time the report is approved:

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

Auditors

The auditors Haysmacintyre LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be submitted to the Annual General Meeting. On 19 November 2024 the company's auditor changed its name from haysmacintyre LLP to HaysMac LLP.

The Governors' Report incorporating a Strategic Report was approved by the Board of Governors on 6th December 2024 and signed on its behalf by:



Mr J B Sunley
Chairman

Elstree School
Woolhampton
Berkshire
RG7 5TD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The governors are responsible for the other information. The other information comprises the information included in the Governors' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on page 10, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Health & Safety Acts and the Education Act 2002, and 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 and the Charities Act 2011, and consider other factors such as payroll tax.

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 revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

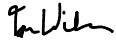
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELSTREE SCHOOL LIMITED (continued)**

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

Use of our report

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



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of Haysmac LLP, Statutory Auditors
Date: 16/12/24

10 Queen Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2024

		Unrestricted	31 August	31 August
	Notes	£	2024	2023
		£	£	£
Income from:				
Charitable activities:				
Fees receivable	1	5,995,499	5,995,499	5,090,891
Other educational income	2a	319,684	319,684	274,853
Other trading activities:				
Lettings income		104,563	104,563	88,890
Grants, donations and legacies	2b	14,525	14,525	37,518
Bank and other interest	3	48,156	48,156	2,617
Other income		25,354	25,354	31,113
Total income		6,507,781	6,507,781	5,525,882
Expenditure on:				
Raising funds:				
Finance and other costs	4	33,855	33,855	30,249
Charitable activities				
School operating costs:				
Teaching costs		3,195,163	3,195,163	2,961,618
Welfare		702,630	702,630	641,456
Premises		1,008,950	1,008,950	892,179
Support costs of schooling		976,253	976,253	844,986
Total expenditure	5	5,916,851	5,916,851	5,370,488
Net income/(expenditure)before transfers		590,930	590,930	155,394
Net income/(expenditure)		590,930	590,930	155,394
(Losses)/Gains on Investments		(1,603)	(1,603)	(2,222)
Net movement in funds		589,327	589,327	153,172
Balance brought forward at 1 September 2023		6,396,512	6,396,512	6,243,340
Balance carried forward at 31 August 2024	14	6,985,839	6,985,839	6,396,512

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

The accompanying notes form an integral part of the financial statements.

The Statement of Financial Activities for the comparative period is presented in Note 20.

BALANCE SHEET

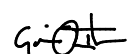
AS AT 31 AUGUST 2024

	Notes	31 AUGUST 2024 £	31 AUGUST 2023 £
FIXED ASSETS			
Tangible fixed assets	8	7,873,897	7,762,651
Investments	9	7,245	8,848
		<u>7,881,142</u>	<u>7,771,499</u>
CURRENT ASSETS			
Stock		650	629
Fees billed in advance and extras in arrears		849,047	938,175
Other debtors and prepayments	10	154,503	151,194
		<u>1,004,200</u>	<u>1,089,998</u>
Cash at bank and in hand		3,863,322	815,381
		<u>4,867,522</u>	<u>1,905,379</u>
CREDITORS – due within one year			
Fees received in advance for Autumn term		(1,769,292)	(1,838,191)
Other creditors	11	(1,879,882)	(691,661)
		<u>(3,649,174)</u>	<u>(2,529,852)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>1,218,348</u>	<u>(624,473)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>9,099,490</u>	<u>7,147,026</u>
CREDITORS – due after more than one year	12	(2,113,651)	(750,514)
NET ASSETS	14	<u><u>6,985,839</u></u>	<u><u>6,396,512</u></u>
Represented by:			
Unrestricted funds	14	<u>6,985,839</u>	<u>6,396,512</u>
TOTAL FUNDS		<u><u>6,985,839</u></u>	<u><u>6,396,512</u></u>

The financial statements were approved by the Board of Governors and authorised for issue on 2024 and signed on their behalf by:



Mr J B Sunley 12/12/2024)



Mr G A W Owston 12/12/2024)

) GOVERNORS

The accompanying notes are an integral part of this balance sheet.

ELSTREE SCHOOL LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2024

	2024		2023	
	£	£	£	£
Cash flows from operating activities				
Net income/(expenditure)	589,327		153,172	
Losses/(Gains) on investments	1,603		2,222	
Depreciation	186,208		172,151	
Loss on disposal	-		1,221	
Interest received	(48,156)		(2,617)	
Interest paid	16,309		19,151	
Decrease/(increase) in stock	(21)		112	
Decrease/(increase) in debtors	(85,819)		5,946	
Increase in creditors	8,240		287,843	
		839,329		639,201
Cash flows from investing activities				
Purchase of tangible fixed assets	(297,454)		(209,842)	
Interest received	48,156		2,617	
		(249,298)		(207,225)
Cash flows from financing activities				
Interest paid	(16,309)		(19,151)	
Increase in fees in advance	2,580,722			
Repayment of loans	(106,503)		(105,041)	
		2,457,910		(124,192)
Increase of cash in the year		3,047,941		307,784
Cash and cash equivalents at the beginning of the year		815,381		507,597
Cash and cash equivalents at the end of the year		3,863,322		815,381

	2023	Cashflow	Non-Cashflow	2024
	£	£	£	£
Analysis of movements in net debt				
Cash at bank and in hand	815,381	3,047,941	-	3,863,322
Barclays Loan due within one year	(56,503)	56,503	(363,070)	(363,070)
Barclays loan due after one year	(363,070)	-	363,070	-
Coronavirus Business Interruption Loan (CBIL)				
Due within one year	(50,000)	50,000	(50,000)	(50,000)
CBIL due after one year	(100,000)	-	50,000	(50,000)
Fees in advance due within one year	(252,537)	(819,212)	(24,402)	(1,096,151)
Fees in advance due after one year	(48,804)	(1,761,510)	24,402	(1,785,911)
Total debt	(870,914)	(2,474,218)	-	(3,345,132)
Total net debt	(55,533)	573,723	-	518,190

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 AUGUST 2024

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice ("SORP"), Financial Reporting Practice applicable in UK and Republic of Ireland (FRS 102) second edition effective 1 January 2019 and the Companies Act 2006.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity Registered as a charity in England and Wales and a Company limited by guarantee. It was incorporated on 21 April 1961 (company number 00690450) and registered as a charity on 21 July 1961 (charity number 309101). The School's registered office is Elstree School, Woolhampton, Reading, Berkshire, RG7 5TD.

a. Accounting convention

The accounts have been prepared under the historical cost convention.

b. Income

Income from charitable activities is accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

Lettings income is recognised in the Statement of Financial Activities on a straight line basis over the lease term.

Job Retention Scheme Government Grants are accounted for in the year in which employees were placed on temporary leave.

c. Expenditure

Expenditure is accounted for on an accruals basis, discounted to present value for longer-term liabilities, and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

d. Fixed assets and depreciation

Building improvements, furniture and equipment are capitalised and carried in the Balance Sheet at historical cost.

Depreciation is provided on freehold buildings in use at one per cent per annum after exclusion of land and residual values. An impairment review is carried out to ensure the net book value in the financial statements do not exceed the value in use of the freehold buildings.

Depreciation is provided on other fixed assets to write off their cost over estimated useful lives at the following rates:

Freehold Property	- 2% on cost
Furniture and equipment	- 4% on cost
Laundry equipment	- 25% on written down value
Motor vehicle and garden equipment	- 25% on written down value
Computers	- 25% on cost

e. Fund accounting

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

f. Operating leases

Rentals payable are charged on a time basis over the lease term.

g. Pension schemes

The School's contributions to private pension schemes are charged in the period in which the salaries to which they relate are payable.

h. Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

i. Going concern

Governors have analysed the implications of a drop in pupil numbers of 10,20 & 30 and the impact on cash flow. A loss of 30 pupils would result in a review of capital expenditure commitments to ensure the School remains a going concern.

Having reviewed the updated cashflow forecasts, Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

. Critical accounting judgements and key sources of estimation uncertainty

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

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

Judgements made by the Trustees in the application of these accounting policies that have significant effect on the financial statements are deemed to be in relation to the value of the bad debt provision.

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

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2024

1. FEES	2024	2023
	£	£
Fees receivable consist of:		
Gross fees	6,706,379	5,782,071
Less: Total bursaries, scholarships and allowances	(710,880)	(691,180)
	<u>5,995,499</u>	<u>5,090,891</u>
2a. OTHER EDUCATIONAL INCOME	2024	2023
	£	£
Extras and disbursements	297,790	240,783
Registration fees	21,894	34,070
	<u>319,684</u>	<u>274,853</u>
2b. GRANTS, DONATIONS & LEGACIES	2024	2023
	£	£
Donations	14,525	37,518
	<u>14,525</u>	<u>37,518</u>
3. INTEREST RECEIVABLE	2024	2023
	£	£
Bank deposits	48,156	2,617
	<u>48,156</u>	<u>2,617</u>
4. FINANCE AND OTHER COSTS	2024	2023
	£	£
Bank charges	6,639	6,442
Bank interest	16,309	19,151
Fees in advance discount	4,574	4,656
Bad debt recovery	6,333	-
	<u>33,855</u>	<u>30,249</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

5. TOTAL EXPENDITURE

	Staff costs £	Other £	Depreciation £	2024 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	2,743,200	388,086	63,877	3,195,163
Welfare	127,179	575,451	-	702,630
Premises	358,440	528,179	122,331	1,008,950
Support costs of schooling	571,941	404,312	-	976,253
	<u>3,800,760</u>	<u>1,896,028</u>	<u>186,208</u>	<u>5,882,996</u>
Cost of raising funds:				
Finance and other costs	-	33,855	-	33,855
	<u>-</u>	<u></u>	<u></u>	<u></u>
	<u>3,800,760</u>	<u>1,929,883</u>	<u>186,208</u>	<u>5,916,851</u>

	Staff costs £	Other £	Depreciation £	2023 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	2,587,929	311,237	62,452	2,961,618
Welfare	119,945	521,511	-	641,456
Premises	310,663	471,817	109,699	892,179
Support costs of schooling	474,455	370,531	-	844,986
	<u>3,492,992</u>	<u>1,675,096</u>	<u>172,151</u>	<u>5,340,239</u>
Cost of raising funds:				
Finance and other costs	-	30,249	-	30,249
	<u>-</u>	<u></u>	<u></u>	<u></u>
	<u>3,492,992</u>	<u>1,705,345</u>	<u>172,151</u>	<u>5,370,488</u>

6. OPERATING PROFIT

	2024 £	2023 £
Operating profit for the year is stated after charging:		
Auditors remuneration:		
For audit	22,800	20,760
For other services	2,400	2,196
Depreciation	186,208	172,151
Operating lease expense	24,698	24,698
	<u></u>	<u></u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

7. STAFF COSTS	2024 £	2023 £
Total Staff Costs:		
Salaries and wages	3,160,243	2,896,142
Social security costs	284,508	261,293
Pension contribution	356,009	335,557
Termination payments	-	-
	<u>3,800,760</u>	<u>3,492,992</u>
	2024	2023
The average weekly number of employees during the year was made up as follows:		
Teaching	62	62
Other	37	39
	<u>99</u>	<u>101</u>
	2024	2023
The number of employees who had emoluments exceeding £60,000 were:		
£60,000 - £69,999	2	2
£70,000 - £79,999	-	-
£90,000 - £99,999	1	-
£120,000 - £129,999	1	1

Total remuneration of key management personnel was £456,228 (2023: £344,090).

No governors received remuneration (2023: £nil) during the year ended 31 August 2024.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

8. TANGIBLE FIXED ASSETS

The movement of tangible fixed assets were as follows:

	Freehold property £	Assets under construction £	Furniture and equipment £	Laundry equipment £	Motor vehicle and garden equipment £	Computers £	Total £
COST							
At 31 August 2023	8,627,414	5,123	1,131,535	14,803	216,059	434,841	10,429,775
Additions	-	96,583	108,776	-	48,571	43,524	297,454
At 31 August 2024	8,627,414	101,706	1,240,311	14,803	264,630	478,365	10,727,229
DEPRECIATION							
At 31 August 2023	1,559,397	-	582,256	14,803	137,490	373,178	2,667,124
Charge for the year	86,268.00	-	35,553	-	28,324	36,063	186,208
At 31 August 2024	1,645,665	-	617,809	14,803	165,814	409,241	2,853,332
NET BOOK VALUE							
At 31 August 2024	6,981,749	101,706	622,502	-	98,816	69,124	7,873,897
At 31 August 2023	7,068,017	5,123	549,279	-	78,569	61,663	7,762,651

9. INVESTMENTS

Listed investments

	Total £
Market value as at 1 September 2023	8,848
Unrealised losses	(1,603)
Market value as at 31 August 2024	7,245

10. OTHER DEBTORS

	31 August 2024 £	31 August 2023 £
Prepayments and accrued income	93,558	103,586
Other debtors	60,945	47,608
	154,503	151,194

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

11. OTHER CREDITORS - due within one year	31 August 2024 £	31 August 2023 £
Trade creditors	97,621	121,977
Payroll taxes and social security costs	68,669	65,735
Other creditors	101,821	80,353
Accruals and deferred income	75,100	40,006
Pupil deposits	27,450	24,550
Composition fees (see note 13)	1,096,151	252,537
Bank loan	413,070	106,503
	<u>1,879,882</u>	<u>691,661</u>

12. OTHER CREDITORS - due after more than one year	31 August 2024 £	31 August 2023 £
Bank Loan	-	363,070
Pupils' Deposits	277,740	238,640
Composition fees (see note 13)	1,785,911	48,804
Coronavirus Business Interruption Loan	50,000	100,000
	<u>2,113,651</u>	<u>750,514</u>

Bank Loan

The loan from Barclays is charged at a fixed rate of 3.16%. The capital element of the loan is repayable in the following years:

Within one year	363,070	56,503
Within one to two years	-	363,070
	<u>363,070</u>	<u>419,573</u>

The loan is secured by a legal charge over the School property.

Coronavirus Business Interruption Loan (CBIL)

CBIL of £250,000 was drawn down in August 2020. There is a 12 month capital & interest holiday from this date. From August 2020, interest is charged at a fixed rate of 2.85%. The capital element of the loan is repayable in the following years:

Within one year	50,000	50,000
Within one to two years	50,000	50,000
Within two to five years	-	50,000
	<u>100,000</u>	<u>150,000</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

13. COMPOSITION FEES

	31 August 2024	31 August 2023
	£	£
At 1 September 2023	301,341	290,283
Composition fees received	2,889,763	399,776
Applied to School fees	(313,616)	(393,374)
Discount applied	4,574	4,656
	<u>2,882,062</u>	<u>301,341</u>
At 31 August 2024	<u>2,882,062</u>	<u>301,341</u>
Composition fees are due as follows:		
Within one year	1,096,151	252,537
Within one to two years	1,686,616	24,402
Within two to five years	99,295	24,402
	<u>2,882,062</u>	<u>301,341</u>

14. MOVEMENT IN FUNDS

	General Revenue Account £
Balance at 31 August 2023	6,396,512
Surplus/(deficit) for the year	589,327
	<u>6,985,839</u>
Balances at 31 August 2024	<u>6,985,839</u>
Represented by:	
Fixed assets	7,873,897
Investments	7,245
Net current assets	1,218,348
Long term liabilities	(2,113,651)
	<u>6,985,839</u>
	<u>6,985,839</u>
	General Revenue Account £
Balance at 31 August 2022	6,243,340
Surplus/(deficit) for the year	153,172
	<u>6,396,512</u>
Balances at 31 August 2023	<u>6,396,512</u>
Represented by:	
Fixed assets	7,762,651
Investments	8,848
Net current (liabilities)	(624,473)
Long term liabilities	(750,514)
	<u>6,396,512</u>
	<u>6,396,512</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

15. OPERATING LEASE COMMITMENTS

At 31 August 2024 the School had the following minimum lease payments under non-cancellable operating leases:

	31 August 2024 £	31 August 2023 £
Within one year	24,997	24,698
Within two to five years	18,311	43,308

16. PENSION COSTS

Contributions are made to personal pension schemes for some employees. Pension costs charged in the year to defined contribution schemes totalled £356,010 (2023: £335,557) of which £52,403 (2023: £50,802) has been accrued at the year end.

17. TAXATION

The company is a registered charity and no taxation is payable on its income.

18. LIABILITY OF MEMBER

Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding £1.

19. RELATED PARTY TRANSACTIONS

There are governors and members of the senior management team who are associated with the School by either having grand children or children who are pupils at the School. All transactions are at arms length and in the normal course of business.

