

# LANGLEY SCHOOL

England & Wales · Charity number 311270

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [00656498](#)

**Registered** 1962-09-28

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Langley School  
Langley Park  
Chedgrave  
Norwich  
NR14 6BJ

**Phone** 01508522474

**Email** [office@langleschool.co.uk](mailto:office@langleschool.co.uk)

**Website** [www.langleschool.co.uk](http://www.langleschool.co.uk)

## Activities

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**Objects:** THE CHARITY'S OBJECTS ("OBJECTS") ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING: (A) TO ADVANCE THE EDUCATION OF THE PUPILS AT LANGLEY PARK SCHOOL, IN THE COUNTY OF NORFOLK, AND BEECH HILL SCHOOL AND THORPE HOUSE SCHOOL, THORPE ST. ANDREW, IN THE COUNTY OF NORFOLK, OR ANY OTHER EDUCATIONAL ESTABLISHMENT AT SUCH LOCATION AS DECIDED UPON BY THE GOVERNORS BY PROVIDING AND ASSISTING IN THE PROVISION OF FACILITIES FOR EDUCATION AT THE SCHOOLS; (B) FOR THE PUBLIC BENEFIT TO PROMOTE THE EDUCATION (INCLUDING SOCIAL AND PHYSICAL TRAINING) OF PUPILS IN SUCH WAYS AS THE CHARITY TRUSTEES THINK FIT; (C) TO ADVANCE IN ANY MANNER THE CAUSE OF EDUCATION, WHETHER GENERAL, PROFESSIONAL OR TECHNICAL

**Activities:** The principal activity of the charity is the provision of education to boys and girls in its two schools, Langley Preparatory School and Langley School. The charity also hosts summer schools for overseas students. Taverham Hall Educational Trust Limited merged with Langley on 31.08.17. Thorpe House Educational School Trust merged with langley School on 31.10.09.

## Classification

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

## Geography

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- Norfolk

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-08-31	£14,396,673	£13,920,694	£6,533,191	285
2024-08-31	£13,903,221	£13,868,805	£6,035,943	300
2023-08-31	£12,790,278	£13,103,502	£5,969,120	268
2022-08-31	£12,538,751	£12,065,652	£6,281,807	260
2021-08-31	£10,890,787	£11,329,911	£5,808,708	263
2020-08-31	£11,457,994	£12,947,560	£6,247,831	298

## Trustees

Name	Role	Appointed
<b>Malcolm John Streatfield</b>	Chair	2022-03-18
CAROLINE PAIN		2018-05-10
David Stanbridge		2019-12-06
Denise Findlay		2024-05-07
Dr Dawn Allen		2024-12-06
JOHN MILLER		2017-09-01
John Medicott		2026-03-20
Julian Barnwell		2019-12-06
Kim Goodby		2023-12-01
Louise Amanda Spall		2026-03-20
Luca Feser		2026-03-20
Michael John Cox		2026-03-20
Peter Chartier		2024-12-06
Peter James David Cargill		2024-10-01
STEPHEN BROWN		

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2025**

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<b>Trustees</b>	Mr M J Streatfield, Chair Mrs C Pain, Vice Chair Dr D P Allen (appointed 6 December 2024) Mr J Barnwell Mr S J Brown Mr P J D Cargill (appointed 5 August 2025) Mr P P Chartier (appointed 6 December 2024) Ms D H Findlay Mrs K Goodby Mr J H Miller Mrs E S Morgan (appointed 6 December 2024, resigned 20 May 2025) Mrs R A Pinchbeck (appointed 6 December 2024, resigned 31 December 2025) Mr D Stanbridge Mr Z A Virgin (resigned 9 May 2025)
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen Chartered Accountants Statutory Auditors 1st Floor Prospect House Rouen Road Norwich NR1 1RE
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB
<b>Insurance brokers</b>	Alan Boswell Group Prospect House Rouen Road Norwich NR1 1RE

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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The Trustees of Langley School present their annual report together with the audited financial statements of the Company and the Group for the year 1 September 2024 to 31 August 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

### **REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960 and is registered with the Charity Commission under charity number 311270 and company registration number 00656498. Langley School (1960) Ltd. Trustees and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are also given on page 1.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governors**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1. Details of the members of the governing body of the Charity are shown on page 1.

#### **Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for managing and controlling the School. The full board of Governors meets at least once a term, receiving reports and recommendations from sub-committees, which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day-to-day running of the school is delegated to the Executive team which includes the Head of Senior, the Head of Prep, the Chief Operating Officer and the Finance Director. The Executive Team is supported by the leadership and management teams and staff. The Executive Team undertakes the key leadership roles, overseeing all aspects of running an extensive independent school. The day-to-day administration is undertaken in line with the policies and procedures approved by the Governors. A member of the Executive Team attends all Governors' and sub-committee meetings.

At the end of this reporting period, Mr David Stanbridge stepped down as Chair of Governors after a busy and challenging tenure guiding the school through significant sector-wide change. He will continue to serve as a trustee, with particular focus on the Prep School. Mr Malcolm Streatfield, a current Governor and alumnus of Langley Senior School, was confidently and unanimously elected as our new Chair.

The committee structure is as follows:

- Senior School Education Committee
- Safeguarding Sub Committee
- Prep School Committee
- Safeguarding Sub Committee
- Resources Committee
- Operations Committee

All committees have agreed terms of reference, set formal agendas and circulate their minutes to the full governing body. The Governor membership of committees is below:

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

<b>Committee</b>	<b>Membership</b>
Senior School Education Committee	Dr D Allen Mrs K Goodby Mr D Stanbridge
Senior Safeguarding Sub-committee	Mrs K Goodby
Prep School Committee	Dr D Allen Mr JBarnwell Mr P Chartier Mrs K Goodby Mr D Stanbridge
Prep School Safeguarding Sub-committee	Mrs K Goodby
Resources Committee	Mr JBarnwell Mrs D Findlay Mrs C Pain Mr D Stanbridge Mr M Streatfield
Operations Committee	Mr JBarnwell Mr S JBrown Mr P JD Cargill Mr P Chartier Mrs C Pain Mr D Stanbridge Mr M Streatfield

The governing body are legally responsible for the overall management and control of all activities of the school and meet at least three times per year. In addition, each committee meets at least three times per year. The Executive Team remuneration is set by the Board, regarding performance, external comparators and benchmarking with similar organisations.

The Governors gave their time freely and no remuneration or expenses were paid in the academic year. No Governor or person connected with a Governor received any benefit from means tested bursaries.

The Exec Team's remuneration is set by the Board, regarding performance, external comparators and benchmarking with similar organisations.

**Recruitment, induction and training of Governors**

New Governors are appointed at a board meeting and confirmed at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, with consideration of the existing board's known skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the board.

The Chair inducts new Governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and Governors attend relevant training and refresher courses.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed where possible in deciding the balance, expertise and number on the governing body.

**Other Relationships**

The furtherance of educational standards and the quality of pastoral care at the School is sustained and improved through participation in, and subscription to, umbrella organisations such as Independent Association of Prep Schools (IAPS), The Boarding Schools Association and The Independent School's Bursars Association (ISBA). The Senior School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' Conference.

The School supports the education of children and young adults in the independent and state sector, at every opportunity. Langley School works with local charities and organisations to widen public access to the education and facilities that it provides to optimise usage. This activity is wide ranging, from hosting sporting events within the grounds of the school to invitations to performances and visiting speakers as well as providing transportation for local cluster schools, organisations and charities as often as we are able. Our pupils give back to the community with our House system supporting their nominated charities.

The Icenian Society (alumni of Langley School, Taverham Hall, Beech Hill, Thorpe House and Langley Prep School) is active and working to engage with the Alumni of the School. Icenians regularly come into the Senior School to spend time with students, giving career advice/guidance and sharing their experiences. This relationship provides enormous value to our pupils and is highly valued.

The Langley Parents Association at the Prep School has helped a number of school departments during the last year and held events which are well attended, working hard to support the Prep School's funding initiatives which are presented to them at regular meetings.

**Risk management**

The Governors are responsible for managing the risks Langley School faces. They regularly assess the major risks to which the school is exposed and they are satisfied that systems are in place to manage all identified risks, as far as possible. These risks are documented in a Risk Register reviewed and amended at all board meetings and internal management team meetings, as appropriate.

**The Governors view the risks in terms of impact and probability.**

The Governors consider the economic and political turbulence of recent years along with the affordability of fees by parents across the independent sector to be a significant risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment in mitigation.

Other key risks include risk to reputation due to adverse publicity, failure to meet the independent school standard regulations, risk of not managing staff (and other costs), and failure to meet the financial requirements for capital expenditure and support of means tested bursaries.

Health and Safety is always a significant area for risk management.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- The Exec Team, Senior Leadership Team (SLT) and Senior Management Team (SMT) prepares policies for Governors' approval and implements such policies approved by them.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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Each member of the Exec/SLT/SMT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility.

The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, considering how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources and Education Committee's the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

### **Objectives and activities**

#### **a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

- To equip our pupils with the skills and tools they need to journey into the next stages of their lives, actively demonstrating kindness, confidence (with humility), curiosity and integrity.
- To develop happy and resilient young people – adaptable to an ever-changing and demanding world.
- To provide a knowledge and skills rich curriculum with aspirational teaching to nurture enthusiastic and confident learners.
- To nurture and support each and every individual member of our community, focusing on wellbeing and positive mental health.
- To provide an exceptional co-curricular programme to broaden pupils' experience and opportunity.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

The Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

**Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the School's pupils out of unrestricted funds was £2,349,212 (2024: £2,541,391) and £nil from restricted funds (2024: £nil). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from any restricted funds are, of course, subject to the conditions applied by the original donor.

The Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During each year Langley School operates a number of schemes that benefit local state children. For example:

- Masterclasses for pupils.
- The sharing of sports facilities, for example cluster schools' cross country, hosted at both sites.
- Hosted cluster primary cross-country championships and prep and primary athletics events.
- Invitations to School events, wherever possible.

Many local sports clubs use the school facilities at Loddon and Taverham, benefiting thousands of adults and children across the county focused on a variety of sporting disciplines. These include:

**Langley Prep School**

Barracudas  
Nearly Festival

**Langley Pre-Prep**

Next Thing Education

**Langley Prep forest school**

MTW Therapy

**Alston Center**

Avian Dance School  
Central School of Dance  
Dance Factory  
Dynamic Dance  
Guildhall School of Dance  
Julie Ash Dance School  
Perfect performers  
So you want to dance  
StarzUK  
Norwich Association of Malayalees (NAM)  
Funky Feet  
Framingham Earl

**Drama Studio - Senior School**

Funky Feet

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

**Residentials - Senior School**

Wellington College  
Hurst Pierpoint  
Woodhouse Grove  
Taji  
Norwich Suzuki Violin Group  
Spratton Hall School

**Langley Senior Sports Hall**

Lomax Fairs  
Birketts LLP  
Bungay CC  
Norwich Rugby Club

**Ballroom**

Disney/ National Geographic

**Prep Site Sports Hall**

Acle CC  
Ashmanhaugh and Barton Wanderers CC  
Dereham CC  
Great Witchingham CC  
Hardingham CC  
Hethersett & Tas Valley CC  
Horsford CC  
Ketteringham Hall CC  
Norfolk Country CC  
Norfolk Cricket Board  
Eastern Cricket Board  
Norfolk Seniors CC  
Norfolk Netball United  
Norfolk Young farmers  
Norwich CC  
Old Catton CC  
Red Mist Cricket  
Reepham and Salle CC  
We Make Footballers

**Swimming Pool - Prep School Site**

Little Bobbers  
Norwich Swans  
Dereham Canoe Group  
Eagle Canoe Club  
OSS Leisure  
Rooted in Nature  
Wensum Ospreys  
Cringleford Scouts

**Alston Centre – Senior School Site**

Avian Dance School  
Central School of Dance  
Dance Factory

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

Dynamic Dance  
Guildhall School of Dance  
Julie Ash Dance School  
Perfect Performers  
So you want to Dance  
StarzUK  
Stella School of Dance  
Framingham Earl School  
Norwich Association of Malayalees (NAM)

**Astro Turf – Senior School**

Beccles Hockey Club  
Carrow Hockey Club  
Loddon Hockey Club

Usage of the School's extensive facilities by the above clubs/groups took place outside of normal school operating hours.

To further broaden the School's reach and public benefit the Nelson Scholarship has been developed to offer two fully funded places to attend Langley as a day pupil in the Sixth Form. To give additional benefit to the recipient, local organisation, Nelson's Spirit, works with the Nelson Scholars to develop their key leadership skills. The first recipient was assessed in line with the School's values and began their Langley journey in September 2022.

The Anthony Arthur Coward Scholarship has also been established following the kind donation by the late Barbara Hunt in memory of her nephew, Anthony Coward, an Icenian of Langley School. With a focus on socio-economic need and high-performance ability, this funded scholarship to our Sixth Form is a wonderful addition to the School and brings enormous benefit to children who would otherwise be unable to access the benefits of an independent education.

**b. Aims and intended impact**

It is the Governors' policy for both our Prep and Senior School to attain the highest academic levels, in addition to providing a co-curricular programme which aims to develop lifelong leisure interests and help build self-confidence and a desire to contribute to the community.

**c. Objectives for the year**

Langley School's main objective this year was to continue to provide the best education and care for all pupils. There continues to be a significant emphasis on our pupils' mental health, well-being and general happiness – happy children learn and flourish!

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Objectives and activities (continued)**

**d. Strategies to achieve the year's objectives**

Academic foundation

- The school continues its work to build upon a strong academic foundation, high quality classroom practice remained paramount.
- Teachers receive tailored CPD with a focus on evidence based best practice on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with many pupils applying for either Oxford or Cambridge Universities.

**Boarding**

- Boarding at the senior school continues to be a key area of Langley life, with the range of flexi, weekly and full boarding options available. Pupils/students come from all over the world, which enhances the inclusive cultural life of the school.

**e. Principal activities of the year**

The main activity of the Charity is providing education to children and young adults. The combined School closed the year with 628 pupils/students (excluding Nursery). Boarding numbers were 50 by July 2025.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Operational performance of the School**

IISI Inspections took place at our Prep School (May 2024) and our Senior School (March 2024) site during this academic year, both of which resulted in incredibly positive reports being shared by the inspection teams. In May 2024, Ofsted inspected our Nursery setting, gaining an Outstanding rating. External endorsements to the exceptional level of education provided by Langley School were well received by the whole school community.

**Good Schools Guide**

**Senior School**

We are proud to share that in March 2025 the **Good Schools Guide** reviewed Langley Senior School. The first edition of The Good Schools Guide was published in 1986, and since then the organisation has grown enormously, always staying true to the objective of providing prospective parents with an independent view of schools across the independent and maintained sector. Coverage includes international schools, online schools, and schools for children with SEND. Schools cannot choose to be included in the Guide. Selection is invitation-only, making the review process entirely independent and all the more rewarding.

We are delighted with the contents of the report, as it captures what is special about Langley; our lack of pretension, our ambition for pupils, rooted in a deep understanding of their needs, and the beautiful surroundings in which pupils learn and grow.

There is huge praise for the breadth of our curriculum offering, with creative and performing arts featuring alongside a range of sports and our academic offering. Co-curricular activities are also featured in the report, with particular note being made of our Combined Cadet Force (CCF) and involvement in The Duke of Edinburgh's Award.