There are no further related party disclosure that require disclosure.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2024

20. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Notes	School £	Restricted £	31 August 2023 £
Income from:				
Charitable activities:				
Fees receivable	1	5,090,891	-	5,090,891
Other educational income	2a	274,853	-	274,853
Other trading activities:				
Lettings income		88,890	-	88,890
Grants, donations and legacies	2b	37,518	-	37,518
Bank and other interest	3	2,617	-	2,617
Other income		31,113	-	31,113
Total income		5,525,882	-	5,525,882
Expenditure on:				
Raising funds:				
Finance and other costs	4	30,249	-	30,249
Charitable activities				
School operating costs:				
Teaching costs		2,961,618	-	2,961,618
Welfare		641,456	-	641,456
Premises		892,179	-	892,179
Support costs of schooling		844,986	-	844,986
Total expenditure	5	5,370,488	-	5,370,488
Net income/(expenditure)before transfers		155,394		155,394
Transfers between funds	14	-	-	-
Net income/(expenditure)		155,394	-	155,394
(Losses)/Gains on Investments		(2,222)	-	(2,222)
Net movement in funds		153,172	-	153,172
Balance brought forward at 1 September 2022		6,243,340	-	6,243,340
Balance carried forward at 31 August 2023	14	6,396,512	-	6,396,512

ELSTREE SCHOOL LIMITED

England & Wales - Charity number 309101

Accounts

ELSTREE SCHOOL LIMITED
(A Registered Company Limited by Guarantee)
ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023
TOGETHER WITH GOVERNORS'
AND AUDITORS' REPORTS

Registered Number: 690450

Registered Charity Number: 309101

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2023

The Governors present their annual report on the affairs of the company, together with the accounts and auditors' report for the year ended 31 August 2023

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Registration Number	309101
Company Registration Number	690450
Governors	Mr J B Sunley (Chair) Mrs E McGrath (Vice-Chair) (Resigned 20 th September 2023) Mr J Dahl Mr J Vincent Mr S M Hill (Resigned 20 th September 2023) Mrs J Lyons Mrs E McKendrick Mr N Murphy Mr G A W Owston Mrs J Joynson Mr A Pannell Mrs P Foulds Mrs M Price Mrs E Shaw Mr C Houston (Appointed 22 nd September 2023) Mr T Robertson (Appointed 22 nd September 2023)
Headmaster	Mr A C T Inglis
Director of Finance & Operations	Mrs J Burnett (Resigned 14th December 2022) Mr RWS Aird (Appointed 16th January 2023)
Address	Elstree School Woolhampton Reading Berkshire RG7 5TD
Bankers	Barclays Bank Plc Newbury Business Centre 6 Market Place Newbury Berks RG14 5AY
Auditors	Haymacintyre LLP Registered Auditors 10 Queens Street Place London EC4R 1AG

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2023

The Governors, who are also directors of the company and charity trustees, have pleasure in submitting their report and audited financial statements for the year ended 31 August 2023. The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in 2015, applicable law and the company's governing document the Memorandum and Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and administration

The School was incorporated in 1961 as a charitable company limited by guarantee. The Governors (The 'Board') determine the general policy of the school. The day-to-day management of the school is delegated to the Head and the Director of Finance & Operations.

The Governors who served during the year and up to the date of this report were:

Mr J B Sunley (Chair) ¹ .	Mr G A W Owston ^{1,2} .
Mrs E McGrath (Vice-Chair) ³ (Resigned 20 th September 2023)	Mrs J Joynson ² .
Mr J Dahl ² .	Mr A Pannell ⁶ .
Mr J Vincent ^{1, 4} .	Mrs P Foulds ¹ .
Mr S M Hill ² . (Resigned 20 th September 2023)	Mrs M Price ^{3, 6} .
Mrs J Lyons ^{3, 4, 5, 6} .	Mrs E Shaw ³ .
Mrs E McKendrick ² .	Mr C Houston ¹ . (Appointed 22 nd September 2023)
Mr N Murphy ^{2, 3} .	Mr T Robertson ¹ . (Appointed 22 nd September 2023)

¹. Member of the Finance & General Purposes Committee

². Member of the Academic Committee

³. Member of the Safeguarding & Pastoral Committee

⁴. Member of the Marketing Committee

⁵. Member of the Health & Safety Committee

⁶. Member of the Legal & Governance

Organisational management

The Governors meet as a board at least four times a year to determine the general policy of the Charity and to review its overall management and control, for which they are legally responsible. The work of implementing a substantial part of the Board's policies is carried out by the Finance and General Purposes Committee, which meets at least two weeks before each meeting of the full board, specifically to review the budgets, the management accounts, the annual accounts and reports. For the purposes of the day-to-day management of the charity, the Governors give delegated powers to the Headmaster and the Director of Finance & Operations. There is an increasing level of communication between Governors and the Headmaster and teaching community at Elstree through the regular sub-committee meetings and informal communication.

All Governors are linked to a role within the School and meet as separate sub-committees, including Finance, Academic, Safeguarding & Pastoral, Marketing, Health and Safety and Legal and Governance.

Recruitment and training of Governors

Governors are recruited as and when necessary, bearing in mind the particular skills that need to be covered by the circumstances of the vacancy. Upon appointment Governors are given a copy of the Memorandum and Articles of Association of Elstree School, together with the AGBIS handbook and are provided with a comprehensive induction visit to the School. Governors are encouraged to attend the training sessions provided by AGBIS or other appropriate bodies. Specific training is also provided to all Governors, recent trainings include Safeguarding and updates to the latest KCSIE legislation.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2023

Structure and relationships

Elstree School is a member of IAPS, ISBA AGBIS and the BSA for the promotion and maintenance of standards and joins in peer group studies for the evaluation of quality and performance improvement methods. The School co-operates with as many charities as it can and seeks to widen public access to the education provided, to optimise the educational use of the cultural and sporting facilities, and to awaken in its pupils an awareness of the wider social context of the education they receive at the School.

OBJECTS, PRINCIPAL ACTIVITY, OBJECTIVES AND PUBLIC BENEFIT

Objects

The objects of the company are to provide an outstanding education for boys and girls between the ages of 3-13. Within these objects the company also maintains its Grade 2* listed buildings which are considered to be of national importance, and any funds held in trust for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes need to be appropriately managed. In the furtherance of these objects, the Governors seek to comply with the duty in s.4 of the Charities Act 2006 to have due regard to the Charity Commission's published guidance concerning the operation of the Public Benefit requirement under that Act.

Principal activity

The School continues to provide all-round education for boys and girls between the ages of 3-13. Elstree welcomes children of all abilities and from all backgrounds. Elstree is well established as one of the leading Preparatory schools in the South of England, attracting children from a wide area. The Charity is committed to an education which develops the academic, physical, creative, social and spiritual potential in all its pupils. All its activities and policies are geared to this aim. This is developed further by participation in the Elstree Award (the School's version of the Duke of Edinburgh Award) which is for boys and girls in Years 6, 7 and 8. This initiative develops citizenship and community spirit. The combination of academic rigour in the classroom with opportunities to participate in a wide range of competitive sports and other activities ensures we provide preparation for life at the leading independent senior schools across the UK.

Objectives for the year

The Board's strategic aim as a charitable independent school is the focus and sustained attainment of the highest levels of academic performance in a safe and happy environment, the development of pupil numbers in line with a wider-access admissions policy, the continuation of external lettings provision which is putting the School's facilities to good use when not otherwise needed, the development of sustainable and appropriate boarding opportunities and the greater involvement of all pupils in the full range of extra-curricular activities. Through the successful implementation of these objectives, public benefit and access to the School will be enhanced. The Board also looks to broaden the academic curriculum, continually enhance the range of sporting, creative arts, musical and pastoral opportunities and increase the school's involvement in and contribution towards the local community.

The School recognises the value of capable and well motivated teaching and operational staff in succeeding in its objective of maximising the achievement of all pupils and seeks to ensure that all staff receive recognition for their contribution to the quality of school life. It recognises that an effective remuneration policy allows the School to maintain and improve the quality of education provided for all pupils by enabling the School to recruit, retain and motivate staff.

Key management personnel remuneration

The Governors aim to provide market competitive salaries and recognise the need to pay higher salaries for exceptional candidates where this is in the interest of the School. Remuneration of the key management personnel is set by the Board, in conjunction with the Headmaster for the Director of Finance & Operations and Deputy Headmaster, using a number of criteria such as nature of role and responsibilities, sector salaries as indicated by various benchmark and other market reports, cost of living increases and trends in pay. Any revisions must be agreed by the Full Board.

Strategy

The Governors are responsible for agreeing a long-term strategy that is designed to place the school in the best possible position to achieve the objectives set out above. These include:

- continuing to review the School's academic policies in the light of national academic benchmarks and independent inspectors' reports. We also review the academic syllabus, teaching methods and exam results;
- ensuring the co-curricular activities on offer to pupils are outstanding and actively contributing to the development, social skills and spiritual awareness of the children;
- investing in the infrastructure and technology of the School. In recent years significant investment has been made in sports facilities, science buildings, Pre-Prep facilities, music facilities and the main assembly hall. The School's strategic planning review highlights Art and ICT as the next areas for development; and
- there has also been significant development in the school's dining room, with a complete redecoration, new flooring and lighting and new furniture. The external windows have been full refurbished and redecorated inside and out.
- with the move to full co-education in 2020 and girl numbers reaching 100 across the school, there has also been significant investment in a wide range of girls' facilities and positions, including a new girls' boarding area with refurbished showers and bathroom, dormitories and common room, new girls' changing facilities in the sports hall and the appointment of a Head of Girls and a Head of Girls' Games.

Bursaries and scholarships

The value of bursaries, scholarships and allowances in the year amounted to £691,180 (2022: £659,601). There is a Bursary Policy. The Governors make these awards based on the individual needs and abilities of the child and of his/her parents. The Governors are always willing to explore any method of helping to maintain the continuity of the educational experience for a pupil where there is evidence of family hardship. During the year, 71 children were financially assisted in some way, 26% of all pupils. One pupil received 100% of the day fee, three pupils received 90%, whilst nineteen pupils received in excess of 70%. In addition to this, one pupil received 90% of the boarding fee, one pupil received 70% of the boarding fee and one pupil received 50% of the boarding fee.

Equal opportunities

The School welcomes pupils from all backgrounds and needs to be able to satisfy itself that it can fully and adequately prepare every pupil for entry to senior school through at least the Common Entrance process. Entrance interviews, in person, or for an overseas pupil via video calls, and assessments are undertaken to satisfy the School and the prospective parents that their child can cope with the academic demands, the pace of the lessons and that he/she can benefit from the education on offer. The race, gender, religion or disability of a child has no bearing on the assessment decision. In cases where a child or member of staff is or becomes disabled, every effort is made to accommodate these needs.

Widening of access – education related activities

The School welcomes children from all backgrounds and it prepares pupils for entry to senior school through The ISEB Pre-Test and then subsequently, Common Entrance or the Scholarship process. Widening of access to the School is achieved by the Schools' Foundation Awards and bursaries, granted to parents who would not normally be able to afford the School's fees, and by directing the families of those in need to suitable external funding sources. During the year 71 pupils benefitted from a fee remission.

The school provides local nurseries and primary schools with regular access to its facilities. The school organises a variety of different events, including a 'Mini Olympics' and 'Ball Skills' afternoon, a Year 2 Football Festival and a Primary Schools Cross Country Event. With the removal of Covid-19 restrictions the School has been able to return to a full diary of events that had been postponed or cancelled in recent years due to Covid-19. A number of pupils at the school take part in the Restless Triathlon at Bradfield College, raising money for one of the school's chosen charities, as well as the Restless Development charity, supporting children in Africa.

Partners for Active Leisure Scheme (PALS) is a West Berkshire Charity which uses the school's facilities throughout the year and which benefits from activities being led by the Year 7 pupils as part of their Elstree Award.

The School also supports the local church and its community with regular weekly services and an annual candlelit concert to raise funds for the church.

Widening of access – other community links

The Charity recognises its role in the context of the wider community, to continually increase access to its facilities and its education; many activities are organised with this in mind.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, Camp Beaumont, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, Racing Line Running and Scarlet Runners hockey club.

In addition, the following charities have benefited from donations or fundraising events held at the school: PALs, Charlie Waller Trust, St Peter's Church, Riding for the Disabled, Brain Tumour Trust, NSPCC, SSAFA, The Children's Society, Born Free foundation, St Michael's Hospice, TISCA, Marie Curie, Royal National Children's Foundation, Make a wish foundation, The West Berkshire Food Bank, The Disaster Emergency Committee, Comic Relief, Cancer Research, Cystic Fibrosis, Stroke Care and Naomi House.

Children and Staff support a variety of charities:

- Pre-Prep tree planting for the Woodland Trust
- Inter-house cross-country event to raise money for St. Michael's Hospice
- NSPCC
- Weekly chapel collections for a variety of charities from the local area
- Gift Fair (Year 7 Elstree Award Pupils support) raised money for the West Berkshire Food Bank
- Food was also collected and donated to the West Berkshire Food Bank
- 10 mile Ridgeway walk for children, staff and parents raising money for the Make a wish foundation and Cystic fibrosis charity
- Each term the staff enjoyed a 'Brilliant Breakfast' whilst raising money for the Prince's Trust
- Year 7 pupils assist children and young adults from PALS
- 'Save the Children' Christmas Jumper Day at the end of the Autumn Term

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT

Operational Performance

Elstree provides a safe, secure environment for children to achieve their potential in any given field. We aim to educate children in a familiar, friendly, supportive and encouraging environment where they can be treated as individuals but learn to live in a community. The emphasis is on building confidence, developing talent and maximising potential. In the Pre-Prep, it is our aim to make children's first experiences of learning positive and inspiring so that they develop a thirst for learning.

We strive for academic excellence for each child. We aim to provide help and support to enable them to achieve their best and reach their potential becoming self-regulated learners. The Elstree Learner Profile outlines the academic values and aspirations we have for every pupil.

We prepare pupils thoroughly for the next stage of their education and to maintain strong links with the major senior schools.

We equip all pupils with essential life skills: hard work, tolerance, kindness, pride in themselves, resilience and enthusiasm.

We promote and develop a broad range of opportunities in all areas of the school – Academic, Music, Drama, Art, D.T. and Sport. Our Co-Curricular programme of activities, boarding clubs and Elstree Award further enhance the opportunities for our pupils. Elstree is a 'preparatory' school in the broadest sense of the word.

We aim to give pupils a confidence in their own ability, a sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.

Independent Schools Inspectorate Inspection

As a member of the Independent Schools Council, Elstree School is inspected by the Independent Schools Inspectorate (ISI) on a regular basis. In November 2022, the ISI undertook a focused compliance inspection combined with an inspection of educational quality.

The inspection team interviewed over 100 children and around 40 staff; they conducted surveys of parents, staff and pupils in Years 3-8, and they observed a significant number of lessons. Importantly they experienced both Elstree Prep and Pre-Prep school life in its fullest sense – assemblies, meals, boarding time, activities, sports, musical groups and the creative arts.

The two areas on which the school is judged relate to the quality of pupils' academic and other achievements and the quality of pupils' personal development. In both categories, Elstree school achieved the highest accolade - Excellent.

Achievements and Performance:

- The School has continued to embed its Digital Learning Strategy, to pupils in Years 6, 7 & 8 using a Microsoft Surface device to complement existing traditional learning strategies. Teachers increasingly use technology appropriately to enhance learning outcomes.
- There have been exciting developments to the curriculum, with the introduction of formal Spanish lessons in Years 5 & 6, and a Spanish Club in Years 3 & 4. The pupils now have 'Outdoor Learning' in Year 5 as well 'Pre-Test Preparation' in Year 5 and 6; we are considering adding this into Year 4.
- All pupils up to Year 6 now have drama lessons and 55 take part in weekly LAMDA lessons.

- A new structure to the school day in the Prep School has the main academic lessons timetabled at the front end of the day, thus maximising the learning outcomes for the pupils. The latter part of the day is now reserved for enrichment activities, Games, and Prep for the senior pupils.
- In the Pre-Prep there are 8 clubs in which the children can choose to participate. There are 24 activities on offer each week in the Prep school.
- The school promotes and develops a broad range of opportunities in all areas – Academic, Music, Drama, Art, D.T. and Sport. These include a Co-Curricular programme of activities, Headmaster's Project, Boarding clubs and the Elstree Award.
- A successful Cultural Diversity Week was held, which included a Black Lives Matter assembly from the Year 5 children. We also supported Black History month and we had a visit speaker about Food and Healthy Wellbeing, with an African Cultural Theme.
- Pupils are thoroughly prepared for the next stage of their education and the school maintains strong links with the major senior schools. The Headmaster and Deputy Head (Academic) guide parents through the process supported by: A Senior School Presentation in Year 5, Individual meetings with parents to discuss senior school choices and pupil progress. Pupils are prepared for their senior school assessments and interviews with tailored lessons including verbal and non-verbal reasoning, covering online assessments, interview workshops, academic enrichment talks and debating. We have introduced this year a new learning platform called 'Atom Learning' to support the pupils further in this domain. Senior school representatives are invited to the school to give talks, preach in church services and to referee inter-school matches. Pupils also take part in many senior school activity days (music, art, drama, academic and sport), which further build-up the strong links between Elstree and the senior schools.
- The school prides itself on giving pupils a confidence in their own ability by celebrating all levels of achievement in all areas of school life. The children gain a real sense of physical, moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. The 'family' lunch service provides an informal way for pupils and staff to engage in interesting conversation, outside the classroom.
- The children also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.
- Throughout the school, over 151 music lessons take place each week, and pupils are further encouraged to participate in regular informal and formal concerts each term.
- The school is further developing an 'open door' culture to teaching and an enquiry-based approach to teaching and learning, supporting colleagues with their career development and the curriculum development. Also supporting learners with a robust tracking, support system and developed Revision Study Skills programme.
- STEAM workshops have been introduced across the prep school to help pupils link knowledge and prepare them for the workplace.
- Pupil tracking and LDD (Learning Development Department) information is on iSAMS and has been made much more accessible for the teaching staff. There is now a weekly academic progress meeting focusing on pupils' academic needs and interventions. There is enhanced communication with the Head of LDD in morning staff briefings. LDD information is updated more regularly and shared with teaching colleagues.
- The mentoring system for the Year 8s adds an extra layer of pastoral support. It has also introduced a weekly pastoral meeting that focuses on monitoring our more vulnerable children, behaviour logs, staff welfare, etc. throughout the whole school (Prep and Pre-Prep).
- The Elstree Award provides a comprehensive leadership programme for Years 6, 7 & 8

- Staff are developing links with local primary schools to support them with their teaching, particularly with specialist subjects like Art, DT, Science and Modern Languages.
- Opportunities for public speaking have increased with events such as the Declamations Competitions and the Poetry Performance afternoon. We have also introduced a senior (Year 8) and Middle School (Year 6) debate and Elstree Award Presentations in Year 7 and Headmaster's Debate topics each Monday morning. Within the Pre-Prep we have adapted the Poetry Performances with an event happening for all the Pre-Prep children in the Lent Term.
- A new phonics scheme has been introduced in the Pre-Prep, providing better consistency in the teaching of phonics in the Pre-Prep.
- Progress Testing in English and Maths was brought in across the school to better monitor and track pupils' development.
- The school has maintained its 'Green Flag Status' and this has further increased the pupils' awareness of eco-issues.

Academic Scholarships

Our academic profile is diverse, ranging in most years from a CAT4 overall score at the end of Year 7 from 135+ to 85. The children are prepared for a wide range of different and diverse senior schools and entry requirements, and parental expectation is high. The diverse nature of the children's talents and abilities and the school's ability to prepare the children for these awards are reflected in a range of prestigious awards to some top senior schools.

Boarding

The boarding experience enhances pupils' learning and achievement by:

- Encouraging self-discipline in matters of punctuality, time management, tidiness, care of property and personal hygiene
- Promoting positive relationships with all peers and adults
- Encouraging independence and good manners
- Encouraging sharing and accepting valid decisions
- Encouraging a sense of responsibility and leadership roles (E.g., Dorm Captains, table takers, boarding prefects)
- Promoting the constructive use of free time
- Promoting a positive moral attitude and developing a sense of citizenship and community spirit

Approximately every 2/3 weeks a 'Star Boarder' is celebrated in Prayers (assembly) to recognise pupils that are developing in the manner outlined above.

Personal Responsibility Week focuses on children taking responsibility for their own actions. There are group consequences (e.g. if you are not out of bed by 7.10am, the whole dorms takes the laundry from the landing down to the washroom). This encourages children to work together and support those who find it challenging.

A resident boarding academic tutor supports the children and is available to them throughout the week and if there is extra work they need to catch up on, it is then co-ordinated by them. Teacher-led revision sessions take place after supper (instead of clubs) in the week leading up to exam week, and during exam week in order to support those children who board. 'Pyjama Latin' is taken by Mr. Inglis and Mrs Inglis offers support with French oral practice.

There is an exciting programme of 'Big Weekends', which provide an opportunity for those who do not board to have a taste of what it entails and to enrich the boarding experience for the fuller boarders. These range from Socials with other schools to Bushcraft and Cooking-themed activities. We have also introduced a 'Mini' Weekend in Year 5 to act as a gentle introduction to boarding and to encourage children lower down the school to board. In the Summer Term, the Year 3 children also have a 'Boarding Taster' evening.

There is also an extensive programme of boarders' clubs available after supper. This has recently been revamped and the children were surveyed to see which clubs were the most popular, and the least popular were removed from the programme. Then children were given the choice as to which club they would like to do. Every child is guaranteed to get either their first or second choice of club, with the fuller boarders getting to make their choices first.

We also have a new-look, vibrant and energetic House Team who provide exceptional pastoral care for the children. These staff also spearhead the Big Weekends and assist the Houseparents in the whole Boarding Community events, such as Quiz Nights and Race Nights.

Results for the year

The final surplus for the year was £153,172 (2022: £100,883). Total income for the year was £5,525,882 (2022: £4,949,151) with total expenditure in the year £5,370,488 (2022: £4,843,238), resulting in the School building on its trading surplus. Lettings income in the year was £13,769 higher than 2022 due to a new Summer Camp aimed at Pre-Prep aged children and an increase in the number of community sports associations using the facilities at Elstree.

Reserves policy and level

The reserves policy of the School has been based on the School's objectives. Its main aim is to achieve a margin of working capital sufficient to enable all aspects of the School's work to be conducted in an orderly and efficient manner and to fund the School's building maintenance programme. The policy's specific requirement is:

The maintenance of a liquid reserve to provide cover for unexpected but unavoidable items of expenditure which cannot be funded from current income. In this respect, it is important to realise that certain of the School's reserves are in the form of fixed assets, which would take time to realise.

The School's total funds at 31 August 2023 was £6,396,512 (2022: £6,243,340), represented by £7,762,651 (2021: £7,726,181) of fixed assets (net of depreciation) less net borrowings.

Freehold property

In the opinion of the Governors the value of the freehold land and permanent buildings is substantially more than the book value, but no useful purpose would be served by undertaking a revaluation.

Fundraising

The School is fortunate to have the Friends of Elstree Association running fundraising events during the year including the annual bonfire and fireworks in November, Gift Fair in October and the 175 Ball in July. An annual old pupil reunion is organised by the School and is well supported.

Risk Management

The Governors regularly assess the major risks to which the School is exposed, in particular those related to its operations and finances, and are satisfied that there are systems in place to mitigate exposure to such risks. The Risk Register for Governors is reviewed annually. The risks identified are considered by the Governors to be typical in nature of a privately funded prep school.

The Governors consider the major risks to the School to be:

- The fees becoming unaffordable due to economic pressures;
- Changes to the taxable status of Charities following a change in Government
- Increased competition from both independent and state schools; and
- An unforeseen material damage to the school's reputation.

The key controls used to mitigate these risks include:

- Good governance procedures to ensure effective strategy, planning and monitoring;
- Financial planning, accounts report and monitoring; and
- Formal risk policies, risk registers and risk management procedures.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2023

PLANS FOR THE FUTURE

Infrastructure

The Governors have invested substantial sums into the school's infrastructure in recent years. During the year significant investment was made into improving the Girls changing rooms in the Sports Hall and in Pre-Prep Farmhouse to provide additional teaching facilities and the teachers' Common Room. Further investment in technology has been made to upgrade the computers in the IT suite for use for all the children across the school.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also Directors of Elstree School for the purposes of company law) are responsible for preparing the Governors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

So far as each of the Governors is aware at the time the report is approved:

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

Auditors

The auditors Haysmacintyre LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be submitted to the Annual General Meeting.

The Governors' Report incorporating a Strategic Report was approved by the Board of Governors on 8th December 2023 and signed on its behalf by:



Mr J B Sunley
Chairman

Elstree School
Woolhampton
Berkshire
RG7 5TD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The governors are responsible for the other information. The other information comprises the information included in the Governors' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on page 10, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Health & Safety Acts and the Education Act 2002, and 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 and the Charities Act 2011, and consider other factors such as payroll tax.

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 revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELSTREE SCHOOL LIMITED (continued)**

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

Use of our report

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



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 09 January 2024

10 Queen Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	School £	Restricted £	31 August 2023 £	31 August 2022 £
Income from:					
Charitable activities:					
Fees receivable	1	5,090,891	-	5,090,891	4,573,498
Other educational income	2a	274,853	-	274,853	229,511
Other trading activities:					
Lettings income		88,890	-	88,890	75,121
Grants, donations and legacies	2b	37,518	-	37,518	60,322
Bank and other interest	3	2,617	-	2,617	85
Other income		31,113	-	31,113	10,614
Total income		<u>5,525,882</u>	<u>-</u>	<u>5,525,882</u>	<u>4,949,151</u>
Expenditure on:					
Raising funds:					
Finance and other costs	4	30,249	-	30,249	15,512
Charitable activities					
School operating costs:					
Teaching costs		2,961,618	-	2,961,618	2,678,536
Welfare		641,456	-	641,456	574,241
Premises		892,179	-	892,179	861,181
Support costs of schooling		844,986	-	844,986	713,768
Total expenditure	5	<u>5,370,488</u>	<u>-</u>	<u>5,370,488</u>	<u>4,843,238</u>
Net income/(expenditure)before transfers		155,394	-	155,394	105,913
Transfers between funds	14	-	-	-	-
Net income/(expenditure)		<u>155,394</u>	<u>-</u>	<u>155,394</u>	<u>105,913</u>
(Losses)/Gains on Investments		(2,222)	-	(2,222)	(5,030)
Net movement in funds		<u>153,172</u>	<u>-</u>	<u>153,172</u>	<u>100,883</u>
Balance brought forward at 1 September 2022		<u>6,243,340</u>	<u>-</u>	<u>6,243,340</u>	<u>6,142,457</u>
Balance carried forward at 31 August 2023	14	<u><u>6,396,512</u></u>	<u><u>-</u></u>	<u><u>6,396,512</u></u>	<u><u>6,243,340</u></u>

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

The accompanying notes form an integral part of the financial statements.

The Statement of Financial Activities for the comparative period is presented in Note 20.

BALANCE SHEET

AS AT 31 AUGUST 2023

	Notes	31 AUGUST 2023 £	31 AUGUST 2022 £
FIXED ASSETS			
Tangible fixed assets	8	7,762,651	7,726,181
Investments	9	8,848	11,070
		<u>7,771,499</u>	<u>7,737,251</u>
CURRENT ASSETS			
Debtors			
Fees billed in advance and extras in arrears		938,175	955,895
Other debtors, stocks, and prepayments	10	151,823	140,162
		<u>1,089,998</u>	<u>1,096,057</u>
Cash at bank and in hand		815,381	507,597
		<u>1,905,379</u>	<u>1,603,654</u>
CREDITORS – due within one year			
Fees received in advance for Autumn term		1,838,191	1,568,125
Other creditors	11	691,661	750,957
		<u>2,529,852</u>	<u>2,319,082</u>
NET CURRENT LIABILITIES		<u>(624,473)</u>	<u>(715,428)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		7,147,026	7,021,823
CREDITORS – due after more than one year	12	(750,514)	(778,483)
NET ASSETS	14	<u>6,396,512</u>	<u>6,243,340</u>
Represented by:			
Unrestricted funds	14	6,396,512	6,243,340
TOTAL FUNDS		<u>6,396,512</u>	<u>6,243,340</u>

The financial statements were approved by the Board of Governors and authorised for issue on 8 December 2023 and signed on their behalf by:

Mr J B Sunley )
 Mr G A W Owston ) GOVERNORS

The accompanying notes are an integral part of this balance sheet.

ELSTREE SCHOOL LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2023

	2023		2022	
	£	£	£	£
Cash flows from operating activities				
Net income/(expenditure)	153,172		100,883	
Losses/(Gains) on investments	2,222		5,030	
Depreciation	172,151		158,611	
Loss on disposal	1,221		484	
Interest received	(2,617)		(85)	
Interest paid	19,151		22,458	
Decrease/(increase) in debtors	6,058		(290,956)	
Increase in creditors	287,843		323,227	
		639,201		319,652
Cash flows from investing activities				
Purchase of tangible fixed assets	(209,842)		(170,230)	
Interest received	2,617		85	
		(207,225)		(170,145)
Cash flows from financing activities				
Interest paid	(19,151)		(22,458)	
Repayment of loans	(105,041)		(103,218)	
		(124,192)		(125,676)
Increase of cash in the year		307,784		23,831
Cash and cash equivalents at the beginning of the year		507,597		483,766
Cash and cash equivalents at the end of the year		815,381		507,597

	2022	Cashflow	Non-Cashflow	2023
	£	£	£	£
Analysis of movements in net debt				
Cash at bank and in hand	507,597	307,784	-	815,381
Barclays Loan due within on year	(54,924)	55,041	(56,620)	(56,503)
Barclays loan due after one year	(419,690)	-	56,620	(363,070)
Coronavirus Business Interruption Loan (CBIL)				
Due within one year	(50,000)	50,000	(50,000)	(50,000)
CBIL due after one year	(150,000)	-	50,000	(100,000)
Total	(167,017)	412,825	-	245,808

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 AUGUST 2023

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice ("SORP"), Financial Reporting Practice applicable in UK and Republic of Ireland (FRS 102) second edition effective 1 January 2019 and the Companies Act 2006.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity Registered as a charity in England and Wales and a Company limited by guarantee. It was incorporated on 21 April 1961 (company number 00690450) and registered as a charity on 21 July 1961 (charity number 309101). The School's registered office is Elstree School, Woolhampton, Reading, Berkshire, RG7 5TD.

a. Accounting convention

The accounts have been prepared under the historical cost convention.

b. Income

Income from charitable activities is accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

Lettings income is recognised in the Statement of Financial Activities on a straight line basis over the lease term.

Job Retention Scheme Government Grants are accounted for in the year in which employees were placed on temporary leave.

c. Expenditure

Expenditure is accounted for on an accruals basis, discounted to present value for longer-term liabilities, and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

d. Fixed assets and depreciation

Building improvements, furniture and equipment are capitalised and carried in the Balance Sheet at historical cost.

Depreciation is provided on freehold buildings in use at one per cent per annum after exclusion of land and residual values. An impairment review is carried out to ensure the net book value in the financial statements do not exceed the value in use of the freehold buildings.

Depreciation is provided on other fixed assets to write off their cost over estimated useful lives at the following rates:

Freehold Property	- 2% on cost
Furniture and equipment	- 4% on cost
Laundry equipment	- 25% on written down value
Motor vehicle and garden equipment	- 25% on written down value
Computers	- 25% on cost

e. Fund accounting

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

f. Operating leases

Rentals payable are charged on a time basis over the lease term.

g. Pension schemes

The School's contributions to private pension schemes are charged in the period in which the salaries to which they relate are payable.

h. Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

i. Going concern

Governors have analysed the implications of a drop in pupil numbers of 10,20 & 30 and the impact on cash flow. A loss of 30 pupils would result in a review of capital expenditure commitments to ensure the School remains a going concern.

Having reviewed the updated cashflow forecasts, Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

. Critical accounting judgements and key sources of estimation uncertainty

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

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

Judgements made by the Trustees in the application of these accounting policies that have significant effect on the financial statements are deemed to be in relation to the value of the bad debt provision.

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

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2023

1. FEES	2023	2022
	£	£
Fees receivable consist of:		
Gross fees	5,782,071	5,233,099
Less: Total bursaries, scholarships and allowances	(691,180)	(659,601)
	<u>5,090,891</u>	<u>4,573,498</u>
2a. OTHER EDUCATIONAL INCOME	2023	2022
	£	£
Extras and disbursements	240,783	203,803
Registration fees	34,070	25,708
	<u>274,853</u>	<u>229,511</u>
2b. GRANTS, DONATIONS & LEGACIES	2023	2022
	£	£
Donations	37,518	60,322
	<u>37,518</u>	<u>60,322</u>
3. INTEREST RECEIVABLE	2023	2022
	£	£
Bank deposits	2,617	85
	<u>2,617</u>	<u>85</u>
4. FINANCE AND OTHER COSTS	2023	2022
	£	£
Bank charges	6,442	5,848
Bank interest	19,151	22,458
Fees in advance discount	4,656	2,118
Bad debt recovery	-	(14,912)
	<u>30,249</u>	<u>15,512</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

5. TOTAL EXPENDITURE

	Staff costs	Other	Depreciation	2023 Total
	£	£	£	£
Charitable activities				
School Operating Costs:				
Teaching costs	2,587,929	311,237	62,452	2,961,618
Welfare	119,945	521,511	-	641,456
Premises	310,663	471,817	109,699	892,179
Support costs of schooling	474,455	370,531	-	844,986
	<u>3,492,992</u>	<u>1,675,096</u>	<u>172,151</u>	<u>5,340,239</u>
Cost of raising funds:				
Finance and other costs	-	30,249	-	30,249
	<u>3,492,992</u>	<u>1,705,345</u>	<u>172,151</u>	<u>5,370,488</u>
	Staff costs	Other	Depreciation	2022 Total
	£	£	£	£
Charitable activities				
School Operating Costs:				
Teaching costs	2,344,153	274,249	60,134	2,678,536
Welfare	120,073	454,168		574,241
Premises	310,147	452,557	98,477	861,181
Support costs of schooling	412,518	301,250	-	713,768
	<u>3,186,891</u>	<u>1,482,224</u>	<u>158,611</u>	<u>4,827,726</u>
Cost of raising funds:				
Finance and other costs	-	15,512	-	15,512
	<u>3,186,891</u>	<u>1,497,736</u>	<u>158,611</u>	<u>4,843,238</u>

6. OPERATING PROFIT

	2023 £	2022 £
Operating profit for the year is stated after charging:		
Auditors remuneration:		
For audit	20,760	18,120
For other services	2,196	2,040
Depreciation	172,151	158,611
Operating lease expense	24,698	24,698

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

7. STAFF COSTS	2023 £	2022 £
Total Staff Costs:		
Salaries and wages	2,896,142	2,636,403
Social security costs	261,293	242,967
Pension contribution	335,557	300,293
Termination payments	-	7,228
	<u>3,492,992</u>	<u>3,186,891</u>
	2023	2022
The average weekly number of employees during the year was made up as follows:		
Teaching	62	55
Other	39	37
	<u>101</u>	<u>92</u>
	2023	2022
The number of employees who had emoluments exceeding £60,000 were:		
£60,000 - £69,999	2	1
£70,000 - £79,999	-	1
£120,000 - £129,999	1	1

Total remuneration of key management personnel was £344,090 (2022: £326,209).