The summary statement captures the essence of Langley perfectly:

"This school's outstanding quality is in discovering potential in each child and encouraging the pursuit of excellence in a number of areas including the academic, sport and the arts. There is no "typical" Langley pupil and this is a school that would suit a wide range of ability and gifts. The space and beauty of the school and grounds are exceptional and an important part of the Langley experience"

**Prep School**

Langley Prep School was featured in the 2025 Good Schools Guide, an invitation only accolade recognised nationally for its independent and unbiased reviews. The Guide praised Langley for its "warm, nurturing environment" and highlighted the school's exceptional woodland setting, specialist teaching, small class sizes and strong balance of academics, sport and the creative arts. It described Langley as "a country school close to the city... where the term 'forest school' might have been invented," noting that pupils benefit from the space, beauty and freedom of the grounds. The review also reflected the school's ambition for pupils, its lack of pretension, and the depth of understanding shown towards individual children's needs.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Achievements and Performance of Langley Senior School**

**Academic - A Level results**

This year's A level results reflect the depth of commitment shown by our students and the strength of Langley's academic tradition. Numerous pupils achieved the coveted AAA or above, with certain subjects delivering truly exceptional performances. In both Spanish and Chinese, 100% of students achieved an A\* or A grade, while 67% of those studying Chemistry secured the top grades of A\* to A. The creative and humanities subjects also shone, with 78% of Photography students achieving A\* to B, alongside 75% in Art, 75% in Economics, 71% in English Literature, and 70% in Geography. Extended Project Qualification results were equally impressive, with 100% of students awarded A\* to B. BTEC students also excelled, with a high proportion achieving Distinction\*.

Behind the statistics are the individual journeys that define Langley's Sixth Form experience. Among them is one pupil, who achieved three A grades and an A in their EPQ, including a top grade in Chinese as a non-native speaker. They have secured a place to study Business with Chinese at University. Another, who served as Deputy Head of School and was a member of the Langley Football Academy, will be studying Medicine in Milan. One student, whose meticulous approach and passion for science earned their AAAB, is heading to the University of Manchester to study Optometry. Another will take their studies overseas, joining the American University in Dubai to specialise in Business Administration. One further pupil, who achieved A\* in Art, A\* in Biology, and A in Chemistry, will also be joining the University of Manchester to study Chemistry. This student's enthusiasm for science and collaborative spirit made them a valued member of the Langley community. Reflecting on their success, they said, "Langley has encouraged me to push myself and given me the support I needed to reach my goals. I am really looking forward to studying Chemistry at Manchester and developing the skills to make a positive impact in the future."

Langley Sixth Form leavers now embark on the next stage of their journeys, with 82% securing places at their first-choice; including world class universities such as Durham, Exeter, Manchester, Southampton, Newcastle, Aberdeen, Nottingham, Cardiff, Queen Mary University of London, Ravensbourne University London, BIMM University and University of the Arts London. Others are choosing apprenticeships, creative industries and professional training, ranging from healthcare to the Armed Forces. These destinations are as varied as the students themselves, which is exactly as it should be.

At Langley, we do not define success by a single path. We encourage our students to pursue what they care about deeply, and we support them in building the confidence, curiosity, and resilience to follow it. Whether their passion lies in science, design, business, or beyond, we help them shape futures that feel true to who they are.

**Academic - GCSE results**

2025 GCSE results also reflect excellent subject performance across a variety of disciplines. Among core subjects taken by all pupils, Maths and English results have been particularly impressive, with 92.2% achieving Grades 9-4 in Maths and 93.7% achieving Grades 9-4 in English. Other subjects with notably strong results were Biology, Chemistry, Physics, Photography, Art, Chinese, Computer Science, Design and Technology, Music, and Physical Education. In these subjects 100% of pupils achieved Grade 9-4, with performances at Grades 9-7 as high as 92% for some subjects.

One of the most critical measures of achievement for schools is in relation to progress achieved by pupils between each Key Stage. Against these measures, the progress pupils make at Langley demonstrates that our academic and pastoral support make a verifiable difference to students' life chances.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Many individual pupil performances stand out this year, with several pupils receiving a clutch of top 9-8 Grades. Other individual stories reflect the emergence of talent and future focus in areas such as Languages, STEM, the Arts and Humanities.

We are also delighted to note the success of two Year 8 pupils from our Prep School, who sat GCSE French and Maths respectively, earning outstanding Grades 9-8. Such accomplishments can only be achieved in a learning environment where high ability and determination is encouraged.

**Personal Development Education (PDE)**

The PDE programme continues to be a defining feature of the school's ethos, with deliberately timetabled curriculum time, an ongoing programme of teacher training and a rigorous pedagogical approach. It is still taught to all year groups for two one-hour sessions per fortnight and continues to incorporate a spiral curriculum enabling pupils to revisit and consolidate their key learning each year on Personal, Social, Health and Economic Education (PSHEE), Relationships and Sex Education (RSE), Citizenship Education and some of the Careers, covering all of the DfE's statutory requirements and going beyond these using the PSHE Association's programme of study, to ensure the curriculum is robust and supports the particular needs of the Langley community. The Head of PDE works closely with the Deputy Head Pastoral and the Designated Safeguarding Lead to ensure that in lessons PDE can enable intervention when issues or problems arise and can assist in the early prevention of harm to children. The Head of PDE also supports the pastoral system such as the Theme of the Week, assemblies and pastoral initiatives. Furthermore, the Head of PDE works with the Deputy Head Academic to ensure that the school's academic objectives, such as improved study skills and oracy skills, are built into the curriculum and form part of the teaching and assessment in PDE.

**Diversity, Equality and Inclusion**

DEI resources have continued to be added to the Social, Moral, Spiritual and Cultural themes of the fortnight which all pupils and students explore with their tutors and Heads of Year throughout the year, these have included Black History Month, LGBTQIA+ Month, Rights and Equality at the World Cup. The LGBTQIA+, Social Awareness, Boys Talking Group met regularly and participated in pupil led assemblies to raise awareness of pupil voice issues such as Anti-Bullying, Protected Characteristics and Neurodiversity. Once again, the Prefects organised and hosted the Empowering Women event, which invited external female guest speakers, including Icenians, across a range of industries and professions to speak with and lead workshops for Langley pupils and visiting schools.

**b. Co-Curricular Activities**

**Music and Drama:**

Music and Drama continues to offer a vast array of opportunities for the pupils and students, both in enrichment time and also at lunchtimes. A new Head of Performing Arts started in September 2024, which has inevitably meant that significant changes have followed resulting in a new direction. We are lucky to have committed staff in the team that give their time freely to ensure that events and performances are high quality.

Some key points this year to date are:

- Excellent House Music event in October. Many report it to be the best yet!
- High-quality performances at the Christmas Carol Concert – more pupils than ever participated
- 2-day Choir Tour was very well received by Care Homes visited

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

- Bound for Broadway musical was very successful with three full audiences and excellent pupil participation. The event showcased the incredible talent at Langley and was written with this in mind. The performance was live and pupil /student focussed including a live band
- Soirees continue to be successful with a wide variety of musical items. In the Summer term, they were expanded to include monologues and duologues to raise the profile of the Drama department and create cohesion between Music and Drama. The soirees were conceived to be events with smaller audiences, but the last one had a large attendance from parents
- The musical showcase that was put together for the Royal Norfolk Show was received well
- Musical performances at the start of the weekly Headmaster's Assembly was introduced at the start of the year and continue to be regular and well received by pupils and students
- Choir expanded to over 60 pupils which has allowed us to tackle music in three parts improving the quality of the choir

The instrumental teachers have changed exam board from the Associated Board of the Royal Schools of Music to Trinity. The wider range of musical styles encompassed by Trinity should increase the number of pupils/students taking practical examinations in their instruments.

**Sport**

As ever, a significant number of fixtures played every week. Key points are:

- Langley Football Academy saw its largest number of pupils ever – gaining momentum with overseas pupils
- Langley hosted another very successful U15s National Rugby tournament in October 2025
- Y11 pupils selected for England U17s tournament in Spain, earlier in February 2025
- Particular success in Y8 Football, who made it through to a national final in March 2025
- Significant increase in number of pupils accessing extra cricket and joining local clubs resulting in cup success with the 1XI team and U14 boys
- Langley made the regional finals of the National Handball Competition with our U15 boys
- The U18 Girls won the Football County Cup
- 3 Pupils represented the School at National Athletics Finals at Alexandra Stadium (sprints, shot put and discus).
- Our U18 girls and U14 girls Hockey made it through to their respective regional hockey competitions this term
- We have hosted Equestrian events on site with a view to growing our Equestrian team and increasing access to high quality coaching and instruction
- Other notable achievements outside of our focus sports include a number of pupils competing at a high level in equestrian, skiing, women's football, swimming, kayaking, table tennis and shooting.

In addition to hosting the above events, staff members have delivered rugby, hockey and netball in several local primary schools. We have offered outreach to local primary schools in Rugby, Hockey and Netball, hosting festivals here on site. This has provided leadership opportunities for our BTEC Sport Students and Y11 Leaders. We have also hosted over 700 primary pupils from 25 South Norfolk schools across 2 cross country events this term.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Duke Of Edinburgh**

This is now well established in the school ethos and pupils are actively engaging in the award. There was silver practice and assessed expeditions in May and June. The majority of Year 9s have completed the bronze level award. Expeditions have taken place in South Norfolk, the Peak district and Dartmoor as well as a gold expedition that rowed the rivers Ant, Bure and Thurne.

**CCF**

We continue to have all 3 services as part of the CCF – Royal Navy, Army and Royal Air Force, as it is a strength of Langley. Inevitably, this requires a large number of staff to contribute to the CCF and DofE programme. Key points of note are:

- Busiest ever Remembrance Service in Chapel in November 2024
- Introduction of a new one-day 'Rifle Course' during February half term which proved popular with pupils attending
- Langley CCF Representation at Mousehold for Armistice Day Service for veterans
- Sixth Formers continue to be involved and awarded promotions in rank in assembly
- Many trips and events delivered - camps at Thetford Training Area (STANTA), had an afloat training day at Whittlingham (Norwich) and Adventure Training at Okehampton Camp, Dartmoor.

**Enrichment Activities**

Enrichment continues to be the final period of the day on Mondays to Thursdays. This allows the pupils to pick from a range of extra-curricular activities to further their interests, hobbies and well-being. Some year groups have mandatory sessions that they attend. Key points include:

- Increased student engagement - staff members have commented on how students have had a positive outlook on enrichment and that more students are engaging with the enrichment options
- Exciting new opportunities - cheerleading, podcast club and the school magazine are the newest additions to the enrichment offering. The latter was introduced following requests from students last year. A variety of new and innovative opportunities, such as drone racing, flight simulation, darts, coding, and scriptwriting, have been introduced, enriching the learning experience and attracting diverse student interests
- Student voice measurement - we plan to introduce an annual survey during the Trinity Term to gather feedback from students, providing valuable insights into their experiences and ensuring their voices continue to shape future enrichment offerings.

**Trips**

Educational visits remain a vital part of the opportunities Langley offers its pupils and continues to be highly valued by parents as well as pupils. Each academic year, the school runs more than 50 trips across a wide range of departments, sections of school and age groups. These experiences serve varied purposes, including curriculum requirement, subject enrichment, leadership development, and recreational, which all contribute meaningfully to pupils' personal growth, engagement and sense of belonging.

Of particular note is the growing number of trips linked to flexi-boarding, allowing pupils to extend their stay and make fuller use of our boarding provision. This has proved especially beneficial for activities involving late returns and a service which we want to develop further.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

In addition, there have been three international trips:

- Geography trip to Iceland – in November 2024, which proved very popular
- Ski trip to Austria for Y10s upwards – during Christmas holidays 2024, second year running, but with low numbers this year, so needs promoting strongly for next year
- Cultural trip to USA for Y9s upwards – during Easter holidays 2025

**c. Achievements and Performance Langley Prep School**

**Leadership Transition and Whole-School Context**

A mid-year leadership transition gave opportunity for a wide ranging review of systems, communication and curriculum pathways across Nursery, Pre-Prep and Prep. This transition created the opportunity to strengthen alignment and ensure that structures, expectations and routines were consistent across all phases. The refinements made since September have focussed on bringing teams together, improving operational clarity and supporting the development of a revised whole-school vision shaped with pupils, staff, parents and governors.

These adjustments have emphasised shared expectations, unified planning processes and a clearer progression framework from the early years through to Year 8.

**Prep School**

**Context and Direction**

Across the Prep School, work this year has prioritised establishing a more coherent journey for pupils from Nursery to Year 8. The development of a refreshed Prep Vision, supported by a new School Development Plan structure, has provided clearer direction for curriculum, pastoral provision and communication. Aligned daily routines, shared INSET and integrated SMT involvement across phases have supported excellence in continuity.

The Deputy Head Academic continues to oversee the academic profile of pupils and works closely with Admissions to ensure a thorough understanding of each child's needs when they join. Most pupils progress internally from Pre-Prep, but a significant number join during Years 3–8 after taster days and consultation with previous schools. This enables the school to plan early support and ensure provision matches need.

The school continues to cater for a broad ability range, including pupils with diagnosed SEND, emerging needs and high learning potential across multiple domains. Early identification remains central, with the SENDCo involved at the point of transition where required.

**Curriculum Review and Academic Development**

Continual curriculum development has been a sustained focus throughout the year and will continue to be forward-thinking and innovative. An external review of EYFS practice supported strengthened sequencing, clearer learning pathways and improvements in early reading and phonics. This has informed wider exciting developments across Reception and Key Stage 1.

Across Years 3–8, the continued embedding of Accelerated Reader has led to greater consistency in reading tracking, more timely identification of gaps and improved follow-up by class teachers. Children's progress in reading has been impacted extremely positively across all attainment levels. Weekly CPD time has allowed

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

staff to engage purposefully in moderation, curriculum mapping and review discussions as well as ensure staff are up to date in their own skills and knowledge.

Half-termly departmental reviews have supported more timely adjustments to teaching and curriculum design. The rise in the number of pupils presenting with neurodivergent profiles, reflecting national trends, has continued to inform staff training in adaptive teaching and responsive planning, ensuring our teaching and learning is bespoke to the needs of all pupils, regardless of ability.

**Academic Profile and Attainment**

Internal data reflects a diverse and mixed-ability cohort:

- Pupils with an EHCP: 3%
- Pupils with a diagnosed SEND: 13%
- Supported learners (undiagnosed): 8%
- Pupils on the monitoring list: 26%
- Pupils with High Learning Potential: 44–46%
- Pupils identified as academically able: 36–42%

The overall academic profile remains broadly similar to previous years, though with a greater proportion of pupils demonstrating a neurodivergent profile. Standardised assessments (PTE, PTM, PTS, NGRT, NGST, CAT4) indicate that pupils, on average, continue to perform slightly above national norms.

**SEND Provision and Early Intervention**

The school's SEND provision remains rooted in early identification and targeted intervention. Pupils joining the school with known needs are assessed carefully, and the SENDCo is involved in transition visits where appropriate. Intervention programmes include literacy, numeracy and social communication groups delivered by the SEND team. A Speech and Language Therapist visits weekly to support pupils requiring targeted therapeutic input.

SEND needs represented within the school include dyslexia, dyscalculia, dyspraxia, ADHD and ASD. The SEND register and monitoring list reflect the school's inclusive intake and its commitment to meeting a wide range of needs through classroom practice and additional support.

**Teaching, Learning and Behaviour**

Teaching and learning developments this year have centred a school-wide focus on Ready to Learn, Engagement and Behaviour. This has informed learning walks, coaching and lesson planning. Behaviour across the Prep School remains extremely positive, supported by conscientious monitoring systems and steady expectations. Attendance remains high, with no concerns raised during local authority monitoring.

**Pastoral Development and Wellbeing**

Pastoral systems are strong across phases, with increased SLT presence supporting consistency and early intervention. The school nurse is undertaking ELSA training, which has expanded our wellbeing provision alongside our nurture groups. Staff continue to hold mental health first aider qualifications, and the school maintains access to therapeutic support. Honey, the school's wellbeing dog, has continued to support pupils across the year, offering reassurance, promoting calmness and contributing positively to the school's wider wellbeing provision. Outdoor spaces have been improved to enhance wellbeing during breaks and learning.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

The school continues to benefit from its extensive grounds and woodland areas, supporting the ongoing commitment to outdoor learning and the expansion of Outdoor Leadership into Key Stage 3.