No governors received remuneration (2022: £nil) during the year ended 31 August 2023.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

8. TANGIBLE FIXED ASSETS

The movement of tangible fixed assets were as follows:

	Freehold property £	Furniture and equipment £	Laundry equipment £	Motor vehicle and garden equipment £	Computers £	Total £
COST						
At 31 August 2022	8,617,849	1,012,887	14,803	171,981	421,884	10,239,404
Additions	9,565	118,648	-	63,549	18,080	209,842
Disposals	-	-	-	(19,471)	-	(19,471)
At 31 August 2023	8,627,414	1,131,535	14,803	216,059	439,964	10,429,775
DEPRECIATION						
At 31 August 2022	1,473,145	549,178	14,803	132,293	343,804	2,513,223
Charge for the year	86,252	33,078	-	23,447	29,374	172,151
Disposals	-	-	-	(18,250)	-	(18,250)
At 31 August 2023	1,559,397	582,256	14,803	137,490	373,178	2,667,124
NET BOOK VALUE						
At 31 August 2023	7,068,017	549,279	-	78,569	66,786	7,762,651
At 31 August 2022	7,144,704	463,709	-	39,688	78,080	7,726,181

9. INVESTMENTS

Listed investments

	Total £
Market value as at 1 September 2022	11,070
Unrealised losses	(2,222)
Market value as at 31 August 2023	8,848

10. OTHER DEBTORS

	31 August 2023 £	31 August 2022 £
Prepayments and accrued income	103,586	102,743
Other debtors	48,238	37,419
	151,824	140,162

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

11. OTHER CREDITORS - due within one year	31 August 2023 £	31 August 2022 £
Trade creditors	121,977	187,872
Payroll taxes and social security costs	65,735	61,098
Other creditors	80,353	58,266
Accruals and deferred income	40,006	39,567
Pupil deposits	24,550	17,500
Composition fees (see note 13)	252,537	281,730
Bank loan	106,503	104,924
	<u>691,661</u>	<u>750,957</u>

12. OTHER CREDITORS - due after more than one year	31 August 2023 £	31 August 2022 £
Bank Loan	363,070	419,690
Pupils' Deposits	238,640	200,240
Composition fees (see note 13)	48,804	8,553
Coronavirus Business Interruption Loan	100,000	150,000
	<u>750,514</u>	<u>778,483</u>

Bank Loan

The loan from Barclays is charged at a fixed rate of 3.16%. The capital element of the loan is repayable in the following years:

Within one year	56,503	54,924
Within one to two years	363,070	69,135
Within two to five years	-	350,555
	<u>419,573</u>	<u>474,614</u>

The loan is secured by a legal charge over the School property.

Coronavirus Business Interruption Loan (CBIL)

CBIL of £250,000 was drawn down in August 2020. There is a 12 month capital & interest holiday from this date. From August 2020, interest is charged at a fixed rate of 2.85%. The capital element of the loan is repayable in the following years:

Within one year	50,000	50,000
Within one to two years	50,000	50,000
Within two to five years	50,000	100,000
	<u>150,000</u>	<u>200,000</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

13. COMPOSITION FEES	31 August 2023 £	31 August 2022 £
At 1 September 2022	290,283	251,392
Composition fees received	399,776	222,754
Applied to School fees	(388,718)	(183,863)
Discount applied	-	-
	<u>301,341</u>	<u>290,283</u>
At 31 August 2023	<u>301,341</u>	<u>290,283</u>
Composition fees are due as follows:		
Within one year	252,537	281,730
Within one to two years	24,402	8,553
Within two to five years	24,402	-
	<u>301,341</u>	<u>290,283</u>

14. MOVEMENT IN FUNDS

	General Revenue Account £	Total £
Balance at 31 August 2022	6,243,340	6,243,340
Surplus/(deficit) for the year	153,172	153,172
Transfer between funds	-	-
	<u>6,396,512</u>	<u>6,396,512</u>
Balances at 31 August 2023	<u>6,396,512</u>	<u>6,396,512</u>
Represented by:		
Fixed assets	7,762,651	7,762,651
Investments	8,848	8,848
Net current (liabilities)	(624,473)	(624,473)
Long term liabilities	(750,514)	(750,514)
	<u>6,396,512</u>	<u>6,396,512</u>

	General Revenue Account £	Total £
Balance at 31 August 2021	6,142,457	6,142,457
Surplus/(deficit) for the year	100,883	100,883
Transfer between funds	-	-
	<u>6,243,340</u>	<u>6,243,340</u>
Balances at 31 August 2022	<u>6,243,340</u>	<u>6,243,340</u>
Represented by:		
Fixed assets	7,726,181	7,726,181
Investments	11,070	11,070
Net current (liabilities)	(715,428)	(715,428)
Long term liabilities	(778,483)	(778,483)
	<u>6,243,340</u>	<u>6,243,340</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

15. OPERATING LEASE COMMITMENTS

At 31 August 2023 the School had the following minimum lease payments under non-cancellable operating leases:

	31 August 2023 £	31 August 2022 £
Within one year	24,698	24,698
Within two to five years	43,308	42,467

16. PENSION COSTS

Contributions are made to personal pension schemes for some employees. Pension costs charged in the year to defined contribution schemes totalled £335,557 (2022: £300,293) of which £50,802 (2022: £42,241) has been accrued at the year end.

17. TAXATION

The company is a registered charity and no taxation is payable on its income.

18. LIABILITY OF MEMBER

Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding £1.

19. RELATED PARTY TRANSACTIONS

There are governors and members of the senior management team who are associated with the School by either having grand children or children who are pupils at the School. All transactions are at arms length and in the normal course of business.

There are no further related party disclosure that require disclosure.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2023

20. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Notes	School £	Restricted £	31 August 2022 £
Income from:				
Charitable activities:				
Fees receivable	1	4,573,498	-	4,573,498
Other educational income	2a	229,511	-	229,511
Other trading activities:				
Lettings income		75,121	-	75,121
Grants, donations and legacies	2b	60,322	-	60,322
Bank and other interest	3	85	-	85
Other income		10,614	-	10,614
Total income		<u>4,949,151</u>	<u>-</u>	<u>4,949,151</u>
Expenditure on:				
Raising funds:				
Finance and other costs	4	15,512	-	15,512
Charitable activities				
School operating costs:				
Teaching costs		2,678,536	-	2,678,536
Welfare		574,241	-	574,241
Premises		861,181	-	861,181
Support costs of schooling		713,768	-	713,768
Total expenditure	5	<u>4,843,238</u>	<u>-</u>	<u>4,843,238</u>
Net income/(expenditure)before transfers		105,913		105,913
Transfers between funds	14	-	-	-
Net income/(expenditure)		<u>105,913</u>	<u>-</u>	<u>105,913</u>
(Losses)/Gains on Investments		(5,030)	-	(5,030)
Net movement in funds		100,883	-	100,883
Balance brought forward at 1 September 2021		<u>6,142,457</u>	<u>-</u>	<u>6,142,457</u>
Balance carried forward at 31 August 2022	14	<u><u>6,243,340</u></u>	<u><u>-</u></u>	<u><u>6,243,340</u></u>

ELSTREE SCHOOL LIMITED

England & Wales - Charity number 309101

Accounts

ELSTREE SCHOOL LIMITED
(A Registered Company Limited by Guarantee)
ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2022
TOGETHER WITH GOVERNORS'
AND AUDITORS' REPORTS

Registered Number: 690450

Registered Charity Number: 309101

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

The Governors present their annual report on the affairs of the company, together with the accounts and auditors' report for the year ended 31 August 2022

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Registration Number 309101

Company Registration Number 690450

Governors
Mr J B Sunley (Chair)
Mrs E McGrath (Vice-Chair)
Mr J Dahl
Mr J Vincent
Mr S M Hill
Mrs J Lyons
Mrs E McKendrick
Mr N Murphy
Mr G A W Owston
Mrs J Joynson
Mr A Pannell
Mr R B Waller (Resigned 15th December 2021)
Mrs P Foulds (Appointed 18th March 2022)
Mrs M Price (Appointed 18th March 2022)
Mrs E Shaw (Appointed 18th March 2022)

Headmaster Mr A C T Inglis

Bursar Mrs J Burnett (Resigned 14th December 2022)
Mr RWS Aird (Appointed 16th January 2023)

Address Elstree School
Woolhampton
Reading
Berkshire
RG7 5TD

Bankers Barclays Bank Plc
Newbury Business Centre
6 Market Place
Newbury
Berks
RG14 5AY

Auditors Haymacintyre LLP
Registered Auditors
10 Queens Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

The Governors, who are also directors of the company and charity trustees, have pleasure in submitting their report and audited financial statements for the year ended 31 August 2022. The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in 2015, applicable law and the company's governing document the Memorandum and Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and administration

The School was incorporated in 1961 as a charitable company limited by guarantee. The Governors (The 'Board') determine the general policy of the school. The day-to-day management of the school is delegated to the Head and Bursar.

The Governors who served during the year and up to the date of this report were:

Mr J B Sunley (Chair) ¹ .	Mr N Murphy ^{2, 3} .
Mrs E McGrath (Vice-Chair) ³ .	Mr G A W Owston ^{1, 2} .
Mr J Dahl ² .	Mrs J Joynson ² .
Mr J Vincent ^{1, 4} .	Mr A Pannell ⁵ .
Mr S M Hill ² .	Mrs P Foulds (Appointed 18 th March 2022) ¹ .
Mrs J Lyons ^{3, 4, 5} .	Mrs M Price (Appointed 18 th March 2022) ³ .
Mrs E McKendrick ² .	Mrs E Shaw (Appointed 18 th March 2022) ³ .
Mr R B Waller (Resigned 15 th December 2021)	

¹ Member of the Finance & General Purposes Committee

² Member of the Academic Committee

³ Member of the Pastoral & Safeguarding Committee

⁴ Member of the Marketing Committee

⁵ Member of the Health & Safety Committee

Organisational management

The Governors meet as a board at least four times a year to determine the general policy of the Charity and to review its overall management and control, for which they are legally responsible. The work of implementing a substantial part of the Board's policies is carried out by the Finance and General Purposes Committee, which meets at least two weeks before each meeting of the full board, specifically to review the budgets, the management accounts, the annual accounts and reports. For the purposes of the day-to-day management of the charity, the Governors give delegated powers to the Headmaster and the Bursar. There is an increasing level of communication between Governors and the Headmaster and teaching community at Elstree through the regular sub-committee meetings and informal communication.

All Governors are linked to a role within the School and meet as separate sub-committees, including Finance, Academic, Pastoral and Safeguarding, Marketing and Health and Safety.

Recruitment and training of Governors

Governors are recruited as and when necessary, bearing in mind the particular skills that need to be covered by the circumstances of the vacancy. Upon appointment Governors are given a copy of the Memorandum and Articles of Association of Elstree School, together with the AGBIS handbook and are provided with a comprehensive induction visit to the School. Governors are encouraged to attend the training sessions provided by AGBIS or other appropriate bodies. Specific training is also provided to all Governors, recent trainings include Safeguarding and updates to the latest KCSIE legislation.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2022

Structure and relationships

Elstree School is a member of IAPS, ISBA AGBIS and the BSA for the promotion and maintenance of standards and joins in peer group studies for the evaluation of quality and performance improvement methods. The School co-operates with as many charities as it can and seeks to widen public access to the education provided, to optimise the educational use of the cultural and sporting facilities, and to awaken in its pupils an awareness of the wider social context of the education they receive at the School.

OBJECTS, PRINCIPAL ACTIVITY, OBJECTIVES AND PUBLIC BENEFIT

Objects

The objects of the company are to provide an outstanding education for boys and girls between the ages of 3-13. Within these objects the company also maintains its Grade 2 * listed buildings which are considered to be of national importance, and any funds held in trust for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes need to be appropriately managed. In the furtherance of these objects, the Governors seek to comply with the duty in s.4 of the Charities Act 2006 to have due regard to the Charity Commission's published guidance concerning the operation of the Public Benefit requirement under that Act.

Principal activity

The School continues to provide all-round education for boys and girls between the ages of 3-13. Elstree welcomes children of all abilities and from all backgrounds. Elstree is well established as one of the leading Preparatory schools in the South of England, attracting children from a wide area. The Charity is committed to an education which develops the academic, physical, creative, social and spiritual potential in all its pupils. All its activities and policies are geared to this aim. This is developed further by participation in the Elstree Award (the School's version of the Duke of Edinburgh Award) which is for boys and girls in Years 6, 7 and 8. This initiative develops citizenship and community spirit. The combination of academic rigour in the classroom with opportunities to participate in a wide range of competitive sports and other activities ensures we provide preparation for life at the leading independent senior schools across the UK.

Objectives for the year

The Board's strategic aim as a charitable independent school is the focus and sustained attainment of the highest levels of academic performance in a safe and happy environment, the development of pupil numbers in line with a wider-access admissions policy, the continuation of external lettings provision which is putting the School's facilities to good use when not otherwise needed, the development of sustainable and appropriate boarding opportunities and the greater involvement of all pupils in the full range of extra-curricular activities. Through the successful implementation of these objectives, public benefit and access to the School will be enhanced. The Board also looks to broaden the academic curriculum, continually enhance the range of sporting, creative arts, musical and pastoral opportunities and increase the school's involvement in and contribution towards the local community.

The School recognise the value of capable and well motivated teaching and support staff in succeeding in its objective of maximising the achievement of all pupils and seeks to ensure that all staff receive recognition for their contribution to the quality of school life. It recognises that an effective remuneration policy allows the School to maintain and improve the quality of education provided for all pupils by enabling the School to recruit, retain and motivate staff.

Key management personnel remuneration

The Governors aim to provide market competitive salaries and recognise the need to pay higher salaries for exceptional candidates where this is in the interest of the School. Remuneration of the key management personnel is set by the Board, in conjunction with the Headmaster for the Bursar and Deputy Headmaster, using a number of criteria such as nature of role and responsibilities, sector salaries as indicated by various benchmark and other market reports, cost of living increases and trends in pay. Any revisions must be agreed by the Full Board.

Strategy

The Governors are responsible for agreeing a long-term strategy that is designed to place the school in the best possible position to achieve the objectives set out above. These include:

- continuing to review the School's academic policies in the light of national academic benchmarks and independent inspectors' reports. We also review the academic syllabus, teaching methods and exam results;
- ensuring the co-curricular activities on offer to pupils are outstanding and actively contributing to the development, social skills and spiritual awareness of the children;
- investing in the infrastructure and technology of the School. In recent years significant investment has been made in sports facilities, science buildings, Pre-Prep facilities, music facilities and the main assembly hall. The School's strategic planning review highlights art and design and technology as the next areas for development; and
- there has also been significant development in the school's dining room, with a complete redecoration, new flooring and lighting and new furniture. The external windows have been full refurbished and redecorated inside and out.
- with the move to full co-education in 2020 and girl numbers nearing 90 across the school, there has also been significant investment in a wide range of girls' facilities. A new girls' dormitory with refurbished shower and bathroom, new girls' changing facilities in the sports hall and a new Head of Girls Games.

Bursaries and scholarships

The value of bursaries, scholarships and allowances in the year amounted to £659,601 (2021: £634,848). There is a Bursary Policy. The Governors make these awards based on the individual needs and abilities of the child and of his/her parents. The Governors are always willing to explore any method of helping to maintain the continuity of the educational experience for a pupil where there is evidence of family hardship. Two pupils received 100% of the boarding element of the fee, one pupil received 90% of the boarding fee, one pupil received 70% of the boarding fee, one pupil received 50% of the boarding fee, One pupil received 100% of the day fee, Three pupils received 90%, whilst eighteen pupils received in excess of 70%. During the year, 78 children were financially assisted in some way, 28% of all pupils.

Equal opportunities

The School welcomes pupils from all backgrounds and needs to be able to satisfy itself that it can fully and adequately prepare every pupil for entry to senior school through at least the Common Entrance process. Entrance interviews, in person, or for an overseas pupil via video calls, and assessments are undertaken to satisfy the School and the prospective parents that their child can cope with the academic demands, the pace of the lessons and that he/she can benefit from the education on offer. The race, gender, religion or disability of a child has no bearing on the assessment decision. In cases where a child or member of staff is or becomes disabled, every effort is made to accommodate these needs.

Widening of access – education related activities

The School welcomes children from all backgrounds and it prepares pupils for entry to senior school through Common Entrance or Scholarship process. Widening of access to the School is achieved by the Schools' Foundation Awards and bursaries, granted to parents who would not normally be able to afford the School's fees, and by directing the families of those in need to suitable external funding sources. During the year 78 pupils benefitted from a fee remission.

The school provides local nurseries and primary schools with regular access to its facilities. The school organises a variety of different events, including a den-building day, a 'Mini Olympics' afternoon, a Year 2 Football Festival and a Primary Schools Cross Country Event. Covid-19 restrictions have meant that some events had to be postponed or cancelled. A number of pupils at the school take part in the Restless Triathlon at Bradfield College, raising money for one of the school's chosen charities, as well as the Restless Development charity, supporting children in Africa.

Partners for Active Leisure Scheme (PALS) is a West Berkshire Charity which uses the school's facilities throughout the year and which benefits from activities being led by the Year 7 pupils as part of their Elstree Award.

Widening of access – other community links

The Charity recognises its role in the context of the wider community, to continually increase access to its facilities and its education; many activities are organised with this in mind.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, London Irish Rugby in the Community Scheme, Mortimer and West End Cricket Club, Racing Line Running, Scarlet Runners hockey club.

In addition, the following charities have benefited from donations or fundraising events held at the school: PALs, Charlie Waller Trust, St Peter's Church, Riding for the Disabled, Brain Tumour Trust, NSPCC, SSAFA, The Children's Society, Born Free foundation, St Michael's Hospice, TISCA, Marie Curie, Royal National Children's Foundation, Make a wish foundation, Cystic Fibrosis and Naomi House.

Children and Staff support a variety of charities:

- Pre-Prep tree planting for the Woodland Trust
- Inter-house cross-country event to raise money for St. Michael's Hospice
- NSPCC
- Weekly chapel collections for a variety of charities from the local area
- Gift Fair (Year 6 Elstree Award Pupils support) raised money for PALs charity
- Food was collected and donated to the West Berkshire Food Bank
- 10 mile Ridgeway walk for children, staff and parents raising money for the Make a wish foundation and Cystic fibrosis charity
- Each term the staff enjoyed a 'Brilliant Breakfast' whilst raising money for the Princes Trust

STRATEGIC REPORT

Operational Performance

Elstree provides a safe, secure environment for children to achieve their potential in any given field. We aim to educate children in a familiar, friendly, supportive and encouraging environment where they can be treated as individuals but learn to live in a community. The emphasis is on building confidence, developing talent and maximising potential. In the Pre-Prep, it is our aim to make children's first experiences of learning positive and inspiring so that they develop a thirst for learning.