**Enrichment, Creative and Digital Development**

Enrichment opportunities have expanded significantly this year:

- The Junior Duke programme for Years 5–6 promotes independence, resilience and practical life skills.
- The Entrepreneur Academy for Years 7–8 introduces pupils to enterprise, innovation and leadership and completion results in certification from University College London
- Robotics, coding and digital design have continued to evolve, supported by continuous review of resources and curriculum.

Creative Design (Art, Design and Textiles) and Computer Design and Robotics remain well received and continue to develop pupils' creativity, problem-solving and digital literacy. We are now working on the introduction of engineering from September 2026. The Art Studio underwent a significant refurbishment this year, resulting in a modernised, purposeful space that enhances specialist teaching and gives pupils a high-quality environment in which to develop their creative and technical skills.

**Performing Arts and Music**

The performing arts continue to be a strength. This year has included:

- A major Key Stage 2 production staged at the Senior School's Alston Theatre of 'Mary Poppins'.
- A Year 3 Christmas production.
- Regular drama lessons, LAMDA tuition, and after-school clubs supporting performance skills.

Music provision continues to thrive:

- Two choirs: Junior Choir (Y3–4) and Magna Voce (Y5–8)—have performed at school events, community services and venues including St Edmund's Church, St Peter Mancroft and Norwich Cathedral.
- Musical treats during assemblies and half-termly soirées showcase developing musicians.
- A strong team of peripatetic staff continues to offer tuition in a wide range of instruments.

**Sport**

Sport continues to be a core strength of the school, with a sport-for-all philosophy ensuring broad participation. The school has played more than 300 fixtures during the year, supported by excellent facilities including extensive grounds, a sports hall, a heated indoor pool and a multi-use games area.

Notable successes include:

- Girls' hockey: U11 and U13 teams progressing to national and county-level finals.
- Trinity Term Cricket - The U13A Girls had an outstanding season, highlighted by finishing 2nd in the IAPS National Final at Taunton School.
- The U12 Boys had a good cricket cup run, narrowly losing in the final of the County Cup.
- The U11A Girls - after winning the County Cricket Cup, they qualified for the Regional Finals where they finished 3rd.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Football opportunities have expanded through events with the Norwich City Community Foundation and increased internal competition, as well as the successful introduction of the Langley Football Academy (LFA) at the prep school for children in years 3-8.

**Trips, Experiences and Community Engagement**

Trips remain a valued part of the Langley experience. Pupils in Years 4–8 access residentials including Horstead, Bushcraft, PGL and international visits (e.g., France for Y7). Year 8 enjoy an expanded leavers' programme based at Hilltop. The biennial ski trip continues to attract families and is set to run again next academic year.

The PTFA continues to play a significant role in community life, organising events such as bonfire night, Christmas and summer fairs, and discos. Fundraising has supported improvements to learning environments, including the current redevelopment of the trim trail for all children.

The Parents' Forum meets termly, supporting dialogue between families and senior staff. Community and charity links remain strong, with Year 8 undertaking projects as part of their leavers' programme and pupils taking part in wider local events including a colour run with Taverham High.

**Pre-Prep**

Pre-Prep work this year has focussed on improving consistency, strengthening early reading and securing strong foundations in Key Stage 1. Little Wandle phonics has embedded well, supported by frequent assessment and responsive planning. Sequencing across KS1 has been refined to reduce repetition and build clear progression.

Wellbeing remains central, with Circle Time embedded across classes and greater SLT presence ensuring consistent pastoral practice. Indoor and outdoor space developments have contributed to improved learning environments.

Pupil numbers are on a positive trajectory due to enhanced transition opportunities and stronger alignment with the Prep School.

**Nursery (Bluebell Taverham and Bluebell Loddon)**

Demand across both sites continues to rise. Staffing and space have and continue to expand, including the additional Oaks classroom at Taverham and the new baby room at Loddon. Work is being carried out to continue this expansion further.

The Bluebell Curriculum continues to develop, underpinned by training through Norfolk's Baby Friendly Project, in which we were deemed a centre of excellence by Norfolk County Council, and updated early-years practice. Strengthened baseline assessments have led to earlier identification of need and more precise planning.

Nursery pupils benefit from a rich, play-based curriculum including wellbeing walks, sports hall access, swimming, library visits and early phonics experiences. Outdoor spaces have been improved to support continuous provision.

Daily communication and family engagement remain strong, contributing to positive transitions into Pre-Prep.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Summary**

Across Nursery, Pre-Prep and Prep, this year's developments have focussed on strengthening consistency, improving alignment and ensuring that provision meets pupils' needs effectively. The leadership transition prompted a reassessment of structures and expectations, leading to refinements in curriculum, pastoral support, enrichment and community relationships with positive outcomes for all. These developments provide firm foundations for ongoing progress as the school moves into 2026 and beyond.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

During the year, the School was required to become VAT registered and charge VAT on fees. Pupil numbers fell 3.3% from the Michaelmas to Trinity term with most parents choosing to avoid moving schools in the academic year. The school minimised the extent of the uplift in cost to parents required so far as possible, utilising the ability to reclaim input VAT to absorb some of the uplift.

The School reported a surplus for the year of £497,248 (2024: £66,823). Included within this are two exceptional items; £264,212 (2024: nil) from the profit on disposal of land and a onetime £77,422 historic Input VAT credit (note 1.5). The underlying movement in funds of £155,614 represents a surplus of 1.1% of total income (2024: 0.5%).

School fees fell marginally (0.5%) in this academic year reflecting a 3% in-year pupil reduction, partially offset by a 7.5% reduction in bursaries and scholarships.

**b. Reserves policy**

Note 21 to the financial statements shows the assets and liabilities attributable to the various funds by type and also summarises the year's movements on each fund.

At 31 August 2025 unrestricted funds amounted to £6,533,191 (2024: £6,035,943) with tangible assets amounting to £9,733,501 (2024: £10,423,466) resulting in no free reserves (2024: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely.

The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

**c. Going concern**

Taking into account cash and investment balances, forecast income and expenditure for the next 12 months and the ongoing support of and relationship with the School's bankers, the Governors consider that the School's available resources are sufficient for the School and subsidiary company to be able to meet liabilities as they fall due.

For these reasons, whilst recognising the challenging environment faced by the whole independent school's sector, the Governors are therefore confident that the resources available will allow the School to continue to invest in its facilities and its educational offering into the future.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**d. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

**e. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- to complete the strategic review and to update the School Development Plan;
- to continue to build and improve on pastoral and welfare care;
- to raise standards of achievement across all year groups;
- to continue to upgrade facilities across all areas;
- to maintain appropriate pupil/teacher ratios which we believe gives the necessary time for developing both academic and wider skills;
- to continue to build and encourage community access to the school's facilities

**Information on fundraising practices**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third-party fundraisers acting on its behalf.
- The Charity not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

**Engagement with employees and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Governors via the Operations Committee.

The School has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Health & safety policy

In accordance with the School's equal opportunities policy, the School has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's HR Team.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

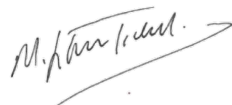
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements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

**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

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



**Mr M Streatfield**  
Chair of Trustees

Date: 26/02/2026

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**LANGLEY SCHOOL (1960) LIMITED**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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

Due to the field in which the Charity operates, we identified areas most likely to have a direct material impact on the financial statements as compliance with accounting standards, including Charities SORP (FRS 102) and charity law. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the Charity's ability to operate, including safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Charity's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management and the Trustees about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Reviewing legal and professional fees to confirm matters where the Charity engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Reviewing board and finance committee meeting minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness and evaluating the business rationale of any significant transactions outside the normal course of business.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of

**Larking Gowen**

Chartered Accountants

Statutory Auditors

1st Floor Prospect House

Rouen Road

Norwich

NR1 1RE

Date: 26 February 2026

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2025**

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>				
Charitable activities		11,862,434	11,862,434	11,959,379
Other trading activities	4	603,641	603,641	581,726
Investments	5	5,903	5,903	6,166
Other income	6	1,924,695	1,924,695	1,355,950
<b>Total income</b>		<b>14,396,673</b>	<b>14,396,673</b>	<b>13,903,221</b>
<b>Expenditure on:</b>				
Raising funds	7,8	625,369	625,369	607,555
Charitable activities	9	13,295,325	13,295,325	13,261,250
<b>Total expenditure</b>		<b>13,920,694</b>	<b>13,920,694</b>	<b>13,868,805</b>
<b>Net movement in funds before other recognised gains</b>		<b>475,979</b>	<b>475,979</b>	<b>34,416</b>
<b>Other recognised gains:</b>				
Gains on revaluation of investments		21,269	21,269	32,407
<b>Net movement in funds</b>		<b>497,248</b>	<b>497,248</b>	<b>66,823</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		6,035,943	6,035,943	5,969,120
Net movement in funds		497,248	497,248	66,823
<b>Total funds carried forward</b>		<b>6,533,191</b>	<b>6,533,191</b>	<b>6,035,943</b>

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

The notes on pages 30 to 55 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible assets	14	31,334	47,565
Tangible assets	15	9,733,501	10,423,466
Investments	16	475,129	451,452
		<b>10,239,964</b>	<b>10,922,483</b>
<b>Current assets</b>			
Stocks	17	45,999	50,116
Debtors	18	4,133,419	3,417,045
Cash at bank and in hand	24	2,440,278	3,474,258
		<b>6,619,696</b>	<b>6,941,419</b>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	19	(5,966,696)	(11,081,194)
<b>Net current assets / (liabilities)</b>		<b>653,000</b>	<b>(4,139,775)</b>
<b>Total assets less current liabilities</b>		<b>10,892,964</b>	<b>6,782,708</b>
Creditors: amounts falling due after more than one year	20	(4,359,773)	(746,765)
<b>Total net assets</b>		<b>6,533,191</b>	<b>6,035,943</b>
<b>Charity funds</b>			
Unrestricted funds	21	6,533,191	6,035,943
<b>Total funds</b>		<b>6,533,191</b>	<b>6,035,943</b>

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

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

**Mr M J Streatfield**  
 (Chair of Trustees)

Date:

26/02/2026

**Mr D Stanbridge**  
 (Trustee)

The notes on pages 30 to 55 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 AUGUST 2025**

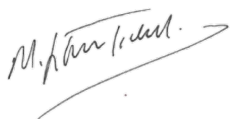
	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible assets	14	31,334	47,565
Tangible assets	15	9,713,783	10,395,968
Investments	16	475,229	451,552
		10,220,346	10,895,085
<b>Current assets</b>			
Stocks	17	42,847	44,716
Debtors	18	4,131,349	3,427,606
Cash at bank and in hand		2,436,195	3,470,903
		6,610,391	6,943,225
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	19	(5,935,589)	(11,053,418)
<b>Net current assets / (liabilities)</b>		674,802	(4,110,193)
<b>Total assets less current liabilities</b>		10,895,148	6,784,892
Creditors: amounts falling due after more than one year	20	(4,359,773)	(746,765)
<b>Total net assets</b>		6,535,375	6,038,127
<b>Charity funds</b>			
Unrestricted funds	21	6,535,375	6,038,127
<b>Total funds</b>		6,535,375	6,038,127

The Company's net movement in funds for the year was £497,248 (2024 - £66,823).

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

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

**Mr M J Streatfield**  
 (Chair of Trustees)  
 Date: 26/02/2026



**Mr D Stanbridge**  
 (Trustee)



The notes on pages 30 to 55 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	23	<b>(392,762)</b>	2,481,151
<b>Cash flows from investing activities</b>			
Purchase of intangible assets		-	(33,704)
Purchase of tangible fixed assets		<b>(299,258)</b>	(318,100)
Sale of tangible fixed assets		<b>608,212</b>	-
Purchase of listed investments		<b>(100,649)</b>	(202,938)
Sale of listed investments		<b>99,495</b>	208,888
Interest received		<b>158,742</b>	142,045
<b>Net cash provided by/(used in) investing activities</b>		<b>466,542</b>	<b>(203,809)</b>
<b>Cash flows from financing activities</b>			
Repayments of borrowing		<b>(727,252)</b>	(158,322)
Repayments of finance leases		<b>(114,071)</b>	(157,653)
Interest paid		<b>(265,183)</b>	(358,642)
<b>Net cash used in financing activities</b>		<b>(1,106,506)</b>	<b>(674,617)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(1,032,726)</b>	<b>1,602,725</b>
Cash and cash equivalents at the beginning of the year		<b>3,490,107</b>	1,887,382
<b>Cash and cash equivalents at the end of the year</b>	24	<b>2,457,381</b>	3,490,107

The notes on pages 30 to 55 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

**1.3 Going concern**

Taking into account cash and investment balances, forecast income and expenditure for the next 12 months and the ongoing support of and relationship with the School's bankers, the Governors consider that the School's available resources are sufficient for the School and subsidiary company to be able to meet liabilities as they fall due.

For these reasons, whilst recognising the challenging environment faced by the whole independent school's sector, the Governors consider it appropriate to continue to prepare the financial statements on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.4 Income**

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

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

As of January 2025, the School was required to charge VAT on Income relating to fees. In 2025 the total output VAT charged from October 2024 to August 2025 was £1,922,613 (2024: £nil). All income is stated net of VAT.

**1.5 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

In November 2024 the School became VAT Registered and eligible to reclaim input VAT on applicable purchases. During the year the School reclaimed £221,801 (2024: £nil) in input tax, in addition the school was able to reclaim £77,422 (2024: £nil) related to input tax incurred in the prior financial period (see note 10). This is an exceptional credit in the statement of financial activities for the reported year. In the following year, the School will be in a position to re-claim historic Input VAT under the Capital Goods Scheme of which the value is expected to be £27,500 within the 2026 statutory accounts. All expenditure is recorded inclusive of any irrecoverable VAT.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

**1.7 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.8 Taxation**

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

**1.9 Intangible assets and amortisation**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

All intangible assets are considered to have a finite useful life, which must be reviewed at each reporting date. If a reliable estimate of the useful life cannot be made, it is presumed to be no more than five years.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	25% Straight line
Video materials	-	20% Straight line

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.10 Tangible fixed assets and depreciation**

Tangible fixed assets are initially recorded at cost.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- 2% Straight line
Plant and machinery	- 25% Straight line
Fixtures and fittings	- 20% & 25% Straight line

**1.11 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

**1.12 Stocks**

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

**1.13 Debtors**

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

**1.14 Cash at bank and in hand**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.15 Liabilities and provisions**

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

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

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

**1.16 Financial instruments**

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

**1.17 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**1.18 Operating leases**

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

**1.19 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff. Contributions to the pension scheme are charged to the company's income and expenditure account when payable

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.20 Fund accounting**

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1.10 for the depreciation rates applied for each class of assets

Impairment of fee debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 18 for the net carrying amount of the debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**3. Income from charitable activities**

	<b>2025</b>	<i>2024</i>
	£	£
Gross Fees	<b>13,928,615</b>	14,177,515
Less: bursaries and discounts	<b>(2,349,212)</b>	(2,541,393)
	<u><b>11,579,403</b></u>	<u>11,636,122</u>
Registration and other tuition fees	<b>283,031</b>	323,257
	<u><b>11,862,434</b></u>	<u>11,959,379</u>

**4. Charity trading income**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2025</b>	<b>Total funds 2025</b>	<i>Total funds 2024</i>
	£	£	£
School transport	603,641	<b>603,641</b>	581,726
	<u>603,641</u>	<u><b>603,641</b></u>	<u>581,726</u>

**5. Investment income**

	<b>Unrestricted funds 2025</b>	<b>Total funds 2025</b>	<i>Total funds 2024</i>
	£	£	£
Income from listed investments	5,903	<b>5,903</b>	6,166
	<u>5,903</u>	<u><b>5,903</b></u>	<u>6,166</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**6. Other incoming resources**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Bank interest receivable	158,742	<b>158,742</b>	135,879
Lettings and catering	1,501,741	<b>1,501,741</b>	1,220,071
Profit on disposal of land and buildings	264,212	<b>264,212</b>	-
<b>Total 2025</b>	<u>1,924,695</u>	<u><b>1,924,695</b></u>	<u>1,355,950</u>

**7. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Direct costs	293,465	<b>293,465</b>	305,773
Staff costs	328,409	<b>328,409</b>	298,401
<b>Total 2025</b>	<u>621,874</u>	<u><b>621,874</b></u>	<u>604,174</u>

**8. Investment management costs**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Investment management costs	3,495	<b>3,495</b>	3,381
	<u>3,495</u>	<u><b>3,495</b></u>	<u>3,381</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**9. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Charitable activities	13,295,325	<b>13,295,325</b>	13,261,250

**Summary by expenditure type**

	<b>Staff costs 2025 £</b>	<b>Depreciation 2025 £</b>	<b>Other costs 2025 £</b>	<b>Total 2025 £</b>
Charitable activities	9,151,115	654,669	3,489,541	<b>13,295,325</b>

	<i>Staff costs 2024 £</i>	<i>Depreciation 2024 £</i>	<i>Other costs 2024 £</i>	<i>Total 2024 £</i>
Charitable activities	9,119,720	632,370	3,509,160	13,261,250

**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Direct costs	13,295,325	<b>13,295,325</b>	13,261,250

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**10. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Activities 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Wages (incl NI & Pension)	9,151,115	<b>9,151,115</b>	9,119,720
Depreciation	654,669	<b>654,669</b>	632,370
Property costs	1,362,258	<b>1,362,258</b>	1,281,158
Catering	385,739	<b>385,739</b>	419,058
IT and communications	240,450	<b>240,450</b>	252,189
Insurance	163,383	<b>163,383</b>	159,017
Marketing	197,460	<b>197,460</b>	190,910
Professional fees	229,572	<b>229,572</b>	213,582
Finance costs	4,827	<b>4,827</b>	4,094
Loan interest	265,183	<b>265,183</b>	358,643
Sundry	169,110	<b>169,110</b>	89,296
Other educational costs	548,981	<b>548,981</b>	541,213
Recovery of pre-registration input VAT	(77,422)	<b>(77,422)</b>	-
<b>Total 2025</b>	<u>13,295,325</u>	<u><b>13,295,325</b></u>	<u>13,261,250</u>

See note 1.5 for explanation of the recovery of pre-registration input VAT.

**11. Auditors' remuneration**

	<b>2025 £</b>	<i>2024 £</i>
For the audit of the Company's annual accounts	<b>38,825</b>	42,265
For all non-audit services not included above	<u><b>11,911</b></u>	<u>4,610</u>

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**12. Staff costs**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Wages and salaries	<b>7,780,812</b>	7,802,224	<b>7,452,403</b>	7,503,823
Social security costs	<b>722,992</b>	618,252	<b>722,992</b>	618,252
Contribution to defined contribution pension schemes	<b>975,720</b>	997,645	<b>975,720</b>	997,645
	<b><u>9,479,524</u></b>	<u>9,418,121</u>	<b><u>9,151,115</u></b>	<u>9,119,720</u>

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

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>
	<b><u>285</u></b>	<u>300</u>

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

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>
In the band £60,001 - £70,000	<b>5</b>	4
In the band £70,001 - £80,000	<b>1</b>	1
In the band £80,001 - £90,000	<b>-</b>	2
In the band £90,001 - £100,000	<b>1</b>	-
In the band £110,001 - £120,000	<b>1</b>	-
In the band £160,001 - £170,000	<b>-</b>	1

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**Staff costs (continued)**

Employers' pension contributions in respect of the employees whose employee benefits (excluding employer pension costs) exceeded £60,000 were:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
In the band £60,001 - £70,000	<b>57,951</b>	<b>39,700</b>
In the band £70,001 - £80,000	<b>36,833</b>	<b>17,939</b>
In the band £80,001 - £90,000	<b>-</b>	<b>17,084</b>
In the band £90,001 - £100,000	<b>20,513</b>	<b>-</b>
In the band £110,001 - £120,000	<b>31,353</b>	<b>-</b>
In the band £160,001 - £170,000	<b>-</b>	<b>25,704</b>
	<b>=====</b>	<b>=====</b>

Key management is considered to be the trustees (who are not remunerated), the two headteachers and the School's senior leadership team. They received remuneration (including employers' NIC and pension) of £1,485,761 (2024: £1,606,207).

Staff costs include £71,082 (2024: £35,310) in respect of redundancy and termination payments.

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - £NIL).

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**14. Intangible assets**

**Group and Company**

	Website £	Video materials £	Total £
<b>Cost</b>			
At 1 September 2024	31,184	25,310	56,494
At 31 August 2025	31,184	25,310	56,494
<b>Amortisation</b>			
At 1 September 2024	-	8,929	8,929
Charge for the year	7,795	8,436	16,231
At 31 August 2025	7,795	17,365	25,160
<b>Net book value</b>			
At 31 August 2025	23,389	7,945	31,334
<i>At 31 August 2024</i>	<i>31,184</i>	<i>16,381</i>	<i>47,565</i>

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**15. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2024	13,297,546	453,696	4,765,533	18,516,775
Additions	-	8,044	291,214	299,258
Disposals	(399,510)	-	-	(399,510)
At 31 August 2025	<u>12,898,036</u>	<u>461,740</u>	<u>5,056,747</u>	<u>18,416,523</u>
<b>Depreciation</b>				
At 1 September 2024	3,592,695	274,980	4,225,634	8,093,309
Charge for the year	295,659	4,789	353,265	653,713
On disposals	(64,000)	-	-	(64,000)
At 31 August 2025	<u>3,824,354</u>	<u>279,769</u>	<u>4,578,899</u>	<u>8,683,022</u>
<b>Net book value</b>				
At 31 August 2025	<u><u>9,073,682</u></u>	<u><u>181,971</u></u>	<u><u>477,848</u></u>	<u><u>9,733,501</u></u>
At 31 August 2024	<u><u>9,704,851</u></u>	<u><u>178,716</u></u>	<u><u>539,899</u></u>	<u><u>10,423,466</u></u>

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**15. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2024	13,274,146	412,713	4,765,533	18,452,392
Additions	-	8,044	291,214	299,258
Disposals	(399,510)	-	-	(399,510)
At 31 August 2025	<u>12,874,636</u>	<u>420,757</u>	<u>5,056,747</u>	<u>18,352,140</u>
<b>Depreciation</b>				
At 1 September 2024	3,587,235	243,555	4,225,634	8,056,424
Charge for the year	290,979	1,689	353,265	645,933
On disposals	(64,000)	-	-	(64,000)
At 31 August 2025	<u>3,814,214</u>	<u>245,244</u>	<u>4,578,899</u>	<u>8,638,357</u>
<b>Net book value</b>				
At 31 August 2025	<u><u>9,060,422</u></u>	<u><u>175,513</u></u>	<u><u>477,848</u></u>	<u><u>9,713,783</u></u>
At 31 August 2024	<u><u>9,686,911</u></u>	<u><u>169,158</u></u>	<u><u>539,899</u></u>	<u><u>10,395,968</u></u>

The total net book value of the Group and Company's assets held under finance lease and hire purchase was £56,153 (2024: £233,590).

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**16. Fixed asset investments**

<b>Group</b>	<b>Unlisted investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>			
At 1 September 2024	50	451,402	451,452
Revaluations	-	21,269	21,269
Net income from listed investments	-	2,408	2,408
At 31 August 2025	<u>50</u>	<u>475,079</u>	<u>475,129</u>
<b>Net book value</b>			
At 31 August 2025	<u>50</u>	<u>475,079</u>	<u>475,129</u>
<i>At 31 August 2024</i>	<u>50</u>	<u>451,402</u>	<u>451,452</u>

Listed investments held by the Group and Company include £17,103 (2024: £15,849) of cash held as part of the investment portfolio.

<b>Company</b>	<b>Investments in subsidiaries £</b>	<b>Unlisted investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>				
At 1 September 2024	100	50	451,402	451,552
Revaluations	-	-	21,269	21,269
Net income from listed investments	-	-	2,408	2,408
At 31 August 2025	<u>100</u>	<u>50</u>	<u>475,079</u>	<u>475,229</u>
<b>Net book value</b>				
At 31 August 2025	<u>100</u>	<u>50</u>	<u>475,079</u>	<u>475,229</u>
<i>At 31 August 2024</i>	<u>100</u>	<u>50</u>	<u>451,402</u>	<u>451,552</u>

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**17. Stocks**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Consumables	<b>45,999</b>	50,116	<b>42,847</b>	44,716

**18. Debtors**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
<b>Due within one year</b>				
Trade debtors	<b>3,644,732</b>	2,955,257	<b>3,648,922</b>	2,952,781
Amounts owed by group undertakings	-	-	<b>15,874</b>	36,123
Other debtors	<b>87,512</b>	69,505	<b>75,880</b>	57,838
Prepayments and accrued income	<b>401,175</b>	392,283	<b>390,673</b>	380,864
	<b>4,133,419</b>	3,417,045	<b>4,131,349</b>	3,427,606

Autumn term fees are included within trade debtors.

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**19. Creditors: Amounts falling due within one year**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Bank loans	71,951	4,486,076	71,951	4,486,076
Trade creditors	464,518	305,977	453,670	296,108
Other taxation and social security	731,533	168,201	727,147	165,323
Obligations under finance lease and hire purchase contracts	132,375	120,480	132,375	120,480
Other creditors	383,628	379,394	380,468	376,356
Accruals and deferred income	4,182,691	5,621,066	4,169,978	5,609,075
	<u>5,966,696</u>	<u>11,081,194</u>	<u>5,935,589</u>	<u>11,053,418</u>

**Secured liabilities**

The bank loan is secured, as detailed in note 20.

**Deferred Income**

The table below includes both amounts due within one year (Note 19) and after more than one year (Note 20):

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Deferred income at 1 September 2024	5,420,291	4,311,816	5,420,291	4,311,816
Resources deferred during the year	3,886,741	5,420,291	3,886,741	5,420,291
Amounts released from previous periods	(5,420,291)	(4,311,816)	(5,420,291)	(4,311,816)
	<u>3,886,741</u>	<u>5,420,291</u>	<u>3,886,741</u>	<u>5,420,291</u>

Deferred income includes autumn term fees invoiced in advance of the year end.

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**20. Creditors: Amounts falling due after more than one year**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Bank loans	3,686,873	-	3,686,873	-
Net obligations under finance lease and hire purchase contracts	-	125,966	-	125,966
Accruals and deferred income	672,900	620,799	672,900	620,799
	<u>4,359,773</u>	<u>746,765</u>	<u>4,359,773</u>	<u>746,765</u>

Included within the above are amounts falling due as follows:

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
<b>Between one and two years</b>				
Bank loans	<u>76,579</u>	-	<u>76,579</u>	-
<b>Between two and five years</b>				
Bank loans	<u>260,578</u>	-	<u>260,578</u>	-
<b>Over five years</b>				
Bank loans	<u>3,349,716</u>	-	<u>3,349,716</u>	-

The loan is secured by a legal charge over land and buildings at Langley Senior School, Langley Park, Loddon and land and buildings at Langley Pre-Prep and Prep School at Taverham Park, Taverham.

Interest is charged on the Company's bank loan at a rate of 2.25% above the base rate. The loan is repayable by instalments until May 2050.

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**21. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Anthony Arthur Coward Scholarship Fund	398,467	5,903	(3,495)	(91,925)	21,269	330,219
<b>General funds</b>						
Revenue reserve	5,637,476	14,390,770	(13,917,199)	91,925	-	6,202,972
<b>Total Unrestricted funds</b>	<b>6,035,943</b>	<b>14,396,673</b>	<b>(13,920,694)</b>	<b>-</b>	<b>21,269</b>	<b>6,533,191</b>

In FY2022, we were privileged to be left a substantial bequest by a donor. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients joined the School in September 2023.

Income, expenditure and gains/(losses) allocated to the designated fund represent investment income, investment manager's fees, and revaluations gains/(losses) respectively. Transfers out of the fund represent the value of scholarships given during the period. Where the School has sufficient cash reserves without needing to draw down cash from the investments, the funds are left invested in order to generate financial return for the School. As a result, the closing balance of the designated fund will not directly match the closing value of the School's investment funds.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**21. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 August 2024</i>
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Anthony Arthur Coward Scholarship Fund	416,210	6,166	(3,381)	(52,935)	32,407	398,467
<b>General funds</b>						
Revenue reserve	5,552,910	13,897,055	(13,865,424)	52,935	-	5,637,476
<b>Total Unrestricted funds</b>	<u>5,969,120</u>	<u>13,903,221</u>	<u>(13,868,805)</u>	<u>-</u>	<u>32,407</u>	<u>6,035,943</u>

**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2025</b>	<b>Total funds 2025</b>
	£	£
Tangible fixed assets	9,733,501	<b>9,733,501</b>
Intangible fixed assets	31,334	<b>31,334</b>
Fixed asset investments	475,129	<b>475,129</b>
Current assets	6,619,696	<b>6,619,696</b>
Creditors due within one year	(5,966,696)	<b>(5,966,696)</b>
Creditors due in more than one year	(4,359,773)	<b>(4,359,773)</b>
<b>Total</b>	<u>6,533,191</u>	<u><b>6,533,191</b></u>

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**22. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	10,423,466	10,423,466
Intangible fixed assets	47,565	47,565
Fixed asset investments	451,452	451,452
Current assets	6,941,419	6,941,419
Creditors due within one year	(11,081,194)	(11,081,194)
Creditors due in more than one year	(746,765)	(746,765)
<b>Total</b>	<b>6,035,943</b>	<b>6,035,943</b>

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

	<b>Group 2025 £</b>	<i>Group 2024 £</i>
Net income for the year (as per Statement of Financial Activities)	<b>475,979</b>	34,416
<b>Adjustments for:</b>		
Depreciation charges	<b>653,713</b>	635,585
Amortisation charges	<b>16,231</b>	8,296
Profit on sale of fixed assets	<b>(272,702)</b>	-
Interest received	<b>(158,742)</b>	(142,045)
Interest paid	<b>265,183</b>	358,643
Decrease/(increase) in stocks	<b>4,117</b>	(6,126)
(Increase)/decrease in debtors	<b>(716,374)</b>	343,929
(Decrease)/increase in creditors	<b>(660,167)</b>	1,248,453
<b>Net cash provided by/(used in) operating activities</b>	<b>(392,762)</b>	2,481,151

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**24. Analysis of cash and cash equivalents**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>
Cash in hand	<b>2,440,278</b>	3,474,258
Cash held by investment manager (within fixed asset investments)	<b>17,103</b>	15,849
<b>Total cash and cash equivalents</b>	<b><u>2,457,381</u></b>	<u>3,490,107</u>

**25. Analysis of changes in net debt**

	<b>At 1 September 2024 £</b>	<b>Cash flows £</b>	<b>Other non- cash changes £</b>	<b>At 31 August 2025 £</b>
Cash at bank and in hand	3,474,258	(1,033,980)	-	2,440,278
Debt due within 1 year	(4,486,076)	727,252	3,686,873	(71,951)
Debt due after 1 year	-	-	(3,686,873)	(3,686,873)
Finance leases	(246,446)	123,214	(9,143)	(132,375)
	<b><u>(1,258,264)</u></b>	<b><u>(183,514)</u></b>	<b><u>(9,143)</u></b>	<b><u>(1,450,921)</u></b>

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**26. Pension commitments**

**Defined contribution pension scheme**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £457,903 (2024 - £388,427). At the balance sheet date, contributions totalling £45,578 (2024: £52,154) were payable to the fund at the balance sheet date and are included in creditors.

**Teachers' Pension Scheme**

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

The latest valuation of the Teachers' Pension Scheme was carried out as at 31 March 2020. The valuation was published by the Department for Education on 26 October 2023. The key elements of the valuation and subsequent consultation are:

- Employer contribution rates changed on 1 April 2024 from 23.68% to 28.68% of pensionable pay (both including a 0.08% administration levy).
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The valuation result was implemented from 1 April 2024.