We strive for academic excellence for each child. We aim to provide help and support to enable them to achieve their best and reach their potential becoming self-regulated learners. The Elstree Learner Profile outlines the academic values and aspirations we have for every pupil.

We prepare pupils thoroughly for the next stage of their education and to maintain strong links with the major senior schools.

We equip all pupils with essential life skills: hard work, tolerance, kindness, pride in themselves, resilience and enthusiasm.

We promote and develop a broad range of opportunities in all areas of the school – Academic, Music, Drama, Art, D.T. and Sport. Our Co-Curricular programme of activities, boarding clubs and Elstree Award further enhance the opportunities for our pupils. Elstree is a 'preparatory' school in the broadest sense of the word.

We aim to give pupils a confidence in their own ability, a sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.

Independent Schools Inspectorate Inspection

As a member of the Independent Schools Council, Elstree School is inspected by the Independent Schools Inspectorate (ISI) on a regular basis. In November 2022, the ISI undertook a focused compliance inspection combined with an inspection of educational quality.

The inspection team interviewed over 100 children and around 40 staff; they conducted surveys of parents, staff and pupils in Years 3-8, and they observed a significant number of lessons. Importantly they experienced both Elstree Prep and Pre-Prep school life in its fullest sense – assemblies, meals, boarding time, activities, sports, musical groups and the creative arts.

The two areas on which the school is judged relate to the quality of pupils' academic and other achievements and the quality of pupils' personal development. In both categories, Elstree school achieved the highest accolade - Excellent.

Achievements and Performance:

- The School has continued to embed its Digital Learning Strategy, to pupils in Years 7 & 8 using a Microsoft Surface device to complement existing traditional learning strategies. Teachers increasingly use technology appropriately to enhance learning outcomes.
- There have been exciting developments to the curriculum, with the introduction of formal Spanish lessons in Years 5 & 6, and a Spanish Club in Years 3 & 4.
- All pupils up to Year 6 now have drama lessons and 55 take part in weekly LAMDA lessons.
- A new structure to the school day in the Prep School has the main academic lessons timetabled at the front end of the day, thus maximising the learning outcomes for the pupils. The latter part of the day is now reserved for enrichment activities, the able and talented programme and prep for the senior pupils.

- In the Pre-Prep there are 8 clubs that the children can choose to participate in. There are 24 activities on offer each week in the prep school.
- The school promotes and develops a broad range of opportunities in all areas – Academic, Music, Drama, Art, D.T. and Sport. These include a Co-Curricular programme of activities, Headmaster's Project, Boarding clubs and the Elstree Award.
- A successful Cultural Diversity Week was held, which included a Black Lives Matter assembly from the Year 5 children. We also supported Black History month and we had a visit speaker about Food and Healthy Wellbeing, with an African Cultural Theme.
- Pupils are thoroughly prepared for the next stage of their education and the school maintains strong links with the major senior schools. The Headmaster and Senior Master-External Relations guide parents through the process supported by: A Senior School Presentation in Year 5, Individual meetings with parents to discuss senior school choices and pupil progress. Pupils are prepared for their senior school assessments and interviews with tailored lessons including verbal and non-verbal reasoning, covering online assessments, interview workshops, academic enrichment talks and debating. We have introduced this year a new learning platform called 'Atom' to support the pupils further in this domain. Senior school representatives are invited to the school to give talks, preach in church services and to referee inter-school matches. Pupils also take part in many senior school activity days (music, art, drama, academic and sport), which further build-up the strong links between Elstree and the senior schools.
- The school prides itself on giving pupils a confidence in their own ability by celebrating all levels of achievement in all areas of school life. The children gain a real sense of physical, moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. The 'family' lunch service provides an informal way for pupils and staff to engage in interesting conversation, outside the classroom.
- The children also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.
- Throughout the school, over 151 music lessons take place each week, and pupils are further encouraged to participate in regular informal and formal concerts each term.
- The school is further developing an 'open door' culture to teaching and an enquiry-based approach to teaching and learning, supporting colleagues with their career development and the curriculum development. Also supporting learners with a robust tracking, support system and developed Revision Study Skills programme.
- STEAM workshops have been introduced across the prep school to help pupils link knowledge and prepare them for the workplace.
- Pupil tracking and LDD (Learning Development Department) information is on iSAMS and has been made much more accessible for the teaching staff. There is now a weekly academic progress meeting focusing on pupils' academic needs and interventions. There is enhanced communication with the Head of LDD in morning staff briefings. LDD information is updated more regularly and shared with teaching colleagues.
- The mentoring system for the Year 8s adds an extra layer of pastoral support. It has also introduced a weekly pastoral meeting that focuses on monitoring our more vulnerable children, behaviour logs, staff welfare, etc. throughout the whole school (Prep and Pre-Prep).
- Further development of the Elstree Award and providing a comprehensive leadership programme for Years 6, 7 & 8 and strengthening links with the local community.
- Staff are developing links with local primary schools to support them with their teaching, particularly with specialist subjects like Art, DT, Science and Modern Languages.
- Opportunities for public speaking have increased with events such as the Declamations Competitions and the Poetry Performance afternoon. We have also introduced a senior (Year 8) and Middle School (Year 6) debate and Elstree Award Presentations in Year 7 and Headmaster's Debate topics each Monday morning.
- The school has maintained its 'Green Flag Status' and this has further increased the pupils' awareness of eco-issues.

- The school has continued to strengthen its central management with the appointment of a Head of Human Resources, a Head of Admissions & a Marketing Manager.

Academic Scholarships

Our academic profile is diverse, ranging in most years from a MIDYIS overall score at the end of Year 7 from 135+ to 85. The children are prepared for a wide range of different and diverse senior schools and entry requirements, and parental expectation is high. The diverse nature of the children's talents and abilities and the school's ability to prepare the children for these awards are reflected in a range of prestigious awards to some top senior schools.

- Academic Exhibition to St Edward's School, Oxford
- All-Rounder Scholarship to Sherborne School (drama and music)
- Art and DT Award to Monkton Combe School
- Dr Gray All-Rounder Award to Bradfield College
- Music Scholarship to Winchester College
- Art and DT Scholarship to Monkton Combe School
- Sports Scholarship Radley College

Boarding

The boarding experience enhances pupils' learning and achievement by:

- Encouraging self-discipline in matters of punctuality, time management, tidiness, care of property and personal hygiene
- Promoting positive relationships with all peers and adults
- Encouraging independence and good manners
- Encouraging sharing and accepting valid decisions
- Encouraging a sense of responsibility and leadership roles (E.g., Dorm Captains, table takers, etc.)
- Promoting the constructive use of free time
- Promoting a positive moral attitude and developing a sense of citizenship and community spirit

Approximately every 2/3 weeks a 'Star Boarder' is celebrated in Prayers (assembly) to recognise pupils that are developing in the manner outlined above.

Personal responsibility week focuses on children taking responsibility for their own actions. There are group consequences (e.g. if you are not out of bed by 7.10am, the whole dorm takes the laundry from the landing down to the washroom). This encourages children to work together and support those who find it challenging.

A resident boarding academic tutor supports the children and is available to them throughout the week and if there is extra work they need to catch up on, it is then co-ordinated by them. Every Sunday evening the Housemaster and the Academic Tutor go through Spellings and General Knowledge for the following week. Teacher-led revision sessions take place after supper (instead of clubs) in the week leading up to exam week, and during exam week in order to support those children who board. 'Pyjama Latin' is taken by Mr. Inglis and Mrs Inglis offers support with French oral practice. There is a full programme of activities, which take place on the weekend to enrich the boarding experience. These range from Laser Tag, trips to the cinema, water parks (indoor and outdoor), trampoline park and ten pin bowling to 'Big Weekends' when an entire Year Group would board. We have also introduced a 'Mini' Weekend in Year 5 to act as a gentle introduction to boarding and to encourage children lower down the school to board. In the Summer Term, the Year 3 children also have a 'Boarding Taster' evening.

There is also an extensive programme of boarders' clubs available after supper. This has recently been revamped and the children were surveyed to see which clubs were the most popular, and the least popular were removed from the programme. Then children were given the choice as to which club they would like to do. Every child got either their first or second choice of club.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2022

FINANCIAL REVIEW

Results for the year

The final surplus for the year was £100,883 (2021: £245,406 deficit) to include total donations received of £60,322 (2021: £36,326) during the period. In total, net fees received in the year were £716,778 more than 2021, which was impacted by Covid-19, (and total expenditure in the year was £481,895 more than 2021, resulting in the School returning a trading surplus. Lettings income in the year was £53,013 higher than 2021 due to the resumption of the Summer 2022 residential bookings following the lifting of the Covid-19 restrictions and a number of community sports hirers returning to use the facilities at Elstree for the same reason .

Reserves policy and level

The reserves policy of the School has been based on the School's objectives. Its main aim is to achieve a margin of working capital sufficient to enable all aspects of the School's work to be conducted in an orderly and efficient manner and to fund the School's building maintenance programme. The policy's specific requirement is:

The maintenance of a liquid reserve to provide cover for unexpected but unavoidable items of expenditure which cannot be funded from current income. In this respect, it is important to realise that certain of the School's reserves are in the form of fixed assets, which would take time to realise.

The School's total funds at 31 August 2022 was £6,243,340 (2021: £6,142,457), represented by £7,726,181 (2021: £7,715,046) of fixed assets (net of depreciation) less net borrowings which together with accumulated surpluses were used towards their funding.

Freehold property

In the opinion of the Governors the value of the freehold land and permanent buildings is substantially more than the book value, but no useful purpose would be served by undertaking a revaluation.

Fundraising

The School is fortunate to have the Friends of Elstree running fundraising events during the year including the annual bonfire and fireworks in November, Gift Fair in October and Summer Fair in June. An annual old pupil reunion is organised by the School and is well supported.

Risk Management

The Governors regularly assess the major risks to which the School is exposed, in particular those related to its operations and finances, and are satisfied that there are systems in place to mitigate exposure to such risks. The Risk Register for Governors is reviewed annually. The risks identified are considered by the Governors to be typical in nature of a privately funded prep school.

The Governors consider the major risks to the School to be:

- The fees becoming unaffordable due to economic pressures;
- Changes to the taxable status of Charities following a change in Government
- Increased competition from both independent and state schools; and
- An unforeseen material damage to the school's reputation.

The key controls used to mitigate these risks include:

- Good governance procedures to ensure effective strategy, planning and monitoring;
- Financial planning, accounts report and monitoring; and
- Formal risk policies, risk registers and risk management procedures.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2022

PLANS FOR THE FUTURE

Infrastructure

The Governors have invested substantial sums into the school's infrastructure in recent years. During the year significant investment was made into improving the shower and toilet facilities in the Sandersons boarding house. Following growth in the Pre-Prep school, improvements and enlargements have been made to the car park to create more parking spaces. Further investment in technology has been made to upgrade the computers in the IT suite for use for all the children across the school.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also Directors of Elstree School for the purposes of company law) are responsible for preparing the Governors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

So far as each of the Governors is aware at the time the report is approved:

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

Auditors

The auditors Haysmacintyre LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be submitted to the Annual General Meeting.

The Governors' Report incorporating a Strategic Report was approved by the Board of Governors on 17 March 2023 and signed on its behalf by:



Mr J B Sunley
Chairman

Elstree School
Woolhampton
Berkshire
RG7 5TD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The governors are responsible for the other information. The other information comprises the information included in the Governors' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on page 10, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Health & Safety Acts and the Education Act 2002, and 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 and the Charities Act 2011, and consider other factors such as payroll tax.

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 revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

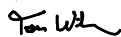
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELSTREE SCHOOL LIMITED (continued)**

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

Use of our report

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



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 20 March 2023

10 Queen Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	School £	Restricted £	31 August 2022 £	31 August 2021 £
Income from:					
Charitable activities:					
Fees receivable	1	4,573,498	-	4,573,498	3,856,720
Other educational income	2a	229,511	-	229,511	138,348
Other trading activities:					
Lettings income		75,121	-	75,121	22,108
Grants, donations and legacies	2b	60,322	-	60,322	86,376
Bank and other interest	3	85	-	85	17
Other income		10,614	-	10,614	6,063
Total income		<u>4,949,151</u>	<u>-</u>	<u>4,949,151</u>	<u>4,109,632</u>
Expenditure on:					
Raising funds:					
Finance and other costs	4	15,512	-	15,512	19,397
Charitable activities					
School operating costs:					
Teaching costs		2,678,536	-	2,678,536	2,320,672
Welfare		574,241	-	574,241	475,610
Premises		861,181	-	861,181	810,174
Support costs of schooling		713,768	-	713,768	735,490
Total expenditure	5	<u>4,843,238</u>	<u>-</u>	<u>4,843,238</u>	<u>4,361,343</u>
Net income/(expenditure)before transfers		105,913		105,913	(271,711)
Transfers between funds	14	-	-	-	-
Net income/(expenditure)		<u>105,913</u>	<u>-</u>	<u>105,913</u>	<u>(251,711)</u>
(Losses)/Gains on Investments		(5,030)	-	(5,030)	6,305
Net movement in funds		<u>100,883</u>	<u>-</u>	<u>100,883</u>	<u>(245,406)</u>
Balance brought forward at 1 September 2021		<u>6,142,457</u>	<u>-</u>	<u>6,142,457</u>	<u>6,387,863</u>
Balance carried forward at 31 August 2022	14	<u><u>6,243,340</u></u>	<u><u>-</u></u>	<u><u>6,243,340</u></u>	<u><u>6,142,457</u></u>

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

The accompanying notes form an integral part of the financial statements.

The Statement of Financial Activities for the comparative period is presented in Note 20.

BALANCE SHEET

AS AT 31 AUGUST 2022

	Notes	31 AUGUST 2022		31 AUGUST 2021	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	8		7,726,181		7,715,046
Investments	9		11,070		16,100
			<u>7,737,251</u>		<u>7,731,146</u>
CURRENT ASSETS					
Debtors					
Fees in advance and extras in arrears		955,895		677,571	
Other debtors, stocks and prepayments	10	140,162		127,530	
		<u>1,096,057</u>		<u>805,101</u>	
Cash at bank and in hand		507,597		483,766	
		<u>1,603,654</u>		<u>1,288,867</u>	
CREDITORS – due within one year					
Fees received in advance for					
Autumn term		1,568,125		1,415,856	
Other creditors	11	750,957		537,175	
		<u>2,319,082</u>		<u>1,953,031</u>	
NET CURRENT LIABILITIES			(715,428)		(664,164)
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>7,021,823</u>		<u>7,066,982</u>
CREDITORS – due after more than one year	12		(778,483)		(924,525)
NET ASSETS	14		<u>6,243,340</u>		<u>6,142,457</u>
Represented by:					
Unrestricted funds	14		6,243,340		6,142,457
Restricted	14		-		-
TOTAL FUNDS			<u>6,243,340</u>		<u>6,142,457</u>

The financial statements were approved by the Board of Governors and authorised for issue on 17 March 2023 and signed on their behalf by:

James B
G A W

Mr J B Sunley

Mr G A W Owston

)
) GOVERNORS
)

The accompanying notes are an integral part of this balance sheet.

ELSTREE SCHOOL LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2022

	2022		2021	
	£	£	£	£
Cash flows from operating activities				
Net income/(expenditure)	100,883		(245,406)	
Losses/(Gains) on investments	5,030		(6,305)	
Depreciation	158,611		170,330	
Loss on disposal	484		-	
Interest received	(85)		(17)	
Interest paid	22,458		17,673	
Decrease/(increase) in debtors	(290,956)		161,679	
(Decrease)/increase in creditors	323,227		227,928	
		319,652		325,882
Cash flows from investing activities				
Purchase of tangible fixed assets	(170,230)		(153,334)	
Interest received	85		17	
		(170,145)		(153,317)
Cash flows from financing activities				
Interest paid	(22,458)		(17,673)	
Repayment of loans	(103,218)		(51,567)	
		(125,676)		(69,240)
Increase of cash in the year		23,831		103,325
Cash and cash equivalents at the beginning of the year		483,766		380,441
Cash and cash equivalents at the end of the year		507,597		483,766

	2021	Cashflow	Non-Cashflow	2022
	£	£	£	£
Analysis of movements in net debt				
Cash at bank and in hand	483,766	23,831	-	507,597
Barclays Loan due within on year	(51,039)	53,218	(57,103)	(54,924)
Barclays loan due after one year	(476,793)	-	57,103	(419,690)
Coronavirus Business Interruption Loan (CBIL)	(50,000)	50,000	(50,000)	(50,000)
Due within one year				
CBIL due after one year	(200,000)	-	50,000	(150,000)
Total	(294,066)	127,049	-	(167,017)

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 AUGUST 2022

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice ("SORP"), Financial Reporting Practice applicable in UK and Republic of Ireland (FRS 102) second edition effective 1 January 2021 and the Companies Act 2006.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity Registered as a charity in England and Wales and a Company limited by guarantee. It was incorporated on 21 April 1961 (company number 00690450) and registered as a charity on 21 July 1961 (charity number 309101). The School's registered office is Elstree School, Woolhampton, Reading, Berkshire, RG7 5TD.

a. Accounting convention

The accounts have been prepared under the historical cost convention.

b. Income

Income from charitable activities is accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

Lettings income is recognised in the Statement of Financial Activities on a straight line basis over the lease term.

Job Retention Scheme Government Grants are accounted for in the year in which employees were placed on temporary leave.

c. Expenditure

Expenditure is accounted for on an accruals basis, discounted to present value for longer-term liabilities, and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

d. Fixed assets and depreciation

Building improvements, furniture and equipment are capitalised and carried in the Balance Sheet at historical cost.

Depreciation is provided on freehold buildings in use at one per cent per annum after exclusion of land and residual values. An impairment review is carried out to ensure the net book value in the financial statements do not exceed the value in use of the freehold buildings.