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

The employer's pension costs paid to TPS in the period amounted to £517,817 (2024: £574,320). Contributions totalling £59,059 (2024: £65,292) were payable at the year end and are included in creditors.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website <https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**27. Operating lease commitments**

At 31 August 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2025</b>	<i>Group 2024</i>	<b>Company 2025</b>	<i>Company 2024</i>
	£	£	£	£
Not later than 1 year	<b>127,619</b>	238,010	<b>118,489</b>	238,010
Later than 1 year and not later than 5 years	<b>147,859</b>	275,919	<b>147,859</b>	275,917
	<b>275,478</b>	513,929	<b>266,348</b>	513,927

**28. Related party transactions**

Governors during the period, M Newnham, J H Miller, K Goodby, D Allen, P Chartier, D Findlay, E Morgan, P Cargill and R Pinchbeck were fee paying parents. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £37,212 (2024: £22,037). At the year end, £144 (2024: £2,237) was owed to Birketts LLP by the School, which is included in trade creditors. During the previous year, charges were made to Birketts LLP by Langley School Development Limited for hire of facilities, amounting to £1,415 - there were no such amounts this year.

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £Nil (2024: £550).

S Brown is a director of Real Consulting (Cost and Project Management) LLP. During the year purchases were made from Real Consulting (Cost and Project Management) LLP amounting to £Nil (2024: £3,900).

C Pain is a director of Breakwater Business Coaching Ltd. During the year purchases were made from Breakwater Business Coaching Ltd amounting to £49,218 (2024: £14,759). At the year end, £Nil (2024 £6,291) was owed to Breakwater Business Coaching Ltd by the School, which is included in trade creditors.

In the prior year, D J Anderson Brown was a Governor of the school and a director of Wymondham RFC Trading Limited - costs totalling £1,300 were incurred in the prior year in respect of hire of pitches and advertising boards. In the current year this is no longer a related party.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

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**29. Principal subsidiaries**

The following was a subsidiary undertaking of the Company:

Subsidiary Name	Langley School Development Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2025	£44,897
Total liabilities as at 31 August 2025	(£44,797)
Total equity as at 31 August 2025	£100
Turnover for the year ended 31 August 2025	£621,874
Expenditure for the year ended 31 August 2025	(£621,874)

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**LANGLEY SCHOOL (1960) LIMITED**  
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**LANGLEY SCHOOL (1960) LIMITED**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2024**

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<b>Trustees</b>	Dr D P Allen (appointed 6 December 2024) Mr D J Anderson Brown (resigned 4 January 2024) Mr J Barnwell Mr S J Brown Mr P P Chartier (appointed 6 December 2024) Ms D H Findlay (appointed 7 May 2024) Mrs K Goodby (appointed 1 December 2023) Mr J H Miller Mrs E S Morgan (appointed 6 December 2024, resigned 20 May 2025) Mr M T Newnham (resigned 5 July 2024) Mrs C Pain, Vice Chair Mrs R A Pinchbeck (appointed 6 December 2024) Mr D Stanbridge, Chairman Mr M J Streatfield Mr Z A Virgin (resigned 9 May 2025)
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen Chartered Accountants Statutory Auditors 1st Floor Prospect House Rouen Road Norwich NR1 1RE
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB
<b>Insurance brokers</b>	Alan Boswell Group Prospect House Rouen Road Norwich NR1 1RE

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Trustees of Langley School present their annual report together with the audited financial statements of the Company and the Group for the year 1 September 2023 to 31 August 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

## **REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960 and is registered with the Charity Commission under charity number 311270 and company registration number 00656498. Langley School (1960) Ltd. Trustees and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are also given on page 1.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governors**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1. Details of the members of the governing body of the Charity are shown on page 1.

### **Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for managing and controlling the School. The full board of Governors meets at least once a term, receiving reports and recommendations from sub-commitments, which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day-to-day running of the school is delegated to the Executive team which includes the Head of Senior, the Head of Prep, the Chief Operating Officer and the Finance Director. The Executive Team is supported by the leadership and management teams and staff. The Executive Team undertakes the key leadership roles, overseeing all aspects of running an extensive independent school. The day-to-day administration is undertaken in line with the policies and procedures approved by the Governors. A member of the Executive Team attends all Governors' and subcommittee meetings.

There are several sub committees. Each committee is chaired by a Governor.

The Education Committee is the forum for academic discussion in which Governors and staff participate equally. In addition, the Education Committee receives termly reports from the Designated Safeguarding Lead's and annually reviews the School's Safeguarding, Anti-Bullying and Behaviour Policies, along with those more specifically focused around academia. In addition, the Education Committee has its own subcommittee which focusses purely on safeguarding across the School, this enables our staff and governors to have dedicated attention on this key area of school life.

The Resources Committee has delegated responsibility for overseeing the financial and business management of the School, scrutinising and reporting to the Board on finance, compliance and business performance. The Resources Committee also carries out regular reviews of the major risks to which the School is exposed and annually determines the school's budget. The budget incorporates capital expenditure for the year ahead in line with the school's strategic plans. This Committee is also responsible for discussion in all matters relating to the recruitment and retention of staff, people matters and the running of the School's estate, health and safety and digital infrastructure.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Governors gave of their time freely and no remuneration or expenses were paid in the academic year. No Governor or person connected with a Governor received any benefit from means tested bursaries.

The Headmaster's and senior staff remuneration is set by the Board, regarding performance, external comparators and benchmarking with similar organisations.

**Recruitment, induction and training of Governors**

New Governors are appointed at a board meeting and confirmed at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, on the basis of the existing board's known skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the board.

The Chair inducts new Governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and Governors can attend relevant training and refresher courses.

The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed where possible in deciding the balance, expertise and number on the governing body.

**Other Relationships**

The furtherance of educational standards and the quality of pastoral care at the School is sustained and improved through participation in, and subscription to, umbrella organisations such as the Society of Heads, Independent Association of Prep Schools (IAPS), Independent Schools Association and Boarding Schools Association. The School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' Conference and the Independent School's Bursars Association (ISBA).

The School supports the education of children and young adults in the independent and state sector, at every opportunity. Langley School works with local charities and organisations to widen public access to the education and facilities that it provides to optimise usage. This activity is wide ranging, from hosting sporting events within the grounds of the school to invitations to performances and visiting speakers as well as providing transportation for local cluster schools, organisations and charities as often as we are able. Our pupils give back to the community with our House system supporting their nominated charities.

The Icenian Society (alumni of Langley School, Taverham Hall, Beech Hill, Thorpe House and Langley Prep School) is active and working to engage with the Alumni of the School. Icenians regularly come into the Senior School to spend time with students, giving career advice/guidance and sharing their experiences. This relationship provides enormous value to our pupils and is highly valued.

The Langley Parents Association at the Prep School has helped a number of school departments during the last year and held events which are well attended, working hard to support the Prep School's funding initiatives which are presented to them at regular meetings.

**Risk management**

The Governors are responsible for managing the risks Langley School faces. They regularly assess the major risks to which the school is exposed and they are satisfied that systems are in place to manage all identified risks, as far as possible. These risks are documented in a Risk Register reviewed and amended at all board meetings and internal management team meetings, as appropriate.

The Governors view the risks in terms of impact and probability.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Governors consider the economic and political turbulence of recent years along with the affordability of fees by parents across the independent sector to be a significant risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment in mitigation.

Other key risks include risk to reputation due to adverse publicity, failure to meet the independent school standard regulations, risk of not managing staff (and other costs), and failure to meet the financial requirements for capital expenditure and support of means tested bursaries.

Health and Safety is always a significant area for risk management.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- Langley Leadership Team ("LLT") prepares policies for Governors' approval and implements such policies approved by them.

Each member of the LLT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility.

The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks to reduce the likelihood of unwelcome surprises;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, considering how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources and Education Committee's the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Objectives and activities**

**a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

- To equip our pupils with the skills and tools they need to journey into the next stages of their lives, actively demonstrating kindness, confidence (with humility), curiosity and integrity.
- To develop happy and resilient young people – adaptable to an ever-changing and demanding world.
- To provide a knowledge and skills rich curriculum with aspirational teaching to nurture enthusiastic and confident learners.
- To nurture and support each and every individual member of our community, focusing on wellbeing and positive mental health.
- To provide an exceptional co-curricular programme to broaden pupils' experience and opportunity.

The Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

**Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the school's pupils out of unrestricted funds was £2,541,391 (2023: £2,141,097) and £nil from restricted funds (2023: £nil). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from restricted funds are, of course, subject to the conditions applied by the original donor.

The Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During each year Langley School operates a number of schemes that benefit local state children. For example:

- Masterclasses for pupils.
- The sharing of sports facilities, for example cluster schools' cross country, hosted at both sites.
- Hosted cluster primary cross-country championships and prep and primary athletics events.
- Invitations to School events, wherever possible.

Many local sports clubs use the school facilities at Loddon and Taverham, benefiting thousands of adults and children across the county focused on a variety of sporting disciplines. These include:

**Langley Prep School**  
Barracudas

**Langley Pre-Prep**  
Next Thing Education

**Langley Prep forest school**  
MTW Therapy

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Objectives and activities (continued)**

**Alston Center**

Avian Dance School  
Central School of Dance  
Dance Factory  
Dynamic Dance  
Guildhall School of Dance  
Julie Ash Dance School  
Perfect performers  
So you want to dance  
StarzUK  
Stella School of Dance  
Norwich Association of Malayalees (NAM)

**Drama Studio**

Funky Feet

**Residentials**

Pocklington School  
Wellington College  
Hurst Pierpoint  
Woodhouse Grove  
Taji  
Norwich Suzuki Violin Group  
Immersion Group from China  
Immersion Group from Thailand  
Spratton Hall School

**Langley Senior Sports Hall**

Lomax Fairs  
Birketts Netball

**Ballroom**

Disney/ National Geographic

Usage of the School's extensive facilities by the above clubs/groups took place outside of normal school operating hours.

To further broaden the School's reach and public benefit the Nelson Scholarship has been developed to offer a fully funded place to attend Langley as a day pupil in the Sixth Form each year. To give additional benefit to the recipient, local organisation, Nelson's Spirit, works with the School to develop key leadership skills in our young people. The first recipient was assessed in line with the School's values and began their Langley journey in September 2022.

The Anthony Arthur Coward Scholarship has also been established following the kind donation by the late Barbara Hunt in memory of her nephew, Anthony Coward, an Icenian of Langley School. With a focus on socio-economic need and high academic ability this fully funded scholarship to our Sixth Form is a wonderful addition to the School and brings enormous benefit to children who would be unable to access the benefits of an independent education.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Objectives and activities (continued)**

**b. Aims and intended impact**

It is the Governors' policy for both our Prep and Senior School to attain the highest academic levels, in addition to providing a co-curricular programme which aims to develop lifelong leisure interests and help build self-confidence and a desire to contribute to the community.

**c. Objectives for the year**

Langley School's main objective this year was to continue to provide the best education and care for all pupils. There continues to be a significant emphasis on our pupils' mental health, well-being and general happiness – happy children learn and flourish!

**d. Strategies to achieve the year's objectives**

Academic foundation

- The school continues its work to build upon a strong academic foundation, high quality classroom practice remained paramount.
- Teachers receive tailored CPD with a focus on evidence based best practice on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with many pupils applying for either Oxford or Cambridge Universities.

Boarding

- Boarding at the senior school continues to be a key area of Langley life, with the range of flexi, weekly and full boarding options available. Pupils/students come from all over the world, which enhances the inclusive cultural life of the school.

**e. Principal activities of the year**

The main activity of the Charity is providing education to children and young adults. The combined School closed the year with 805 pupils/students. Boarding numbers were 46 by July 2024.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Operational performance of the School**

ISI Inspections took place at our Prep School (May 2024) and our Senior School (March 2024) site during this academic year, both of which resulted in incredibly positive reports being shared by the inspection teams. In May 2024, Ofsted inspected our Nursery setting, gaining an Outstanding rating. External endorsements to the exceptional level of education provided by Langley School were well received by the whole school community.

**Senior School Academic**

Langley School Sixth Form students delivered a fantastic set of A-Level and BTEC results this year. In several subjects, including Chemistry, Economics, French, and Photography, all students gained A\* to B grades. Our BTEC results continue to shine, with a large proportion scoring the top grade, Distinction\*.

Our proportion of top grades, grade A\* to B stands at 61.1%, up almost 10 percentage points on 2023. Several students have earned a clean sweep of A and A\* grades, and one student has excelled across 5 A levels, scoring 1 A\*, 3 A's and 1 B.

Our Sixth Form move on to a broad range of destinations post-Langley, and this year is no exception. University destinations include Cambridge, Imperial College, Exeter, Loughborough, Leeds, Durham, and London University of Arts.

This was the best set of GCSE results since the introduction of the new-style GCSEs (excluding Covid years). An impressive 10% of all grades awarded were Grade 9, the highest possible grade. Over 20% of all grades awarded were either Grade 8 or 9. Overall, 84% of all awards were Grades 4-9, well in excess of the national average of 70.3%\*.

Notable highlights include all pupils studying Chinese achieving a Grade 9. Half of all Physics pupils and 43% of Chemistry pupils were awarded a Grade 9. Grades in Maths and English were also outstanding, with Maths showing a 15 percentage point improvement at grades 5-9.

Several subjects achieved a remarkable 100% "standard" pass rate (Grade 4 and above), including Computer Science, French, Mandarin, Chinese, Physics, and Biology.

Cohort intervention was implemented for Year 11 and U6 students following their mock results. In addition to this, departments ran lunch-time, activity, holiday and Masterclass sessions to support in their subjects.

The Extended Project Qualification (EPQ) continues to evolve, continuing to support students' academic profiles, delivering a fully rounded course of research and project management opportunities to a diverse and inclusive student base. Students have relished the chance to develop an aptitude for lifelong learning enabling them to prepare for the world of work and beyond.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Personal Development Education (PDE)**

The PDE programme continues to be a defining feature of the school's ethos, with deliberately timetabled curriculum time, an ongoing programme of teacher training and a rigorous pedagogical approach. It enjoyed frequent mention as a strength of the school in the 2024 ISI Inspection. Comments such as "The curriculum includes a recently enhanced programme of emotional wellbeing and personal development which supports the ethos of the school" and "Pupils value their PDE lessons and recognise that they help to develop their relationships with one another based on mutual respect, honesty and an appreciation of individuality," emphasise the effectiveness of the subject at supporting pupils to develop as people. It is still taught to all year groups for two-hour sessions per fortnight and continues to incorporate a spiral curriculum enabling pupils to revisit and consolidate their key learning each year on Personal, Social, Health and Economic Education (PSHEE), Relationships and Sex Education (RSE), Citizenship Education and some of the Careers, covering all of the DfE's statutory requirements and going beyond these using the PSHE Association's programme of study, to ensure the curriculum is robust and supports the particular needs of the Langley community. The Head of PDE works closely with the Deputy Head Pastoral and the Designated Safeguarding Lead to ensure that in lessons PDE can enable intervention when particular issues or problems arise and can assist in the early prevention of harm to children. For example, in response to an upwards trend in vaping, the PDE curriculum has been updated along with other pastoral interventions. The Head of PDE also supports the pastoral system such as the Theme of the Week, assemblies and pastoral initiatives. Furthermore, the Head of PDE works with the Deputy Head Academic to ensure that the school's academic objectives, such as improved study skills and oracy skills, are built into the curriculum and form part of the teaching and assessment in PDE.

**Diversity, Equality and Inclusion**

DEI resources have continued to be added to the Social, Moral, Spiritual and Cultural themes of the fortnight which all pupils and students explore with their tutors and Heads of Year throughout the year, these have included Black History Month, LGBTQIA+ Month, Rights and Equality at the World Cup. The LGBTQIA+, Social Awareness, Boys Talking Group met regularly and participated in pupil led assemblies to raise awareness of pupil voice issues such as Anti-Bullying, Protected Characteristics and Neurodiversity. The whole-school Diversity Games again took place in June 2024 and the Prefects launched the Empowering Women event, which invited external female guest speakers, including Icenians, across a range of industries and professions to speak with and lead workshops for Langley pupils and visiting schools.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**b. Co-Curricular Activities**

**Music**

House Music in October was a huge success and always a great event for all pupils and students to be part of. It was wonderful to welcome Icenians to be our judges, one from each house to keep it fair! The event was filmed so that it could be sent to all parents.

Our annual Cathedral Carol Service was again held at Norwich Cathedral and was well attended by parents with the whole school coming together to celebrate as a community. There were performances from the senior school choir, chamber choir and orchestra. It was also lovely to have the prep school, Magna Voce join us.

The senior school choir again went on tour pre-Christmas visiting care homes and brought so much festive joy to the residents. It was a wonderful community outreach experience, and our children gained so much from it.

The marching band performed for our annual CCF inspection parade. Pupils and students had to learn how to march and play in formation, which for many was a new challenge.

The final event for the year was the Summer Concert. This took place outside the Alston centre. Parents and guests enjoyed performances from all senior school ensembles, along with solos and duets. We also welcomed pre-prep choir and Magna Voce.

Evening Soiree's continue to take place once per term, giving pupils and students the opportunity to perform to friends and family in a supportive environment in our beautiful Ballroom.

Peripatetic music lesson continues with 86 per week. These led to 15 graded exams, the top level being Grade 5 in singing.

**Drama**

A school production "The Curious Incident of the Dog" took place in April and was well attended by parents. A number of theatre trips were also attended including "Macbeth" for Year 11 pupils and Government Inspector for Y9 and Y10 pupils. This included a workshop with Splendid Theatre Company.

LAMDA continues to be popular with pupils with approximately 15 pupils having lessons each year. These led to Lamda examinations with the top level entered for being Grade 6.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Sport**

**Hockey** - The 2023/24 academic year was a strong season for hockey at Langley, beginning with the girls' in the Michaelmas term. Over 100 girls took part in 57 matches and five tournaments, with the 1st team also competing in the indoor county competition. To boost participation, a Year 9 & 10 B team was introduced, providing more opportunities for development and match play.

In the boys' term, 51 matches and five tournaments saw over 90 boys involved. Again, a year 9 and 10 B team was added to further support engagement and development. Langley Hockey Young Leaders supported the South Norfolk School Sports Partnership event at Harleston Magpies and helped host a primary school competition for the Hobart cluster which was held at Langley, promoting leadership and community involvement.

The school's hockey calendar was rounded off with two key annual events: the Icenians match, where former pupils return to compete against the current 1st XI teams, and the ever-popular staff vs students match which continues to be a fun and spirited tradition. Many pupils joined local clubs to continue their hockey journeys, with two being selected for the England Hockey Talent Academy — a testament to the school's growing hockey programme.

Some notable results were as follows:

U13 Girls – County 3rd position  
U14 Girls – T2 Regional Finals 4th  
U16 Girls – T3 Regional Finals 3rd  
U12 Boys – County 3rd position  
U14 Boys – T2 Regional Finals 4th

**Rugby**

U12s – Wymondham Festival Runners Up.  
U14s XV's – County 3rd position  
U15s XV's – County Plate Finalists  
U16s XV's – County Plate Finalists  
U14s 7s – County Plate Finalists  
U16s 7s County Champions, Greshams' 7s Competition finalists, and knocked out of Rosslyn Park National 7s by the eventual winners – Sedburgh.  
U18s 7s – County Plate Finalists.  
1st XV had a good run in the cup amidst a rebuild year with a promising group of Y11s that we look forward to seeing representing the 1st XV in the coming years.

Our annual U15s Rugby Festival was a success, hosting 15 teams over the weekend from across the country. It continues to attract some of the top rugby schools in the country and an opportunity for our own pupils to compete against schools different from our regular circuit. There are plans to now add to the 'festival' side of the weekend with support from headline sponsor, Heritage Wills.

We have several pupils representing at a high level, out of school, with 16 boys at DPP level with Leicester Tigers, 3 playing County U17s/U20s. We also had 3 players make the final stages of the selection process for the Lambs. Furthermore, we had 20+ pupils representing their clubs at the Norfolk County Finals big weekend.

Girls' rugby continues to gain traction, with us sending three teams to Rosslyn Park National 7s. We also hosted the first Girls' County 7s Competition here at Langley for U14s and U16s. Over 150 girls on site playing rugby was fantastic to see. This is a real growth area in Norfolk.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Netball** - In the 2023/24 academic year, there were a total of 72 netball matches played across all age groups. Every girl had the opportunity to play in matches representing the school.

There were 4 standout results:

The U15A team placing 2nd at the district tournament hosted by Wymondham College in February.

The U12A team winning the district tournament hosted by Thetford Academy in February.

The U13A team losing out to Langley Prep School who went on to win the County Cup hosted at Gresham's in March.

The U13A team winning the district tournament hosted by Neatherd High in March.

Two highlights of the year were a Primary School tournament hosted at Langley in May for local primary schools and the First team v Icenians match, which we hope will become a regular fixture in the calendar.

We introduced mixed netball training sessions, inviting boys to take part for the first time.

**Football** - The number of pupils within the Langley Football Academy grew again for the 23/24 year, with 47 pupils as members of the programme, with a high of 28% of these being girls with one girl in particular going on to sign for Leicester City's Women's academy. We played 51 fixtures across 9 boys and girls' teams, with the U13 boys reaching an ISFA national final and the U15 girls making it to an ISFA national semifinal, with both teams falling just short. Performance in the county was also strong with the U12 boys and U16 girls both missing out on silverware in the finals.

**Cricket** - Over 100 fixtures were planned for boys and girls across all year groups. There was progress in three County Cup competitions and the Boys U17s and Girls U15s continued their cup runs in the national T20 cup, with wins in the first rounds. With several 'soft ball' games arranged, we continued to get more pupils playing cricket, with some eventually transferring to playing in 'hard ball' fixtures. We also had 10 pupils playing county cricket across Norfolk and Suffolk and a further five playing in the Alliance Premier and 1st Division.

**Athletics/Cross Country** - We continue to have pupils representing the school at regional and national level in both cross country and athletics with a national champion in the shot put at Y8. We also had 2 pupils race at the ESAA Cross country national finals. We continue to host primary school cross-country events, attracting 700+ pupils to the events, as well as our annual hosting of the district secondary schools' cross-country championships.

**Outreach** - In addition to hosting the above events, staff members have delivered rugby, hockey and netball in a number of local primary schools. These sessions have culminated in hosting primary festivals in those sports here at school. Visiting staff, pupils and parents always enjoy coming on site and seeing their children have the opportunity to take advantage of our great facilities for sport.

**Other Notable Achievements** - Outside of our focus sports, we have a number of pupils representing at a high level in equestrian, skiing, women's football, swimming, kayaking, table tennis and shooting.

**Duke Of Edinburgh**

This is now well established in the school ethos. Pupils are actively engaging in the award. Since the last report 23 have completed silver with 24 attending the silver practice and assessed expeditions in May and June. 64 have completed bronze and 5 completed gold and others on the cusp. Expeditions have taken place in South Norfolk, the Peak district and Dartmoor as well as a gold expedition that rowed the rivers Ant, Bure Thurne.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**CCF**

CCF continues to deliver excellent opportunities for our cadets. Since the last report we have attended camps at Thetford Training Area (STANTA), had an afloat training day at Whittlingham (Norwich) and Adventure Training at Okehampton Camp, Dartmoor. Shooting continues weekly as cadets fire the .22 rifle on the range here at Langley. Each year we hold a remembrance service at St Michaels Church, Langley and attend the Royal Norfolk Armistice Day service at Mousehold Cottages. Last year we attended the Royal Norfolk Le Paradis Service at Norwich Cathedral and the Almanza Service in the same venue. This year one of our cadets was awarded the Lord Lieutenant's Cadet and supported her throughout the year at events she has attended including the Royal Norfolk Show.

**Enrichment Activities**

Enrichment activities at our Senior School are broad and varied, with all pupils/students from Year 6 to Upper Sixth participating each day, except Fridays. During this academic year, pupils have chosen activities from a wide selection which included: CCF (Combined Cadets Force), Forest School activities, orchestra, green powered go-karts, shooting, British Sign Language, robotics, creative writing, debating, photography, cooking, production rehearsals, chess, Minecraft, scholars' programmes, academic revision classes as well as many sporting options too. This year we have introduced more wellbeing crafts, such as diamond art and knitting as a response to pupil demand. Musical theatre and Salsa have also been introduced for the summer term following the success of the school musical. The enrichment programme continues to be a very popular aspect of Langley School's provision.

Sixth Form societies and mentoring programmes were also introduced. These allowed small groups of pupils to focus on their own passions and develop their independence and leadership skills. Societies include psychology, history and politics, with a particular success being the 'crafty critters'.

**c. Achievements and Performance Langley Prep School**

The Deputy Head Academic oversees the profile of the pupils in the Prep School and is directly involved with the Admissions department when children come to the School for a taster day. Most children progress from our on-site Pre-Prep and children also join the school in all year groups from 3-8, having completed a taster day and the School requesting a report from their previous school. The School caters for a range of abilities, and a number of children have additional learning needs. Teachers work closely alongside the SENDCo; the importance of early intervention of any learning difficulty is recognised. The SENDCo spends time with pupils with a known difficulty at their 'taster' day and the focus is always on whether the School can provide the necessary provision to meet the needs of the child. Six pupils have an EHCP and around 15% have a neurodiversity and/or receive some kind of learning support. For some pupils, targeted group work in class is all that is required to help bridge gaps in knowledge. However, others require more support and receive interventions for English, Maths and/or Social Skills. These intervention groups are run by members of the SEND department. A Speech and Language Therapist comes in weekly to assess and work with pupils needing more specialist support. Learning difficulties include dyslexia, dyspraxia, dyscalculia, ASD and ADHD.

The academic profile of the school remains stable with a mixed ability intake including 47% (30% in 2022/23) of pupils with either a SEND diagnosis or on the SEND monitoring list and 49% (39% in 2022/23) of children identified as having High Learning Potential in a range of areas (academia, sport, music, art, drama...) with 40% (25% in 2022/23) identified as academically able. Overall, LPS pupils continue to operate slightly above the national average.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Pupil progress across English, Reading, Spelling, Maths and Science is good and monitored closely by the Academic Team. An increasing number of senior pupils progressed to the Langley Senior School at the end of Year 8 – 17 out of 29 pupils. The continued focus on soft skills within the curriculum remains a feature despite the School's decision to opt out of PSB. This helps to prepare pupils for the next stages of their education and for life in the working environment. There is a focus on the wellbeing of pupils and staff with a committee to look at provision for all. Most of the teaching staff hold the mental health first aider award and there is a full-time qualified nurse on site and a part-time counsellor. In addition, the School has a wellbeing dog called Honey. All of the children benefit from the extensive 100-acre parkland site and learning outside the classroom continues to be a feature of the curriculum which was extended to Key Stage 3 with the introduction of Outdoor Leadership this year. The introduction of Creative Design (Art and Design with an element of Textiles) and Computer Design and Robotics have been well received. The School is currently a Microsoft Showcase School and the Year 3 and 4 children have their Microsoft Surface tablets, (which are kept at school) and the Year 5-8 children also have their own tablets which they take home for more extensive use, including prep. Langley believes in preparing children for today's digital world.

The performing arts continue to flourish at Langley and some of the Years 6-8 pupils performed an outstanding production of Madagascar in the Alston Theatre at Langley Senior School. At Christmas, the Year 3 children performed a modern take on the traditional Christmas nativity – The Inn Keepers. In addition to drama lessons, LAMDA lessons and after school hobbies also take place. The Prep School has two choirs for pupils – the Junior Choir for Years 3 & 4 and Magna Voce for children in Years 5-8 and they sing some ambitious traditional and contemporary music. The choirs performed at various events during the school year, including the Remembrance Service at St Edmund's Church, which included the children processing behind a colour party and the last post was played by a bugler from the Senior School. They also performed at the carol services at St Peter Mancroft Church and the Senior School carol service at Norwich Cathedral, as well as at both Open Days and during school assemblies. Half-termly soirées provide the opportunity for up and coming musicians and small groups to play to an intimate audience, and Friday morning assemblies are enhanced by a regular musical treat, performed by a pupil or occasionally a visiting music teacher. The Music department is supported by an experienced team of peripatetic staff who offer tuition in a wide range of musical instruments.

The Prep School has played over 300 fixtures this year with most children representing their school or house in the various major team games and cross country and athletics. Our 'sport for all' philosophy prevails and the children benefit from excellent facilities, including extensive grounds, a heated indoor swimming pool, sports hall and a recently installed multi-use games area (for netball, tennis, 5-a-side football and hockey).

Both girls and boys have enjoyed considerable success at county and regional level. Successes on the pitch have been in:

- Boys' Hockey - the U13 team through to the IAPS Nationals at Repton School on 15th March. They have also won the In2 Hockey County Cup, qualifying them for the East Regional Finals.
- Girls' Netball - the U13 team qualified for the National Finals at Millfield on Tuesday 19th March. They also won the U13 Norfolk County Cup, beating Norwich School comprehensively in the final. The U11 team finished third overall in their IAPS Regional qualifier in a very tough competition where only the top team went through to the National Finals.
- Indoor cricket (a new venture for Langley Prep) - our Girls' U13 side qualified for the County Final and won this to advance to the Regional Finals. The narrowly missed out on qualifying for the National finals at Lords, losing at the Regional Final to eventual winners Ipswich School.

One of our Year 5 swimmers made it through to the IAPS National Finals, and he finished 6th overall in the 50m backstroke at the Olympic Aquatic Centre in London.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

We have continued to add opportunities for football at the Prep School with pupils in Years 1-6 having the opportunity to represent the school at a number of Norwich City Community Foundation events.

Residential trips are an important and invaluable part of the Langley offer and children from Years 4-8 enjoy trips to Horstead, The Bushcraft Centre, PGL, Spain (in Year 7) (French trip next year) and the impressive and much enjoyed leavers' programme, when children stay at Hilltop in Norfolk. This year, the biennial family and friends ski trip took place in Austria with over 30 children, parents and staff.

The PTFA organised an excellent bonfire event in November, impressive Christmas and summer fairs, as well as discos for the Pre-Prep and Prep children up to Year 6. Monies raised from these worthy causes and a one-off donation from the Centenary Ball Committee have helped to fund the refurbishment of the school library, which will be ready for the introduction of the Accelerated Reader scheme, which will be rolled out within the Prep School next year.

Links with the parental community are very evident with the Parents' Forum Group who meet termly with the deputy head to discuss common themes and areas requiring greater clarification. The involvement of parents within the school enhances the community feel. Community and charity links remain strong with Year 8 pupils embarking on a number of community projects as part of their leavers' programme, house charities and a successful colour run with Taverham High Sixth form.

**Achievements and Performance Langley Pre-Prep & Nursery**

Throughout the Pre-Prep expectations and standards have remained consistently high. Children are regularly assessed both formally and informally to ascertain levels in all areas so that planning can be in place for individual needs. Children with specific learning difficulties are supported within the classroom under observation and guidance from the Learning Support Department.

Children and staff wellbeing is at the heart of everything we do. We follow the growth mindset philosophy effectively with the children from the start of their time in the Nursery and Pre-Prep, introducing them to characters who display the soft skill traits that we want them to develop and these are modelled and encouraged throughout all areas of school life. We have in place an effective support structure in the form of regular staff meetings, regular opportunities to meet with team leaders, appraisal and supervision.

The Nursery provision has gone from strength to strength since opening a baby room in January 2022 for children from the age of 6 months and in July 2024 a further facility for pre-school children that offers all year round care for children in a creative and inspiring environment to promote all seven areas of learning. Our inspection by Ofsted in May 2024 rated us outstanding in all areas and reflected how we offer consistency of care for the children and a first class start to their Langley journey.