Depreciation is provided on other fixed assets to write off their cost over estimated useful lives at the following rates:

Furniture and equipment	- 4% on cost
Laundry equipment	- 25% on written down value
Motor vehicle and garden equipment	- 25% on written down value
Computers	- 25% on cost

e. Fund accounting

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

f. Special repairs fund

An amount is set aside for special repairs on the basis of expected future requirements. The cost of these repairs is charged against this fund as incurred.

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

g. Operating leases

Rentals payable are charged on a time basis over the lease term.

h. Pension schemes

The School's contributions to private pension schemes are charged in the period in which the salaries to which they relate are payable.

i. Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

j. Going concern

Governors have analysed the implications of a drop in pupil numbers of 10,20 & 30 and the impact on cash flow. A loss of 30 pupils would result in a review of capital expenditure commitments to ensure the School remains a going concern.

Having reviewed the updated cashflow forecasts, Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

k. Critical accounting judgements and key sources of estimation uncertainty

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

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

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

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. FEES	2022	2021
	£	£
Fees receivable consist of:		
Gross fees	5,233,099	4,491,568
Less: Total bursaries, scholarships and allowances	(659,601)	(634,848)
	<u>4,573,498</u>	<u>3,856,720</u>
2a. OTHER EDUCATIONAL INCOME	2022	2021
	£	£
Extras and disbursements	203,803	113,028
Registration fees	25,708	25,320
	<u>229,511</u>	<u>138,348</u>
2b. GRANTS, DONATIONS & LEGACIES	2022	2021
	£	£
Donations	60,322	36,326
Job Retention Scheme Government Grants	-	50,050
	<u>60,322</u>	<u>86,376</u>
The School claimed the above amount under the Coronavirus Job Retention Scheme during the 2020-21 period and is considered government support.		
3. INTEREST RECEIVABLE	2022	2021
	£	£
Bank deposits	<u>85</u>	<u>17</u>
4. FINANCE AND OTHER COSTS	2022	2021
	£	£
Bank charges	5,848	6,057
Bank interest	22,458	17,673
Fees in advance discount	2,118	5,927
Bad debt recovery	(14,912)	(10,260)
	<u>15,512</u>	<u>19,397</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

5. TOTAL EXPENDITURE

	Staff costs £	Other £	Depreciation £	2022 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	2,344,153	274,249	60,134	2,678,536
Welfare	120,073	454,168		574,241
Premises	310,147	452,557	98,477	861,181
Support costs of schooling	412,518	301,250	-	713,768
	<u>3,186,891</u>	<u>1,482,224</u>	<u>158,611</u>	<u>4,827,726</u>
Cost of raising funds:				
Finance and other costs	-	15,512	-	15,512
	<u>3,186,891</u>	<u>1,497,736</u>	<u>158,611</u>	<u>4,843,238</u>
	Staff costs £	Other £	Depreciation £	2021 Total £
Charitable activities				
School Operating Costs:				
Teaching costs	2,098,573	149,945	72,154	2,320,672
Welfare	116,837	358,773	-	475,610
Premises	295,585	416,413	98,176	810,174
Support costs of schooling	384,169	351,321	-	735,490
	<u>2,895,164</u>	<u>1,276,452</u>	<u>170,330</u>	<u>4,341,946</u>
Cost of raising funds:				
Finance and other costs	-	19,397	-	19,397
	<u>2,895,164</u>	<u>1,295,849</u>	<u>170,330</u>	<u>4,361,343</u>

6. OPERATING PROFIT

	2022 £	2021 £
Operating profit for the year is stated after charging:		
Auditors remuneration:		
For audit	18,120	16,920
For other services	2,040	1,860
Depreciation	158,611	170,330
Operating lease expense	24,698	22,925

ELSTREE SCHOOL LIMITED**NOTES TO THE ACCOUNTS (continued)****FOR THE YEAR ENDED 31 AUGUST 2022**

7. STAFF COSTS	2022 £	2021 £
Total Staff Costs:		
Salaries and wages	2,636,403	2,357,669
Social security costs	242,967	216,453
Pension contribution	300,293	277,457
Termination payments	7,228	43,585
	<u>3,186,891</u>	<u>2,895,164</u>

	2022	2021
The average weekly number of employees during the year was made up as follows:		
Teaching	55	50
Other	37	37
	<u>92</u>	<u>87</u>

	2022	2021
The number of employees who had emoluments exceeding £60,000 were:		
£60,000 - £69,999	1	-
£70,000 - £79,999	1	-
£90,000 - £99,999	-	1
£100,000 - £119,999	-	1
£120,000 - £129,999	1	-

Total remuneration of key management personnel was £326,209 (2021: £342,217).

No governors received remuneration (2021: £nil) during the year ended 31 August 2022.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

8. TANGIBLE FIXED ASSETS

The movement of tangible fixed assets were as follows:

	Freehold property £	Furniture and equipment £	Laundry equipment £	Motor vehicle and garden equipment £	Computers £	Total £
COST						
At 31 August 2021	8,617,849	909,259	14,803	142,606	388,013	10,072,530
Additions	-	106,984	-	29,375	33,871	170,230
Disposals	-	(3,356)	-	-	-	(3,356)
Transfers						
At 31 August 2022	8,617,849	1,012,887	14,803	171,981	421,884	10,239,404
DEPRECIATION						
At 31 August 2021	1,386,973	521,289	14,803	119,988	314,431	2,357,484
Charge for the year	86,172	30,761	-	12,305	29,373	158,611
Disposals	-	(2,872)	-	-	-	(2,872)
At 31 August 2022	1,473,145	549,178	14,803	132,293	343,804	2,513,223
NET BOOK VALUE						
At 31 August 2022	7,144,704	463,709	-	39,688	78,080	7,726,181
At 31 August 2021	7,230,876	387,970	-	22,618	73,582	7,715,046

9. INVESTMENTS

Listed investments

	Total £
Market value as at 1 September 2021	16,100
Unrealised losses	(5,030)
Market value as at 31 August 2022	11,070

10. OTHER DEBTORS

	31 August 2022 £	31 August 2021 £
Prepayments and accrued income	102,743	121,315
Other debtors	37,419	6,215
	140,162	127,530

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

11. OTHER CREDITORS - due within one year	31 August 2022 £	31 August 2021 £
Trade creditors	187,872	115,004
Payroll taxes and social security costs	61,098	54,205
Other creditors	58,266	56,850
Accruals and deferred income	39,567	22,827
Pupil deposits	17,500	21,850
Composition fees (see note 13)	281,730	165,400
Bank loan	104,924	101,039
	<u>750,957</u>	<u>537,175</u>
12. OTHER CREDITORS - due after more than one year	31 August 2022 £	31 August 2021 £
Bank Loan	419,690	476,793
Pupils' Deposits	200,240	161,740
Composition fees (see note 11)	8,553	85,992
Coronavirus Business Interruption Loan	150,000	200,000
	<u>778,483</u>	<u>924,525</u>
Bank Loan		
The loan from Barclays is charged at a fixed rate of 3.16%. The capital element of the loan is repayable in the following years:		
Within one year	54,924	51,039
Within one to two years	69,135	53,411
Within two to five years	350,555	423,382
	<u>474,614</u>	<u>527,832</u>
The loan is secured by a legal charge over the School property.		
Coronavirus Business Interruption Loan (CBIL)		
CBIL of £250,000 was drawn down in August 2020. There is a 12 month capital & interest holiday from this date. From August 2020, interest is charged at a fixed rate of 2.85%. The capital element of the loan is repayable in the following years:		
Within one year	50,000	50,000
Within one to two years	50,000	50,000
Within two to five years	100,000	150,000
	<u>200,000</u>	<u>250,000</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

13. COMPOSITION FEES	31 August 2022 £	31 August 2021 £
At 1 September 2021	251,392	202,933
Composition fees received	222,754	244,974
Applied to School fees	(183,863)	(194,545)
Discount applied	-	(1,970)
At 31 August 2022	<u>290,283</u>	<u>251,392</u>

14. MOVEMENT IN FUNDS	General Revenue Account £	Designated Special Repairs Fund £	Restricted Fund £	Total £
Balance at 31 August 2021	6,142,457	-	-	6,142,457
Surplus/(deficit) for the year	100,883	-	-	100,883
Transfer between funds	-	-	-	-
Balances at 31 August 2022	<u>6,243,340</u>	<u>-</u>	<u>-</u>	<u>6,243,340</u>
Represented by:				
Fixed assets	7,726,181	-	-	7,726,181
Investments	11,071	-	-	11,071
Net current (liabilities)	(715,428)	-	-	(715,428)
Long term liabilities	(778,483)	-	-	(778,483)
	<u>6,243,340</u>	<u>-</u>	<u>-</u>	<u>6,243,340</u>

	General Revenue Account £	Designated Special Repairs Fund £	Restricted Fund £	Total £
Balance at 31 August 2020	6,337,863	-	50,000	6,387,863
Surplus/(deficit) for the year	(271,711)	-	20,000	(251,711)
Transfer between funds	70,000	-	(70,000)	-
Gains on investments	6,305	-	-	6,305
Balances at 31 August 2021	<u>6,142,457</u>	<u>-</u>	<u>-</u>	<u>6,142,457</u>
Represented by:				
Fixed assets	7,715,046	-	-	7,715,046
Investments	16,100	-	-	16,100
Net current assets/(liabilities)	(664,164)	-	-	(664,164)
Long term liabilities	(924,525)	-	-	(924,525)
	<u>6,142,457</u>	<u>-</u>	<u>-</u>	<u>6,142,457</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

15. OPERATING LEASE COMMITMENTS

At 31 August 2022 the School had the following minimum lease payments under non-cancellable operating leases:

	31 August 2022 £	31 August 2021 £
Within one year	24,698	19,685
Within two to five years	42,467	42,997
	<u> </u>	<u> </u>

16. PENSION COSTS

Contributions are made to personal pension schemes for some employees. Pension costs charged in the year to defined contribution schemes totalled £300,293 (2021: £277,457).

17. TAXATION

The company is a registered charity and no taxation is payable on its income.

18. LIABILITY OF MEMBER

Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding £1.

19. RELATED PARTY TRANSACTIONS

There are governors and members of the senior management team who are associated with the School by either having grand children or children who are pupils at the School. All transactions are at arms length and in the normal course of business.

There are no further related party disclosure that require disclosure.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

20. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Notes	School £	Restricted £	31 August 2021 £
Income from:				
Charitable activities:				
Fees receivable	1	3,856,720	-	3,856,720
Other educational income	2a	138,348	-	138,348
Other trading activities:				
Lettings income		22,108	-	22,108
Grants, donations and legacies	2b	66,376	20,000	86,376
Bank and other interest	3	17	-	17
Other income		6,063	-	6,063
Total income		<u>4,089,632</u>	<u>20,000</u>	<u>4,109,632</u>
Expenditure on:				
Raising funds:				
Finance and other costs	4	19,397	-	19,397
Charitable activities				
School operating costs:				
Teaching costs		2,320,672	-	2,320,672
Welfare		475,610	-	475,610
Premises		810,174	-	810,174
Support costs of schooling		735,490	-	735,490
Total expenditure	5	<u>4,361,343</u>	<u>-</u>	<u>4,361,343</u>
Net income/(expenditure)before transfers		(271,711)	20,000	(251,711)
Transfers between funds	14	<u>70,000</u>	<u>(70,000)</u>	<u>-</u>
Net income/(expenditure)		<u>(201,711)</u>	<u>(50,000)</u>	<u>(251,711)</u>
Gains on investments		6,305	-	6,305
Net movement in funds		<u>(195,406)</u>	<u>(50,000)</u>	<u>(245,406)</u>
Balance brought forward at 1 September 2020		<u>6,337,863</u>	<u>50,000</u>	<u>6,387,863</u>
Balance carried forward at 31 August 2021	14	<u><u>6,142,457</u></u>	<u><u>-</u></u>	<u><u>6,142,457</u></u>

ELSTREE SCHOOL LIMITED

England & Wales - Charity number 309101

Accounts

ELSTREE SCHOOL LIMITED
(A Registered Company Limited by Guarantee)

ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

TOGETHER WITH GOVERNORS'

AND AUDITORS' REPORTS

Registered Number: 690450

Registered Charity Number: 309101

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors present their annual report on the affairs of the company, together with the accounts and auditors' report for the year ended 31 August 2021

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Registration Number 309101

Company Registration Number 690450

Governors Mr J B Sunley (Chair)
Mrs E McGrath (Vice-Chair)
Mr J Dahl
Mr J Vincent
Mr S M Hill
Mrs J Lyons
Mrs E McKendrick
Mr N Murphy
Mr G A W Owston
Mrs J Joynson (Appointed 27th November 2020)
Mr A Pannell (Appointed 27th November 2020)
Mr R B Waller

Headmaster Mr A C T Inglis

Bursar Mrs J Burnett (Appointed 1st May 2021)

Address Elstree School
Woolhampton
Reading
Berkshire
RG7 5TD

Bankers Barclays Bank Plc
Newbury Business Centre
6 Market Place
Newbury
Berks
RG14 5AY

Auditors Haymacintyre LLP
Registered Auditors
10 Queens Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors, who are also directors of the company and charity trustees, have pleasure in submitting their report and audited financial statements for the year ended 31 August 2021. The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued in 2015, applicable law and the company's governing document the Memorandum and Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status and administration

The School is incorporated as a charitable company limited by guarantee. The Governors determine the general policy of the school. The day to day management of the school is delegated to the Head and Bursar.

The Governors who served during the year and up to the date of this report were:

Mr J B Sunley (Chair)	Mr N Murphy
Mrs E McGrath (Vice-Chair)	Mr G A W Owston
Mr J Dahl	Mr R B Waller
Mr J Vincent	Mrs J Joynson (Appointed 27 th November 2020)
Mr S M Hill	Mr A Pannell (Appointed 27 th November 2020)
Mrs J Lyons	
Mrs E McKendrick	

Recruitment and training of Governors

Governors are recruited as and when necessary, bearing in mind the particular skills that need to be covered by the circumstances of the vacancy. The Chair consults the Board on the suitability of the candidates then, with the Board's agreement, approaches the person concerned. Upon appointment Governors are given a copy of the Memorandum and Articles of Association of Elstree School, together with the AGBIS handbook and are provided with a comprehensive induction visit to the School. Governors are encouraged to attend the training sessions provided by AGBIS or other appropriate bodies.

Organisational management

The Governors meet as a board at least four times a year to determine the general policy of the Charity and to review its overall management and control, for which they are legally responsible. The work of implementing most of the Board's policies is carried out by the Finance and General Purposes Committee, which meets at least two weeks before each meeting of the full board, specifically to review the budgets, the management accounts, the annual accounts and reports. For the purposes of the day-to-day management of the charity, the Governors give delegated powers to the Headmaster and the Bursar. There is an increasing level of communication between Governors and the Headmaster and teaching community at Elstree through the regular sub-committee meetings and informal communication.

All Governors are linked to a role within the School and meet as separate sub-committees, including Finance, Academic, Marketing, Pastoral care and Legal.

Governor

Mr J B Sunley (Chair)
Mrs E McGrath (Vice-Chair)
Mr S M Hill
Mrs J Lyons
Mr N Murphy
Mr G A W Owston
Mr R B Waller
Mrs E McKendrick
Mr J Vincent
Mr J Dahl
Mrs J Joynson (Appointed 27th November 2020)
Mr A Pannell (Appointed 27th November 2020)

Sub-committee

Finance & General Purposes
Governance
Academic
Health and Safety, Pastoral and Marketing
Pastoral and Academic
Finance & General Purposes, Academic
Governance
Academic
Finance & General Purposes, Marketing
Academic
Academic
Governance

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors aim to provide market competitive salaries and recognise the need to pay higher salaries for exceptional candidates where this is in the interest of the School. Remuneration of the key management personnel is set by the Board, in conjunction with the Headmaster for the Bursar and Deputy Headmaster, using a number of criteria such as nature of role and responsibilities, sector salaries as indicated by various benchmark and other market reports, cost of living increases and trends in pay.

Structure and relationships

Elstree School is a member of IAPS, ISBA and the BSA for the promotion and maintenance of standards and joins in peer group studies for the evaluation of quality and performance improvement methods. The School co-operates with as many charities as it can and seeks to widen public access to the education provided, to optimise the educational use of the cultural and sporting facilities, and to awaken in its pupils an awareness of the wider social context of the education they receive at the School.

OBJECTS, PRINCIPAL ACTIVITY, OBJECTIVES AND PUBLIC BENEFIT

Objects

The objects of the company are to provide an outstanding education for boys and girls between the ages of 3-13. Within these objects the company also maintains its Grade 2 * listed buildings which are considered to be of national importance, and any funds held in trust for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes need to be appropriately managed. In the furtherance of these objects, the Governors seek to comply with the duty in s.4 of the Charities Act 2006 to have due regard to the Charity Commission's published guidance concerning the operation of the Public Benefit requirement under that Act.

Principal activity

The Charity principally provides all-round education at Elstree for boys and girls between the ages of 3-13. The Charity is committed to an education which develops the academic, physical, creative, social and spiritual potential in all its pupils. All its activities and policies are geared to this aim. This is developed further by participation in the Elstree Award (the School's version of the Duke of Edinburgh Award) which is for boys and girls in Years 6, 7 and 8. This initiative develops citizenship and community spirit.

Objectives for the year

The Board's strategic aim as a charitable independent school is the focus and sustained attainment of the highest levels of academic performance in a safe and happy environment, the development of pupil numbers in line with a wider-access admissions policy, the continuation of summer and winter lettings provision which is putting the School's facilities to good use when not otherwise needed, the development of sustainable and appropriate boarding opportunities and the greater involvement of all pupils in the full range of extra-curricular activities. Through the successful implementation of these objectives, public benefit and access to the School will be enhanced. The Board also looks to broaden the academic curriculum, continually enhance the range of sporting, creative arts, musical and pastoral opportunities and increase the school's involvement in and contribution towards the local community.