We continue to undertake preparation and performance of our usual nativity plays for Nursery and Pre- Prep, Year 1 and 2 Play and a year 2 French Breakfast as well as a carol service. The children are also involved in the Bullard House Whole school Competitions in music which they love taking part in.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

The School reported a surplus for the year of £66,823 (2023: deficit of £312,687).

Income grew in this academic with an increase on fees levied to parents. Bursaries and scholarships were well publicised and managed with appropriate financial awards made to families.

**b. Reserves policy**

Note 21 to the financial statements shows the assets and liabilities attributable to the various funds by type and also summarises the year's movements on each fund. At 31 August 2024 unrestricted funds amounted to £6,035,943 (2023: £5,969,120) with tangible assets amounting to £10,423,466 (2023: £10,740,174) resulting in no free reserves (2023: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely. The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

**c. Going concern**

As set out in note 19 of the financial statements, the Governors report that the School's bankers have renewed the facility by offering a 25 year loan, and that the formal documentation was signed on 21st May 2025 prior to the approval of the financial statements.

The Governors are therefore confident that the renewed facility will allow the School to continue to invest in its facilities and its educational offering into the future.

Note 1.3 to the financial statements sets out the accounting policy in relation to going concern.

**d. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**e. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- to complete the strategic review and to update the School Development Plan;
- to continue to build and improve on pastoral and welfare care;
- to raise standards of achievement across all year groups;
- to continue to upgrade facilities across all areas;
- to maintain appropriate pupil/teacher ratios which we believe gives the necessary time for developing both academic and wider skills;
- to continue to build and encourage community access to the school's facilities

**Information on fundraising practices**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third-party fundraisers acting on its behalf.
- The Charity not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

**Engagement with employees and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Governors via the Resources Committee.

The School has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Health & safety policy

In accordance with the School's equal opportunities policy, the School has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's HR Team.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

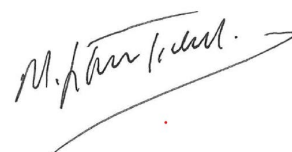
The auditors, Larking Gowen, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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

**Mr D Stanbridge**  
Chair of Trustees



**Mr M Streatfield**  
Trustee



Date: 22 May 2025

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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

Due to the field in which the Charity operates, we identified areas most likely to have a direct material impact on the financial statements as compliance with accounting standards, including Charities SORP (FRS 102) and charity law. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the Charity's ability to operate, including safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Charity's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management and the Trustees about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Reviewing legal and professional fees to confirm matters where the Charity engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Reviewing board and finance committee meeting minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness and evaluating the business rationale of any significant transactions outside the normal course of business.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of

**Larking Gowen**

Chartered Accountants

Statutory Auditors

1st Floor Prospect House

Rouen Road

Norwich

NR1 1RE

27 May 2025

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2024**

	Note	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>				
Charitable activities		11,959,379	11,959,379	11,114,902
Other trading activities	4	581,726	581,726	567,744
Investments	5	6,166	6,166	4,944
Other income	6	1,355,950	1,355,950	1,102,688
<b>Total income</b>		<b>13,903,221</b>	<b>13,903,221</b>	<b>12,790,278</b>
<b>Expenditure on:</b>				
Raising funds	7,8	607,555	607,555	575,650
Charitable activities	9	13,261,250	13,261,250	12,527,852
<b>Total expenditure</b>		<b>13,868,805</b>	<b>13,868,805</b>	<b>13,103,502</b>
<b>Net movement in funds before other recognised gains</b>		<b>34,416</b>	<b>34,416</b>	<b>(313,224)</b>
<b>Other recognised gains:</b>				
Gains on revaluation of fixed assets		32,407	32,407	537
<b>Net movement in funds</b>		<b>66,823</b>	<b>66,823</b>	<b>(312,687)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		5,969,120	5,969,120	6,281,807
Net movement in funds		66,823	66,823	(312,687)
<b>Total funds carried forward</b>		<b>6,035,943</b>	<b>6,035,943</b>	<b>5,969,120</b>

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

The notes on pages 27 to 52 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

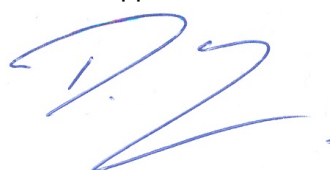
**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Intangible assets	14	47,565	22,157
Tangible assets	15	10,423,466	10,740,951
Investments	16	451,452	416,260
		10,922,483	11,179,368
<b>Current assets</b>			
Stocks	17	50,116	43,990
Debtors	18	3,417,045	3,760,974
Cash at bank and in hand		3,474,258	1,880,269
		6,941,419	5,685,233
Creditors: amounts falling due within one year	19	(11,081,194)	(5,643,243)
<b>Net current liabilities / assets</b>		<b>(4,139,775)</b>	<b>41,990</b>
<b>Total assets less current liabilities</b>		<b>6,782,708</b>	<b>11,221,358</b>
Creditors: amounts falling due after more than one year	20	(746,765)	(5,252,238)
<b>Total net assets</b>		<b>6,035,943</b>	<b>5,969,120</b>
<b>Charity funds</b>			
Unrestricted funds	21	6,035,943	5,969,120
<b>Total funds</b>		<b>6,035,943</b>	<b>5,969,120</b>

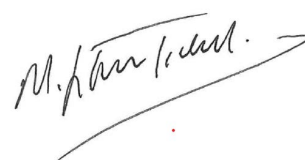
The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 22 May 2025



**Mr M Streatfield**  
 (Trustee)



The notes on pages 27 to 52 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 AUGUST 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Intangible assets	14	47,565	22,157
Tangible assets	15	10,395,968	10,701,941
Investments	16	451,552	416,360
		<b>10,895,085</b>	<b>11,140,458</b>
<b>Current assets</b>			
Stocks	17	44,716	39,311
Debtors	18	3,427,606	3,772,757
Cash at bank and in hand		3,470,903	1,873,546
		<b>6,943,225</b>	<b>5,685,614</b>
Creditors: amounts falling due within one year	19	<b>(11,053,418)</b>	<b>(5,602,530)</b>
<b>Net current liabilities / assets</b>		<b>(4,110,193)</b>	<b>83,084</b>
<b>Total assets less current liabilities</b>		<b>6,784,892</b>	<b>11,223,542</b>
Creditors: amounts falling due after more than one year	20	(746,765)	(5,252,238)
<b>Total net assets</b>		<b>6,038,127</b>	<b>5,971,304</b>
<b>Charity funds</b>			
Unrestricted funds	21	6,038,127	5,971,304
<b>Total funds</b>		<b>6,038,127</b>	<b>5,971,304</b>

The Company's net movement in funds for the year was £66,823 (2023 - £(312,687)).

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

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

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 22 May 2025

**Mr M Streatfield**  
 (Trustee)

The notes on pages 27 to 52 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

	2024 £	2023 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	2,481,151	824,385
<b>Cash flows from investing activities</b>		
Purchase of intangible assets	(33,704)	(22,790)
Purchase of tangible fixed assets	(318,100)	(259,786)
Purchase of listed investments	(202,938)	(743,591)
Sale of listed investments	208,888	335,031
Interest received	142,045	49,433
<b>Net cash used in investing activities</b>	<b>(203,809)</b>	<b>(641,703)</b>
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(158,322)	(173,297)
Repayments of finance leases	(157,653)	(150,730)
Interest paid	(358,642)	(308,416)
<b>Net cash used in financing activities</b>	<b>(674,617)</b>	<b>(632,443)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>1,602,725</b>	<b>(449,761)</b>
Cash and cash equivalents at the beginning of the year	1,887,382	2,337,143
<b>Cash and cash equivalents at the end of the year</b>	<b>3,490,107</b>	<b>1,887,382</b>

The notes on pages 27 to 52 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

**1.3 Going concern**

Taking into account cash and investment balances, forecast income and expenditure for the next 12 months and the renewal of the School's banking facility (see note 19 for further detail), the Governors consider that the School's available resources are sufficient for the School and subsidiary company to be able to meet liabilities as they fall due.

For these reasons, whilst recognising the challenging environment faced by the whole independent school's sector, the Governors consider it appropriate to continue to prepare the financial statements on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.4 Income**

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

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

**1.5 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.7 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.8 Taxation**

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

**1.9 Intangible assets and amortisation**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

All intangible assets are considered to have a finite useful life, which must be reviewed at each reporting date. If a reliable estimate of the useful life cannot be made, it is presumed to be no more than five years.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following bases:

Website	-	Not yet amortised as not yet brought into use
Video materials	-	20% Straight line

**1.10 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.10 Tangible fixed assets and depreciation (continued)**

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- 2% Straight line
Plant and machinery	- 25% Straight line
Fixtures and fittings	- 20% & 25% Straight line

**1.11 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

**1.12 Stocks**

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

**1.13 Debtors**

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

**1.14 Cash at bank and in hand**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.15 Liabilities and provisions**

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

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

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

**1.16 Financial instruments**

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

**1.17 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**1.18 Operating leases**

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

**1.19 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff. Contributions to the pension scheme are charged to the company's income and expenditure account when payable

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.20 Fund accounting**

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the tangible fixed assets and note 1.10 for the depreciation rates applied for each class of assets

Impairment of fee debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 18 for the net carrying amount of the debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**3. Income from charitable activities**

	<b>2024</b>	<i>2023</i>
	£	£
Gross Fees	<b>14,177,515</b>	12,977,814
Less: bursaries and discounts	<b>(2,541,393)</b>	(2,141,097)
	<u><b>11,636,122</b></u>	<u>10,836,717</u>
Registration and other tuition fees	<b>323,257</b>	278,185
	<u><b>11,959,379</b></u>	<u>11,114,902</u>

**4. Charity trading income**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2024</b>	<b>Total funds 2024</b>	<i>Total funds 2023</i>
	£	£	£
School transport	581,726	<b>581,726</b>	567,744
	<u>581,726</u>	<u><b>581,726</b></u>	<u>567,744</u>

**5. Investment income**

	<b>Unrestricted funds 2024</b>	<b>Total funds 2024</b>	<i>Total funds 2023</i>
	£	£	£
Income from listed investments	6,166	<b>6,166</b>	4,944
	<u>6,166</u>	<u><b>6,166</b></u>	<u>4,944</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**6. Other incoming resources**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Bank interest receivable	135,879	<b>135,879</b>	49,433
Lettings and catering	1,220,071	<b>1,220,071</b>	1,053,255
<b>Total 2024</b>	<u>1,355,950</u>	<u><b>1,355,950</b></u>	<u>1,102,688</u>

**7. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Direct costs	305,773	<b>305,773</b>	321,468
Staff costs	298,401	<b>298,401</b>	251,257
<b>Total 2024</b>	<u>604,174</u>	<u><b>604,174</b></u>	<u>572,725</u>

**8. Investment management costs**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Investment management costs	3,381	<b>3,381</b>	2,925
	<u>3,381</u>	<u><b>3,381</b></u>	<u>2,925</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**9. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2024 £</b>	<b>Total 2024 £</b>	<i>Total 2023 £</i>
Charitable activities	13,261,250	<b>13,261,250</b>	12,527,852

**Summary by expenditure type**

	<b>Staff costs 2024 £</b>	<b>Depreciation 2024 £</b>	<b>Other costs 2024 £</b>	<b>Total 2024 £</b>
Charitable activities	9,119,720	632,370	3,509,160	<b>13,261,250</b>

	<i>Staff costs 2023 £</i>	<i>Depreciation 2023 £</i>	<i>Other costs 2023 £</i>	<i>Total 2023 £</i>
Charitable activities	8,565,309	576,874	3,385,669	12,527,852

**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Direct costs	13,261,250	<b>13,261,250</b>	12,527,852

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**10. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Activities 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Wages (incl NI & Pension)	9,119,720	<b>9,119,720</b>	8,565,309
Depreciation	632,370	<b>632,370</b>	576,874
Property costs	1,281,158	<b>1,281,158</b>	1,406,898
Catering	419,058	<b>419,058</b>	383,263
IT and communications	252,189	<b>252,189</b>	227,920
Insurance	159,017	<b>159,017</b>	142,871
Marketing	190,910	<b>190,910</b>	159,463
Professional fees	213,582	<b>213,582</b>	162,111
Finance costs	4,094	<b>4,094</b>	3,944
Loan interest	358,643	<b>358,643</b>	308,416
Sundry	89,296	<b>89,296</b>	80,801
Other educational costs	541,213	<b>541,213</b>	509,982
<b>Total 2024</b>	<b>13,261,250</b>	<b>13,261,250</b>	<i>12,527,852</i>

**11. Auditors' remuneration**

	<b>2024 £</b>	<i>2023 £</i>
For the audit of the Company's annual accounts	<b>42,000</b>	<i>42,000</i>
For all non-audit services not included above	<b>2,750</b>	<i>3,400</i>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**12. Staff costs**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
Wages and salaries	<b>7,802,224</b>	7,286,746	<b>7,503,823</b>	7,035,489
Social security costs	<b>618,252</b>	593,649	<b>618,252</b>	593,649
Contribution to defined contribution pension schemes	<b>997,645</b>	936,171	<b>997,645</b>	936,171
	<b>9,418,121</b>	8,816,566	<b>9,119,720</b>	8,565,309

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

	<b>Group 2024 No.</b>	<i>Group 2023 No.</i>
	<b>300</b>	291

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

	<b>Group 2024 No.</b>	<i>Group 2023 No.</i>
In the band £60,001 - £70,000	<b>4</b>	2
In the band £70,001 - £80,000	<b>1</b>	2
In the band £80,001 - £90,000	<b>2</b>	-
In the band £140,001 - £150,000	<b>-</b>	1
In the band £160,001 - £170,000	<b>1</b>	-

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**Staff costs (continued)**

Employers' pension contributions in respect of the employees whose employee benefits (excluding employer pension costs) exceeded £60,000 were:

	<b>Group 2024 £</b>	<i>Group 2023 £</i>
In the band £60,001 - £70,000	<b>39,700</b>	14,797
In the band £70,001 - £80,000	<b>17,939</b>	24,831
In the bank £80,001 - £90,000	<b>17,084</b>	-
In the band £140,001 - £150,000	-	35,190
In the band £160,00 - £170,000	<b>25,704</b>	-

Key management is considered to be the trustees (who are not remunerated), the two headteachers and the School's senior leadership team. They received remuneration (including employers' NIC and pension) of £1,606,207 (2023: £1,427,261).

Staff costs include £35,310 (2023: £38,308) in respect of redundancy and termination payments.

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration, expenses or other benefits (2023 - £NIL).

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**14. Intangible assets**

**Group and Company**

	Website £	Video materials £	Total £
<b>Cost</b>			
At 1 September 2023	-	22,790	22,790
Additions	31,184	2,520	33,704
At 31 August 2024	<u>31,184</u>	<u>25,310</u>	<u>56,494</u>
<b>Amortisation</b>			
At 1 September 2023	-	633	633
Charge for the year	-	8,296	8,296
At 31 August 2024	<u>-</u>	<u>8,929</u>	<u>8,929</u>
<b>Net book value</b>			
At 31 August 2024	<u>31,184</u>	<u>16,381</u>	<u>47,565</u>
<i>At 31 August 2023</i>	<u>-</u>	<u>22,157</u>	<u>22,157</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**15. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2023	13,113,703	459,414	4,631,276	18,204,393
Additions	183,843	-	134,257	318,100
Disposals	-	(5,718)	-	(5,718)
At 31 August 2024	<u>13,297,546</u>	<u>453,696</u>	<u>4,765,533</u>	<u>18,516,775</u>
<b>Depreciation</b>				
At 1 September 2023	3,313,888	273,188	3,876,366	7,463,442
Charge for the year	278,807	7,510	349,268	635,585
On disposals	-	(5,718)	-	(5,718)
At 31 August 2024	<u>3,592,695</u>	<u>274,980</u>	<u>4,225,634</u>	<u>8,093,309</u>
<b>Net book value</b>				
At 31 August 2024	<u><u>9,704,851</u></u>	<u><u>178,716</u></u>	<u><u>539,899</u></u>	<u><u>10,423,466</u></u>
At 31 August 2023	<u><u>9,799,815</u></u>	<u><u>186,226</u></u>	<u><u>754,910</u></u>	<u><u>10,740,951</u></u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**15. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2023	13,090,303	412,713	4,631,276	18,134,292
Additions	183,843	-	134,257	318,100
At 31 August 2024	<u>13,274,146</u>	<u>412,713</u>	<u>4,765,533</u>	<u>18,452,392</u>
<b>Depreciation</b>				
At 1 September 2023	3,313,108	242,877	3,876,366	7,432,351
Charge for the year	274,127	678	349,268	624,073
At 31 August 2024	<u>3,587,235</u>	<u>243,555</u>	<u>4,225,634</u>	<u>8,056,424</u>
<b>Net book value</b>				
At 31 August 2024	<u><u>9,686,911</u></u>	<u><u>169,158</u></u>	<u><u>539,899</u></u>	<u><u>10,395,968</u></u>
At 31 August 2023	<u><u>9,777,195</u></u>	<u><u>169,836</u></u>	<u><u>754,910</u></u>	<u><u>10,701,941</u></u>

The total net book value of the Group and Company's assets held under finance lease and hire purchase was £233,590 (2023: £403,298).