Key management personnel remuneration

Key management personnel remuneration is determined by the Full Board of Governors against sector benchmarking and in consideration of other relevant information (i.e. geographical factors). Any revisions must be agreed by the Full Board.

Strategy

The Governors are responsible for agreeing a long-term strategy that is designed to place the school in the best possible position to achieve the objectives set out above. These include:

- continuing to review the School's academic policies in the light of national academic benchmarks and independent inspectors' reports. We also review the academic syllabus, teaching methods and exam results;
- ensuring the co-curricular activities on offer to pupils are outstanding and actively contributing to the development, social skills and spiritual awareness of the children;
- investing in the infrastructure and technology of the School. In recent years significant investment has been made in sports facilities, science buildings, Pre-Prep, music facilities and the main assembly hall. The School's strategic planning review highlights art and design and technology as the next areas for development; and
- there has also been significant development in the school's dining room, with a complete redecoration, new flooring and lighting and new furniture. The external windows have been full refurbished and redecorated inside and out.
- with the move to full co-education in 2020 and girl numbers nearing 60 across the school, there has also been significant investment in a wide range of girls' facilities. A new girls' dormitory and new shower room was created from a previous house tutor flat, new girls changing facilities in the sports hall and a new Head of Girls Games has been appointed.
- a major refurbishment of Hillcrest Cottage (Staff accommodation) was completed in April 2021

Bursaries and scholarships

The value of bursaries, scholarships and allowances in the year amounted to £634,848 (2020: £339,038). There is a Bursary Policy. The Governors make these awards based on the individual needs and abilities of the child and of his/her parents. The Governors are always willing to explore any method of helping to maintain the continuity of the educational experience for a pupil where there is evidence of family hardship. Three pupils received 100% of the boarding element of the fee, one pupil received 66% of the boarding fee, one pupil received 50% of the boarding fee, Three pupils received 90% of the day fee, whilst fifteen pupils received in excess of 70%. During the year, 71 children were financially assisted in some way.

Equal opportunities

The School welcomes pupils from all backgrounds and needs to be able to satisfy itself that it can fully and adequately prepare every pupil for entry to senior school through at least the Common Entrance process. Entrance interviews, in person, or for an overseas pupil on Zoom, and assessments are undertaken to satisfy the School and the prospective parents that their child can cope with the academic demands, the pace of the lessons and that he/she can benefit from the education on offer. The race, gender, religion or disability of a child has no bearing on the assessment decision. In cases where a child or member of staff is or becomes disabled, every effort is made to accommodate these needs.

Widening of access – education related activities

The School welcomes children from all backgrounds and it prepares pupils for entry to senior school through Common Entrance or Scholarship process. Widening of access to the School is achieved by the Schools' Foundation Awards and bursaries, granted to parents who would not normally be able to afford the School's fees, and by directing the families of those in need to suitable external funding sources. During the year 71 pupils benefitted from a fee remission.

The school provides local nurseries and primary schools with regular access to its facilities. The school organises a variety of different events, including a den-building day, a 'Mini Olympics' afternoon, a Year 2 Football Festival and a Primary Schools Cross Country Event. Covid-19 restrictions have meant that some events had to be postponed or cancelled. A number of pupils at the school take part in the Restless Triathlon at Bradfield College, raising money for one of the school's chosen charities, as well as the Restless Development charity, supporting children in Africa.

Partners for Active Leisure Scheme (PALS) is a West Berkshire Charity which uses the school's facilities throughout the year and which benefits from activities being led by the Year 7 pupils as part of their Elstree Award.

Widening of access – other community links

The Charity recognises its role in the context of the wider community, to continually increase access to its facilities and its education; many activities are organised with this in mind.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, London Irish Rugby in the Community Scheme, Mortimer and West End Cricket Club, Racing Line Running.

In addition, the following charities have benefited from donations or fundraising events held at the school: PALs, Charlie Waller Trust, St Peter's Church, Riding for the Disabled, Brain Tumour Trust, NSPCC, SSAFA, The Children's Society, Born Free foundation, St Michael's Hospice, TISCA, Marie Curie, Royal National Children's Foundation and Naomi House.

Children and Staff support a variety of charities:

- Pre-Prep tree planting for the Woodland Trust
- Inter-house cross-country event to raise money for St. Michael's Hospice
- Mental Health Awareness Week, including a staff member completing '7in7' (7 marathons in 7 days) to raise money for the Charlie Waller Trust.
- NSPCC
- Weekly chapel collections for a variety of charities from the local area.
- Gift Fair (Year 6 Elstree Award Pupils support)
- Food was collected and donated to the West Berkshire Food Bank

STRATEGIC REPORT

Operational Performance

Elstree provides a safe, secure environment for children to achieve their potential in any given field. We hope to educate children in a familiar, friendly, supportive and encouraging environment where they can be treated as individuals but learn to live in a community. The emphasis is on building confidence, developing talent and maximising potential. In the Pre-Prep, it is our aim to make children's first experiences of learning positive and inspiring so that they develop a thirst for learning.

We strive for academic excellence for each child. We aim to provide help and support to enable them to achieve their best and reach their potential becoming self-regulated learners. The Elstree Learner Profile outlines the academic values and aspirations we have for every pupil.

We prepare pupils thoroughly for the next stage of their education and to maintain strong links with the major senior schools.

We equip all pupils with essential life skills: hard work, tolerance, kindness, pride in themselves, resilience and enthusiasm.

We promote and develop a broad range of opportunities in all areas of the school – Academic, Music, Drama, Art, D.T. and Sport. Our Co-Curricular programme of activities, boarding clubs and Elstree Award further enhance the opportunities for our pupils. Elstree is a 'preparatory' school in the broadest sense of the word.

We aim to give pupils a confidence in their own ability, a sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development.

We have been delighted with the feedback on our teaching and the pupil progress made during our 'Remote Learning Programme' which we delivered over the course of the Lent term 2021.

Achievements and Performance:

- The school has developed an exciting new Digital Learning Strategy, which includes all pupils in Years 7 & 8 using a Microsoft Surface device to complement existing traditional learning strategies. Teachers increasingly use technology appropriately to enhance learning outcomes.
- There have been exciting developments to the curriculum, with the introduction of formal Spanish lessons in Years 5 & 6, and a Spanish club in Years 3 & 4.
- All pupils now have drama lessons and 35 take part in weekly LAMDA lessons.
- A new structure to the school day in the Prep School has the main academic lessons timetabled at the front end of the day, thus maximising the learning outcomes for the pupils. The latter part of the day is now reserved for enrichment activities, the Gifted & Able programme and prep for the senior pupils.
- In the Pre-Prep there are 8 clubs that the children can choose to participate in. There are 24 activities on offer each week in the prep school. The school promotes and develops a broad range of opportunities in all areas – Academic, Music, Drama, Art, D.T. and Sport. These include a Co-Curricular programme of activities, Headmaster's Project, boarding clubs and Elstree Award.
- Pupils are thoroughly prepared for the next stage of their education and the school maintains strong links with the major senior schools. The Headmaster and Senior Master-External Relations guide parents through the process supported by: Senior School Presentation in Year 5, Individual meetings with parents to discuss senior school choices and pupil progress. Pupils are prepared for their senior school assessments and interviews with

tailored lessons, covering online assessments, interview workshops, academic enrichment talks and debating. Senior school representatives are invited to the school to give talks, preach in church services and to referee inter-school matches. Pupils also take part in many senior school activity days (music, art, drama, academic and sport), which further build-up the strong links between Elstree and the senior schools.

- The school prides itself on giving pupils a confidence in their own ability by celebrating all levels of achievement in all areas of school life. The children gain a real sense of moral and spiritual awareness and a positive set of values that will equip them with resilience and enable them to be mentally happy. Assemblies and weekly church services provide a values-led education with time to reflect. They also develop an awareness of the wider world through community activities, termly lectures, outreach, charity work and leadership development. The 'family' lunch service provides an informal way for pupils and staff to engage in interesting conversation, outside the classroom.
- Appointment of a new Bursar, Head of HR and Marketing Manager
- Throughout the school, over 130 music lessons take place each week, and pupils are further encouraged to participate in regular informal and formal concerts.
- A successful Cultural Diversity Week was held, which included a Black Lives Matter performance from the Gifted and Able Drama Group.
- The school is further developing an 'open door' culture to teaching and an enquiry approach to teaching and learning, supporting colleagues with their career development and the curriculum development. Also supporting learners with a robust tracking, support system and developed Revision Study Skills programme (September 2020).
- Pupil tracking and SEN information is on iSAMS and has been made much more accessible for teaching staff. There is enhanced communication with the Head of LDD (Learning Development Department) in morning staff briefings. LDD information is updated more regularly and shared with teaching colleagues.
- The mentoring system for the Year 8s adds an extra layer of pastoral support. The school has introduced a pastoral traffic lights board in the staff work room to highlight children of concern. It has also introduced a weekly pastoral meeting that focuses on monitoring our more vulnerable children, behaviour logs, staff welfare, etc. throughout the whole school (Prep and Pre-Prep).
- Further development of the Elstree Award and providing a comprehensive leadership programme for Years 6, 7 & 8 and strengthening links with the local community.
- Opportunities for public speaking have increased with events such as the Declamations Competitions and the Poetry Performance afternoon. We have also introduced a senior (Year 8) and Middle School (Year 6) debate and Elstree Award Presentations in Year 7 and Headmaster's Debate topics.
- The school has maintained its 'Green Flag Status' and this has further increased the pupils' awareness of eco-issues.

Pupil Achievements:

Academic Scholarships

Our academic profile is diverse, ranging in most years from a MIDYIS overall score at the end of Year 7 from 135+ to 85. The children are prepared for a wide range of different and diverse senior schools and entry requirements, and parental expectation is high. The diverse nature of the children's talents and abilities and the school's ability to prepare the children for these awards are reflected in a range of prestigious awards to some top senior schools over the last year:

Academic Exhibition to Winchester College

Music Exhibition to Winchester College

Academic Scholarship to Dauntsey's

Academic Scholarship to Harrow

Academic Scholarship to Abingdon

Academic Exhibition to Charterhouse

Art Scholarship to St. Edward's

Sports Scholarship to Radley

Drama Scholarship to Radley

Sport Scholarship to Bradfield

Music Scholarship to Bradfield

All-rounder Scholarship to Lord Wandsworth

Boarding

The boarding experience enhances pupils' learning and achievement by:

- Encouraging self-discipline in matters of punctuality, time management, tidiness, care of property and personal hygiene.
- Promoting positive relationships with all peers and adults.
- Encouraging independence and good manners.
- Encouraging sharing and accepting valid decisions.
- Encouraging a sense of responsibility and leadership roles (E.g., Dorm Captains, table takers, etc.).
- Promoting the constructive use of free time.
- Promoting a positive moral attitude and developing a sense of citizenship and community spirit.
- Approximately every 2/3 weeks a 'Star Boarder' is celebrated in Prayers (assembly) to recognise pupils that are developing in the manner outlined above.
- A resident boarding academic tutor supports the children and is available to them throughout the week and if there is extra work they need to catch up on, it is then co-ordinated by them. Every Sunday evening the Housemaster and the Academic Tutor go through Spellings and General Knowledge for the following week.
- There is a full programme of activities, which take place on the weekend to enrich the boarding experience. These range from Laser Tag, to Mountain biking to 'Big Weekends' when an entire Year Group would board.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2021

FINANCIAL REVIEW

Results for the year

The final deficit for the year was £245,406 (2020: £107,946) to include total donations received of £36,326 during the period. The School was placed in lockdown in January 2021 following a rise in Coronavirus cases in the UK and this resulted in a reduced fee charged for the Summer Term. In total, net fees received in the year were £108,366 more than 2020, which itself was impacted by Covid-19, (£551,072 less than 2019) and total expenditure in the year was £55,650 more than 2020, resulting in the School returned a trading deficit. Lettings income in the year was £6,658 less than 2020 (£64,939 less than 2019) due to the reduction of the Summer 2021 residential bookings due to Covid-19 restrictions and a number of cancelled community sports hirers for the same reason

Reserves policy and level

The reserves policy of the School has been based on the School's objectives. Its main aim is to achieve a margin of working capital sufficient to enable all aspects of the School's work to be conducted in an orderly and efficient manner and to fund the School's building maintenance programme. The policy's specific requirement is:

The maintenance of a liquid reserve to provide cover for unexpected but unavoidable items of expenditure which cannot be funded from current income. In this respect, it is important to realise that certain of the School's reserves are in the form of fixed assets, which would take time to realise.

The School's total funds at 31 August 2021 was £6,142,457 (2020: £6,387,863), represented by £7,715,046 (2020: £7,732,042) of fixed assets (net of depreciation) less net borrowings which together with accumulated surpluses were used towards their funding.

The School's intention is to build up its reserves to a level in line with the above policy over a ten year period.

Freehold property

In the opinion of the Governors the value of the freehold land and permanent buildings is substantially more than the book value, but no useful purpose would be served by undertaking a revaluation.

Fundraising

The School is fortunate to have the Friends of Elstree running fundraising events during the year including the annual bonfire and fireworks in November, Gift Fair in October and Summer Fair in June. An annual old pupil reunion is organised by the School and is well supported.

Risk Management

The Governors regularly assess the major risks to which the School is exposed, in particular those related to its operations and finances, and are satisfied that there are systems in place to mitigate exposure to such risks. The Risk Register for Governors is reviewed annually. The risks identified are considered by the Governors to be typical in nature of a privately funded prep school.

The Governors consider the major risks to the School to be:

- The fees becoming unaffordable due to economic pressures;
- Increased competition from both independent and state schools; and
- An unforeseen material damage to the school's reputation.

The key controls used to mitigate these risks include:

- Good governance procedures to ensure effective planning and monitoring;

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2021

- Financial planning, accounts report and monitoring; and
- Formal risk policies, risk registers and risk management procedures.

The financial statements are approved during a period when there is continued uncertainty surrounding the impact of Coronavirus (Covid-19). The School's response has been to implement its contingency planning arrangements for such events to ensure it can continue to meet its stated charitable objectives following the closure of UK schools by Central Government in January 2021. The School reduced fees in the Summer Term to reflect the change to remote teaching and digital learning and has also undertaken a comprehensive cost-saving exercise. The ultimate long term financial impact of Covid-19 on the School is not yet quantifiable as there may be further interventions in the provision of education.

PLANS FOR THE FUTURE

Infrastructure

The Governors have invested substantial sums into the school's infrastructure in recent years. During the year significant investment was made into improving the Dining room facilities for all pupils. As part of the ongoing development of the School move to being fully co-educational there has been ongoing development of girls boarding, changing and toilet facilities. A major refurbishment of Hillcrest Cottage (Staff accommodation) was completed in April 2021.

Community Links and Widening Access

The Governors believe it is important that the school works with as many local charities and public organisations as it can. The school owns some incredible infrastructure and property which we endeavour to share as much as possible, whilst observing the primary objectives of the school. This optimises the educational and pastoral use of its academic and sporting facilities whilst it also increases the awareness pupils have of the wider social context of the education they receive.

The public organisations listed hereafter have benefited from the use of the Schools' facilities as a sporting educational or entertainment venue: Kennet Badminton Club, Bucklebury Badminton Club, St Mary's Badminton Club, Newbury and District Badminton Association, Serious Cricket, British Shintaido, London Irish Rugby in the Community Scheme, Mortimer and West End Cricket Club, Racing Line Running.

In addition, the following charities have benefited from donations or fundraising events held at the School: PALs, Charlie Waller Trust, St Peter's Church, Brain Tumour Trust, NSPCC, SSAFA, The children's society, Born Free foundation, TISCA, Marie Curie, Royal National Children's Foundation and Naomi House.

Coronavirus

The financial statements are approved during a period when there is continued uncertainty caused by the ongoing Coronavirus (Covid-19) pandemic both in the United Kingdom and internationally. Following the Government's decision to close all UK schools in January 2021, Elstree decided to reduce Summer Term fees to reflect the change to remote learning and also to undertake a cost rationalisation exercise through all departments. Revised cashflow forecasts and a revised income statement for future years have been produced and reviewed by the Board of Governors. Through appropriate consideration of risks associated with the financial impact of the Coronavirus including the mitigating actions already taken in terms of costs savings identified, the Governors of Elstree consider it appropriate for the going concern basis to be adopted for these accounts.

ELSTREE SCHOOL LIMITED

GOVERNORS' REPORT (Continued)

FOR THE YEAR ENDED 31 AUGUST 2021

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also Directors of Elstree School for the purposes of company law) are responsible for preparing the Governors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that year. In preparing these financial statements, the Governors are required to:

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

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

So far as each of the Governors is aware at the time the report is approved:

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

Auditors

The auditors Haysmacintyre LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be submitted to the Annual General Meeting.

The Governors' Report incorporating a Strategic Report was approved by the Board of Governors on 10th December 2021 and signed on its behalf by:



Mr J B Sunley
Chairman

Elstree School
Woolhampton
Berkshire
RG7 5TD

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

The governors are responsible for the other information. The other information comprises the information included in the Governors' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ELSTREE SCHOOL LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on page 10, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Health & Safety Acts and the Education Act 2002, and 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 and the Charities Act 2011, and consider other factors such as payroll tax.

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 revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

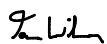
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELSTREE SCHOOL LIMITED**

Use of our report

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



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 12/12/21

10 Queen Street Place
London
EC4R 1AG

ELSTREE SCHOOL LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted Funds £	Restricted Funds £	31 August 2021 £	31 August 2020 £
Income from:					
Charitable activities:					
Fees receivable	1	3,856,720	-	3,856,720	3,748,354
Other educational income	2a	138,348	-	138,348	121,441
Other trading activities:					
Lettings income		22,108	-	22,108	28,766
Grants, donations and legacies	2b	66,376	20,000	86,376	287,866
Bank and other interest	3	17	-	17	563
Other income		6,063	-	6,063	10,757
Total income		<u>4,089,632</u>	<u>20,000</u>	<u>4,109,632</u>	<u>4,197,747</u>
Expenditure on:					
Raising funds:					
Finance and other costs	4	19,397	-	19,397	107,398
Charitable activities					
School operating costs:					
Teaching costs		2,320,672	-	2,320,672	2,440,156
Welfare		475,610	-	475,610	368,142
Premises		810,174	-	810,174	700,471
Support costs of schooling		735,490	-	735,490	689,526
Total expenditure	5	<u>4,361,343</u>	<u>-</u>	<u>4,361,343</u>	<u>4,305,693</u>
Net income/(expenditure)before transfers		(271,711)	20,000	(251,711)	(107,946)
Transfers between funds	14	<u>70,000</u>	<u>(70,000)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure)		<u>(201,711)</u>	<u>(50,000)</u>	<u>(251,711)</u>	<u>(107,946)</u>
Gains on investments		<u>6,305</u>	<u>-</u>	<u>6,305</u>	<u>-</u>
Net movement in funds		<u>(195,406)</u>	<u>(50,000)</u>	<u>(245,406)</u>	<u>(107,946)</u>
Balance brought forward at 1 September 2020		<u>6,337,863</u>	<u>50,000</u>	<u>6,387,863</u>	<u>6,495,809</u>
Balance carried forward at 31 August 2021	14	<u><u>6,142,457</u></u>	<u><u>-</u></u>	<u><u>6,142,457</u></u>	<u><u>6,387,863</u></u>

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

The accompanying notes form an integral part of the financial statements.

The Statement of Financial Activities for the comparative period is presented in Note 20.

BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	31 AUGUST 2021 £	31 AUGUST 2020 £
FIXED ASSETS			
Tangible fixed assets	8	7,715,046	7,732,042
Investments	9	16,100	9,795
		<u>7,731,146</u>	<u>7,741,837</u>
CURRENT ASSETS			
Debtors			
Fees and extras in arrears		677,571	806,242
Other debtors, stocks and prepayments	10	127,530	160,538
		<u>805,101</u>	<u>966,780</u>
Cash at bank and in hand		483,766	380,441
		<u>1,288,867</u>	<u>1,347,221</u>
CREDITORS - due within one year			
Fees received in advance for Autumn term 2021		1,415,856	1,208,946
Other creditors	11	537,175	575,756
		<u>1,953,031</u>	<u>1,784,702</u>
NET CURRENT LIABILITIES		<u>(664,164)</u>	<u>(437,481)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		7,066,982	7,304,356
CREDITORS - due after more than one year	12	<u>(924,525)</u>	<u>(916,493)</u>
NET ASSETS	14	<u><u>6,142,457</u></u>	<u><u>6,387,863</u></u>
Represented by:			
Unrestricted funds	14	6,142,457	6,337,863
Restricted	14	-	50,000
TOTAL FUNDS		<u><u>6,142,457</u></u>	<u><u>6,387,863</u></u>

The financial statements were approved by the Board of Governors and authorised for issue on 10th December 2021 and signed on their behalf by:



Mr J B Sunley



Mr G A W Owston

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GOVERNORS

The accompanying notes are an integral part of this balance sheet.

ELSTREE SCHOOL LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2021

	2021		2020	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure)/income	(245,406)		(107,946)	
Gains on investments	(6,305)			
Depreciation	170,330		151,774	
Loss on disposal	-		5,950	
Interest received	(17)		(563)	
Interest paid	17,673		16,302	
Decrease in debtors	161,679		210,787	
Increase/(Decrease) in creditors	227,928		(342,548)	
		325,882		(66,244)
Cash flows from investing activities				
Purchase of tangible fixed assets	(153,334)		(175,068)	
Interest received	17		563	
		(153,317)		(174,505)
Cash flows from financing activities				
Interest paid	(17,673)		(16,302)	
Drawdown of new loans	-		564,724	
Repayment of loans	(51,567)		(76,172)	
		(69,240)		472,250
Increase of cash in the year		103,325		231,501
Cash and cash equivalents at the beginning of the year		380,441		148,940
Cash and cash equivalents at the end of the year		483,766		380,441

	2020	Cashflow	Non-Cashflow	2021
	£	£	£	£
Analysis of movements in net debt				
Cash at bank and in hand	380,441	103,325	-	483,766
Barclays Loan due within one year	(51,614)	(51,567)	51,142	(52,039)
Barclays loan due after one year	(527,785)	-	50,992	(476,793)
Coronavirus Business Interruption Loan (CBIL) due within one year	(50,000)	-	-	(50,000)
CBIL due after one year	(200,000)			(200,000)
Total	(448,958)	(51,758)	103,134	(295,066)

ELSTREE SCHOOL LIMITED

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 AUGUST 2021

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice ("SORP"), Financial Reporting Practice applicable in UK and Republic of Ireland (FRS 102) second edition effective 1 January 2020 and the Companies Act 2006.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity Registered as a charity in England and Wales and a Company limited by guarantee. It was incorporated on 21 April 1961 (company number 00690450) and registered as a charity on 21 July 1961 (charity number 309101). The School's registered office is Elstree School, Woolhampton, Reading, Berkshire, RG7 5TD.

a. Accounting convention

The accounts have been prepared under the historical cost convention.

b. Income

Income from charitable activities is accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

Lettings income is recognised in the Statement of Financial Activities on a straight line basis over the lease term.

Job Retention Scheme Government Grants are accounted for in the year in which employees were placed on temporary leave.

c. Expenditure

Expenditure is accounted for on an accruals basis, discounted to present value for longer-term liabilities, and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

d. Fixed assets and depreciation

Building improvements, furniture and equipment are capitalised and carried in the Balance Sheet at historical cost.

Depreciation is provided on freehold buildings in use at one per cent per annum after exclusion of land and residual values. An impairment review is carried out to ensure the net book value in the financial statements do not exceed the value in use of the freehold buildings.

Depreciation is provided on other fixed assets to write off their cost over estimated useful lives at the following rates:

Furniture and equipment	- 4% on cost
Laundry equipment	- 25% on written down value
Motor vehicle and garden equipment	- 20% on written down value
Computers	- 25% on cost

e. Fund accounting

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

f. Special repairs fund

An amount is set aside for special repairs on the basis of expected future requirements. The cost of these repairs is charged against this fund as incurred.

g. Operating leases

Rentals payable are charged on a time basis over the lease term.

h. Pension schemes

In the year to 31 August 2020 the School contributed to the Teachers' Pension Scheme. This Scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for the Scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

From 1 September 2020 the School exited the Teachers' Pension Scheme and entered the APTIS scheme, a defined contribution scheme. The pension cost charge represents the amount of the contributions payable to the scheme in respect of the year. The company also contributes to personal pension schemes for non-teaching staff and these contributions are charged to the profit and loss account in the year in which they are incurred.

i. Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

j. Going concern

Governors are aware and acknowledge financial challenges remain and the impact of Covid-19 is an ongoing risk. More specifically, the reliance of strong pupil numbers are essential as the School does not yet maximise its non-fee income potential. Governors have analysed the implications of a drop in pupil numbers of 20 and in these circumstances staff payroll costs will need to be identified together with a review of capital expenditure commitments to ensure the School remains a going concern.

Having reviewed the updated cashflow forecasts, Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

k. Critical accounting judgements and key sources of estimation uncertainty

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

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

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

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. FEES	2021 £	2020 £
Fees receivable consist of:		
Gross fees	4,491,568	4,087,392
Less: Total bursaries, scholarships and allowances	(634,848)	(339,038)
	<u>3,856,720</u>	<u>3,748,354</u>
2a. OTHER EDUCATIONAL INCOME	2021 £	2021 £
Extras and disbursements	113,028	110,583
Registration fees	25,320	10,858
	<u>138,348</u>	<u>121,441</u>
2b. GRANTS, DONATIONS & LEGACIES	2021 £	2020 £
Donations	36,326	85,625
Job Retention Scheme Government Grants	50,050	202,241
	<u>86,376</u>	<u>287,866</u>
The School claimed the above amount under the Coronavirus Job Retention Scheme during the period and is considered government support.		
3. INTEREST RECEIVABLE	2021 £	2020 £
Bank deposits	<u>17</u>	<u>563</u>
4. FINANCE AND OTHER COSTS	2021 £	2020 £
Bank charges	6,057	15,563
Bank interest	17,673	16,302
Fees in advance discount	5,927	2,224
Bad debt (credit)/expense	(10,260)	73,309
	<u>19,397</u>	<u>107,398</u>

FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
Operating profit for the year is stated after charging:		
Auditors remuneration:		
For audit	16,920	16,320
For other services	1,860	1,800
Depreciation	170,330	151,774
Governors' expenses reimbursed	-	428
Operating lease expense	22,925	24,626

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

7. STAFF COSTS	2021 £	2020 £
Total Staff Costs:		
Salaries and wages	2,357,669	2,407,107
Social security costs	216,453	234,300
Pension contribution	277,457	385,109
Termination payments	43,585	-
	<u>2,895,164</u>	<u>3,026,516</u>
	2021	2020
The average weekly number of employees during the year was made up as follows:		
Teaching	50	48
Other	37	40
	<u>87</u>	<u>88</u>
The number of employees who had emoluments exceeding £60,000 were:	2021	2020
£70,000 - £79,999	-	1
£90,000 - £99,999	1	-
£100,000 - £109,999	1	1

Total remuneration of key management personnel was £342,217 (2020: £305,323).

No governors received remuneration (2020: £nil) during the year ended 31 August 2021.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

8. TANGIBLE FIXED ASSETS

The movement of tangible fixed assets were as follows:

	Freehold property £	Furniture and equipment £	Laundry equipment £	Motor vehicle and garden equipment £	Computers £	Total £
COST						
At 31 August 2020	8,578,219	882,736	14,803	131,843	311,595	9,919,196
Additions	39,630	26,523	-	10,763	76,418	153,334
Disposals	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
At 31 August 2021	8,617,849	909,259	14,803	142,606	388,013	10,072,530
DEPRECIATION						
At 31 August 2020	1,301,088	491,867	14,803	107,697	271,699	2,187,154
Charge for the year	85,885	29,422	-	12,291	42,732	170,330
Disposals	-	-	-	-	-	-
At 31 August 2021	1,386,973	521,289	14,803	119,988	314,431	2,357,484
NET BOOK VALUE						
At 31 August 2021	7,230,876	387,970	-	22,618	73,582	7,715,046
At 31 August 2020	7,277,131	390,869	-	24,146	39,896	7,732,042

Transfers from Assets under construction to Furniture and equipment relate to assets completed before the year end.

9. INVESTMENTS

Listed investments

	Total £
Market value as at 1 September 2020	9,795
Unrealised gains	6,305
Market value as at 31 August 2021	16,100

10. OTHER DEBTORS

	31 August 2021 £	31 August 2020 £
Prepayments and accrued income	121,315	137,135
Other debtors	6,215	23,403
	127,530	160,538

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

11. OTHER CREDITORS - due within one year	31 August 2021 £	31 August 2020 £
Trade creditors	115,004	129,377
Payroll taxes and social security costs	54,205	54,819
Other creditors	56,850	90,734
Accruals and deferred income	22,827	25,287
Pupil deposits	21,850	22,750
Composition fees (see note 13)	165,400	197,008
Bank loan	101,039	55,781
	<u>537,175</u>	<u>575,756</u>
12. OTHER CREDITORS - due after more than one year	31 August 2021 £	31 August 2020 £
Bank Loan	476,793	527,785
Pupils' Deposits	161,740	136,950
Composition fees (see note 13)	85,992	5,925
Coronavirus Business Interruption Loan	200,000	245,833
	<u>924,525</u>	<u>916,493</u>
Bank Loan		
The loan from Barclays is charged at base rate plus 2.5%. The capital element of the loan is repayable in the following years:		
Within one year	51,039	51,614
Within one to two years	53,411	53,412
Within two to five years	423,382	474,373
More than five years	-	-
	<u>527,832</u>	<u>579,399</u>
The loan is secured by a legal charge over the School property.		
Coronavirus Business Interruption Loan (CBIL)		
CBIL of £250,000 was drawn down in August 2020. There was a 12 month capital & interest holiday from this date. From August 2021, interest is charged at 2.75%. The capital element of the loan is repayable in the following years:		
Within one year	50,000	4,167
Within one to two years	50,000	50,000
Within two to five years	150,000	150,000
More than five years	-	45,833
	<u>250,000</u>	<u>250,000</u>

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

13. COMPOSITION FEES

	31 August 2021 £	31 August 2020 £
At 1 September 2020	202,933	158,713
Composition fees received	244,974	191,148
Applied to School fees	(194,545)	(142,551)
Discount applied	(1,970)	(4,377)
	<u>251,392</u>	<u>202,933</u>
At 31 August 2021	<u>251,392</u>	<u>202,933</u>

14. MOVEMENT IN FUNDS

	General Revenue Account £	Designated Special Repairs Fund £	Restricted Fund £	Total £
Balance at 31 August 2020	6,337,863	-	50,000	6,387,863
Surplus/(deficit) for the year	(271,711)	-	20,000	(251,711)
Transfer between funds	70,000	-	(70,000)	-
Gains on investments	6,305	-	-	6,305
	<u>6,142,457</u>	<u>-</u>	<u>-</u>	<u>6,142,457</u>
Balances at 31 August 2021	<u>6,142,457</u>	<u>-</u>	<u>-</u>	<u>6,142,457</u>
Represented by:				
Fixed assets	7,715,046	-	-	7,715,046
Investments	16,100	-	-	16,100
Net current (liabilities)/assets	(664,164)	-	-	(664,164)
Long term liabilities	(924,525)	-	-	(924,525)
	<u>6,142,457</u>	<u>-</u>	<u>-</u>	<u>6,142,457</u>

During 2020-21, £50,000 was spent on IT development and therefore transferred to the General Revenue account. During the year the school received £20,000 of donations, which was restricted to Bursary support. Of which, £20,000 was allocated against bursaries in 2020-21 and therefore transferred to the General Revenue account.

	General Revenue Account £	Designated Special Repairs Fund £	Restricted Fund £	Total £
Balance at 31 August 2019	6,362,543	133,266	-	6,495,809
Surplus/(deficit) for the year	(151,809)	(31,137)	75,000	(107,946)
Transfer between funds	127,129	(102,129)	(25,000)	-
	<u>6,337,863</u>	<u>-</u>	<u>50,000</u>	<u>6,387,863</u>
Balances at 31 August 2020	<u>6,337,863</u>	<u>-</u>	<u>50,000</u>	<u>6,387,863</u>
Represented by:				
Fixed assets	7,732,042	-	-	7,732,042
Investments	9,795	-	-	9,795
Net current assets/(liabilities)	(487,481)	-	50,000	(437,481)
Long term liabilities	(916,493)	-	-	(916,493)
	<u>6,337,863</u>	<u>-</u>	<u>50,000</u>	<u>6,387,863</u>

The School received £75,000 of donations in the year which were restricted to capital expenditure and IT development. Of which, £25,000 was spent in the year and therefore transferred to the General Revenue account.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

15. OPERATING LEASE COMMITMENTS

At 31 August 2021 the School had the following minimum lease payments under non-cancellable operating leases:

	31 August 2021 £	31 August 2020 £
Within one year	19,685	19,887
Within two to five years	42,997	18,771
More than five years	-	-
	<u> </u>	<u> </u>

16. PENSION COSTS

In the prior year the school contributed £308,512 to the Teachers' Pension Scheme, a defined benefit pension scheme, for its staff and there were no contributions outstanding at the prior year balance sheet date. The school exited the Teachers' pension scheme from 1 September 2020 and entered the APTIS Scheme, a defined contribution scheme.

Contributions are also made to personal pension schemes for some employees, as they were in the year to 31 August 2020. Pension costs charged in the year to defined contribution schemes totalled £277,457 (2020: £6,567). There were no contributions outstanding at the balance sheet date.

17. TAXATION

The company is a registered charity and no taxation is payable on its income.

18. LIABILITY OF MEMBER

Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding £1.

19. RELATED PARTY TRANSACTIONS

There are governors and members of the senior management team who are associated with the School by either having grand children or children who are pupils at the School. All transactions are at arm's length and in the normal course of business.

There are no further related party disclosure that require disclosure.

ELSTREE SCHOOL LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

20. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds School £	Other £	Restricted £	31 August 2020 £
Income from:				
Charitable activities:				
Fees receivable	3,748,354	-	-	3,748,354
Other educational income	121,441	-	-	121,441
Other trading activities:				
Lettings income	28,766	-	-	28,766
Donations and legacies	212,866	-	75,000	287,866
Bank and other interest	563	-	-	563
Other income	10,757	-	-	10,757
Total income	4,122,747	-	75,000	4,197,747
Expenditure on:				
Raising funds:				
Finance and other costs	107,398	-	-	107,398
Charitable activities				
School operating costs:				
Teaching costs	2,440,156	-	-	2,440,156
Welfare	368,143	-	-	368,142
Premises	669,334	31,137	-	700,471
Support costs of schooling	689,526	-	-	689,526
Total expenditure	4,274,556	31,137	-	4,305,693
Net(expenditure)/income before transfers	(151,809)	(31,137)	75,000	(107,946)
Transfers between funds	127,219	(102,129)	(25,000)	-
Net (expenditure)/ income	(24,860)	(133,266)	50,000	(107,946)
Balance brought forward at 1 September 2019	6,362,543	133,266	-	6,495,809
Balance carried forward at 31 August 2020	6,337,863	-	50,000	6,387,863