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**16. Fixed asset investments**

<b>Group</b>	<b>Unlisted investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>			
At 1 September 2023	50	416,210	416,260
Revaluations	-	32,407	32,407
Net income from listed investments	-	2,785	2,785
At 31 August 2024	<u>50</u>	<u>451,402</u>	<u>451,452</u>
<b>Net book value</b>			
At 31 August 2024	<u>50</u>	<u>451,402</u>	<u>451,452</u>
At 31 August 2023	<u>50</u>	<u>416,210</u>	<u>416,260</u>

Listed investments held by the Group and Company include £15,849 (2023: £7,113) of cash held as part of the investment portfolio.

<b>Company</b>	<b>Investments in subsidiaries £</b>	<b>Unlisted investments £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>				
At 1 September 2023	100	50	416,210	416,360
Revaluations	-	-	32,407	32,407
Net income from listed investments	-	-	2,785	2,785
At 31 August 2024	<u>100</u>	<u>50</u>	<u>451,402</u>	<u>451,552</u>
<b>Net book value</b>				
At 31 August 2024	<u>100</u>	<u>50</u>	<u>451,402</u>	<u>451,552</u>
At 31 August 2023	<u>100</u>	<u>50</u>	<u>416,210</u>	<u>416,360</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**17. Stocks**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
Consumables	<b>50,116</b>	43,990	<b>44,716</b>	39,311

**18. Debtors**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
<b>Due within one year</b>				
Trade debtors	<b>2,955,257</b>	3,277,294	<b>2,952,781</b>	3,271,235
Amounts owed by group undertakings	-	-	<b>36,123</b>	48,732
Other debtors	<b>69,505</b>	133,931	<b>57,838</b>	118,597
Prepayments and accrued income	<b>392,283</b>	349,749	<b>380,864</b>	334,193
	<b>3,417,045</b>	3,760,974	<b>3,427,606</b>	3,772,757

Autumn term fees are included within trade debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**19. Creditors: Amounts falling due within one year**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
Bank loans	<b>4,486,076</b>	161,632	<b>4,486,076</b>	161,632
Trade creditors	<b>305,977</b>	250,577	<b>296,108</b>	242,651
Other taxation and social security	<b>168,201</b>	158,909	<b>165,323</b>	156,564
Obligations under finance lease and hire purchase contracts	<b>120,480</b>	157,653	<b>120,480</b>	157,653
Other creditors	<b>379,394</b>	318,836	<b>376,356</b>	309,513
Accruals and deferred income	<b>5,621,066</b>	4,595,636	<b>5,609,075</b>	4,574,517
	<b>11,081,194</b>	5,643,243	<b>11,053,418</b>	5,602,530

The significant increase in creditors due within one year is because, as at the balance sheet date, the bank facility was due for repayment in the latter part of 2025. The Governors are pleased to report that the School has signed a new 25 year facility on 21st May 2025. The facility was renewed on similar terms to the existing facility. The financial statements for the year ending 31 August 2025 will present the majority of this balance as due in greater than one year.

**Secured liabilities**

The bank loan is secured, as detailed in note 20.

**Deferred Income**

The table below includes both amounts due within one year (Note 19) and after more than one year (Note 20):

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
Deferred income at 1 September 2023	<b>4,311,816</b>	4,084,948	<b>4,311,816</b>	4,084,948
Resources deferred during the year	<b>5,420,291</b>	4,311,816	<b>5,420,291</b>	4,311,816
Amounts released from previous periods	<b>(4,311,816)</b>	(4,084,948)	<b>(4,311,816)</b>	(4,084,948)
	<b>5,420,291</b>	4,311,816	<b>5,420,291</b>	4,311,816

Deferred income includes autumn term fees invoiced in advance of the year end.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**20. Creditors: Amounts falling due after more than one year**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
Bank loans	-	4,482,766	-	4,482,766
Net obligations under finance lease and hire purchase contracts	<b>125,966</b>	246,446	<b>125,966</b>	246,446
Accruals and deferred income	<b>620,799</b>	523,026	<b>620,799</b>	523,026
	<b><u>746,765</u></b>	<u>5,252,238</u>	<b><u>746,765</u></b>	<u>5,252,238</u>

Included within the above are amounts falling due as follows:

	<b>Group 2024 £</b>	<i>Group 2023 £</i>	<b>Company 2024 £</b>	<i>Company 2023 £</i>
<b>Between one and two years</b>				
Bank loans	-	4,482,766	-	4,482,766
	<b><u>          </u></b>	<u>          </u>	<b><u>          </u></b>	<u>          </u>

The loan is secured by a legal charge over land and buildings at Langley Senior School, Langley Park, Loddon and land and buildings at Langley Pre-Prep and Prep School at Taverham Park, Taverham.

The bank loan is provided up to £5m, all of which had been drawn down at 31 August 2024. The first instalment was paid in August 2021. Interest is on the Company's bank loan at a rate of 2.25% above the base rate with the loan repayable in the year ending 31 August 2025.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**21. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Anthony Arthur Coward Scholarship Fund	416,210	6,166	(3,381)	(52,935)	32,407	398,467
<b>General funds</b>						
Revenue reserve	5,552,910	13,897,055	(13,865,424)	52,935	-	5,637,476
<b>Total Unrestricted funds</b>	<b>5,969,120</b>	<b>13,903,221</b>	<b>(13,868,805)</b>	<b>-</b>	<b>32,407</b>	<b>6,035,943</b>

In FY2022, we were privileged to be left a substantial bequest by a donor. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients joined the School in September 2023.

Income, expenditure and gains/(losses) allocated to the designated fund represent investment income, investment manager's fees, and revaluations gains/(losses) respectively. Transfers out of the fund represent amounts drawn down to fund the scholarships (recorded as a reduction in income in the Statement of Financial Activities).

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**21. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2023 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Anthony Arthur Coward Scholarship Fund	413,654	4,944	(2,925)	537	416,210
<b>General funds</b>					
Revenue reserve	5,868,153	12,785,334	(13,100,577)	-	5,552,910
<b>Total Unrestricted funds</b>	<b>6,281,807</b>	<b>12,790,278</b>	<b>(13,103,502)</b>	<b>537</b>	<b>5,969,120</b>

**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Tangible fixed assets	10,423,466	<b>10,423,466</b>
Intangible fixed assets	47,565	<b>47,565</b>
Fixed asset investments	451,452	<b>451,452</b>
Current assets	6,941,419	<b>6,941,419</b>
Creditors due within one year	(11,121,960)	<b>(11,121,960)</b>
Creditors due in more than one year	(761,428)	<b>(761,428)</b>
Difference	55,429	<b>(55,429)</b>
<b>Total</b>	<b>6,035,943</b>	<b>6,035,943</b>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**22. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior period**

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	10,740,951	10,740,951
Intangible fixed assets	22,157	22,157
Fixed asset investments	416,260	416,260
Current assets	5,685,233	5,685,233
Creditors due within one year	(5,643,243)	(5,643,243)
Creditors due in more than one year	(5,252,238)	(5,252,238)
<b>Total</b>	<u>5,969,120</u>	<u>5,969,120</u>

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

	<b>Group 2024 £</b>	<i>Group 2023 £</i>
Net income/expenditure for the period (as per Statement of Financial Activities)	<b>34,416</b>	(313,224)
<b>Adjustments for:</b>		
Depreciation charges	<b>635,585</b>	588,271
Amortisation charges	<b>8,296</b>	633
Interest received	<b>(142,045)</b>	(49,433)
Interest paid	<b>358,643</b>	308,416
(Increase)/decrease in stocks	<b>(6,126)</b>	3,366
Decrease/(increase) in debtors	<b>343,929</b>	(190,755)
Increase in creditors	<b>1,248,453</b>	477,111
<b>Net cash provided by operating activities</b>	<u><b>2,481,151</b></u>	<u>824,385</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**24. Analysis of cash and cash equivalents**

	<b>Group 2024 £</b>	<i>Group 2023 £</i>
Cash in hand	<b>3,474,258</b>	1,880,269
Cash held by investment manager (within fixed asset investments)	<b>15,849</b>	7,113
<b>Total cash and cash equivalents</b>	<b>3,490,107</b>	1,887,382

**25. Analysis of changes in net debt**

	<b>At 1 September 2023 £</b>	<b>Cash flows £</b>	<b>Other non- cash changes £</b>	<b>At 31 August 2024 £</b>
Cash at bank and in hand	1,880,269	1,593,989	-	3,474,258
Debt due within 1 year	(161,632)	158,322	(4,482,766)	(4,486,076)
Debt due after 1 year	(4,482,766)	-	4,482,766	-
Finance leases	(404,099)	157,653	-	(246,446)
	<b>(3,168,228)</b>	<b>1,909,964</b>	<b>-</b>	<b>(1,258,264)</b>

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**26. Pension commitments**

**Defined contribution pension scheme**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £388,427 (2023 - £374,654). At the balance sheet date, contributions totalling £52,154 (2023: £6,282) were payable to the fund at the balance sheet date and are included in creditors.

**Teachers' Pension Scheme**

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

The latest valuation of the Teachers' Pension Scheme was carried out as at 31 March 2020. The valuation was published by the Department for Education on 26 October 2023. The key elements of the valuation and subsequent consultation are:

- Employer contribution rates changed on 1 April 2024 from 23.68% to 28.68% of pensionable pay (both including a 0.08% administration levy).
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The valuation result was implemented from 1 April 2024.

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

The employer's pension costs paid to TPS in the period amounted to £574,320 (2023: £561,517). Contributions totalling £65,292 (2023: £70,864) were payable at the year end and are included in creditors.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website <https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**27. Operating lease commitments**

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

	<b>Group 2024</b>	<i>Group 2023</i>	<b>Company 2024</b>	<i>Company 2023</i>
	£	£	£	£
Not later than 1 year	<b>238,010</b>	243,708	<b>238,010</b>	182,936
Later than 1 year and not later than 5 years	<b>275,919</b>	163,287	<b>275,917</b>	163,287
	<b>513,929</b>	406,995	<b>513,927</b>	346,223

**28. Related party transactions**

Governors during the period, M Newnham, J H Miller, K Goodby, D Stanbridge, D Allen, P Chartier, D Findlay, E Morgan and R Pinchbeck were fee paying parents. Two directors of the subsidiary company, R Buxton and P Cargill, were also fee paying parents during the period. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £22,037 (2023: £405). At the year end, £2,237 (2023: £Nil) was owed to Birketts LLP by the School, which is included in trade creditors. During the year, charges were made to Birketts LLP by Langley School Development Limited for hire of facilities, amounting to £1,415 (2023: £Nil).

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £550 (2023: £Nil).

S Brown is a director of Real Consulting (Cost and Project Management) LLP. During the year purchases were made from Real Consulting (Cost and Project Management) LLP amounting to £3,900 (2023: £Nil).

C Pain is a director of Breakwater Business Coaching Ltd. During the year purchases were made from Breakwater Business Coaching Ltd amounting to £14,759 (2023: £Nil). At the year end, £6,291 (2023: £Nil) was owed to Breakwater Business Coaching Ltd by the School, which is included in trade creditors.

During the year costs totalling £1,300 (2023: £7,172) were incurred from Wymondham RFC Trading Limited in respect of hire of pitches and advertising boards.

**29. Post balance sheet events**

As detailed in note 19, the Company's banking facilities were renewed on 21st May 2025.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**30. Principal subsidiaries**

The following was a subsidiary undertaking of the Company:

Subsidiary Name	Langley School Development Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2024	£61,815
Total liabilities as at 31 August 2024	(£61,715)
Total equity as at 31 August 2024	£100
Turnover for the year ended 31 August 2024	£604,174
Expenditure for the year ended 31 August 2024	(£604,174)

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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<b>Trustees</b>	Mr D J Anderson Brown (resigned 4 January 2024) Mr J Barnwell Mr S J Brown Ms D H Findlay (appointed 7 May 2024) Mrs K Goodby (appointed 1 December 2023) Mr J H Miller Dr H N Nearney (resigned 30 June 2023) Mr M T Newnham Lt. Col. M A Nicholas MBE DL, Chairman (resigned 20 March 2023) Mrs C Pain, Vice Chair Mr D Stanbridge, Chairman Mr M J Streatfield Mr Z A Virgin
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen Chartered Accountants Statutory Auditors 1st Floor Prospect House Rouen Road Norwich NR1 1RE
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Trustees present their annual report together with the audited financial statements of the Langley School (1960) Limited for the year 1 September 2022 to 31 August 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

## **REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960 and is registered with the Charity Commission under charity number 311270 and company registration number 00656498. Trustees and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are also given on page 1.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governors**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1. Details of the members of the governing body of the Charity are shown on page 1.

### **Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for managing and controlling the School. The full board of Governors meets at least once a term, receiving reports and recommendations from sub-commitments, which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day to day running of the school is delegated to the Headmaster, supported by the leadership and management teams and staff. The Headmaster undertakes the key leadership role in overseeing educational, and pastoral functions in consultation with the Chief Operating Officer (COO) for all administrative/operational matters. The day-to-day administration is undertaken in line with the policies and procedures approved by the Governors. The Headmaster, or his representative, attends all Governors' and subcommittee meetings.

There are several sub committees. Each committee is chaired by a Governor.

The Education Committee is the forum for academic discussion in which Governors and staff participate equally. In addition, the Education Committee receives termly reports from the Designated Safeguarding Leads and annually reviews the School's Safeguarding, Anti-Bullying and Behaviour Policies, along with those more specifically focused around academia. In addition, the Education Committee has its own subcommittee which focuses purely on safeguarding across the School, this enables our staff and Governors to have dedicated attention on this key area of school life.

The Resources Committee has delegated responsibility for overseeing the financial and business management of the School, scrutinising and reporting to the Board on finance, compliance and business performance. The Resources Committee also carries out regular reviews of the major risks to which the School is exposed and annually determines the school's budget. The budget incorporates capital expenditure for the year ahead in line with the school's strategic plans. This Committee is also responsible for discussion in all matters relating to the recruitment and retention of staff, people matters and the running of the School's estate, health and safety and digital infrastructure.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Governors gave of their time freely and no remuneration or expenses were paid in the academic year. No Governor or person connected with a Governor received any benefit from means tested bursaries.

The Headmaster's and senior staff remuneration is set by the Board, regarding performance, external comparators and benchmarking with similar organisations.

**Recruitment, induction and training of Governors**

New Governors are appointed at a board meeting and confirmed at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, on the basis of the existing board's known skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the board.

The Chair inducts new Governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and Governors can attend relevant training and refresher courses.

The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed where possible in deciding the balance, expertise and number on the governing body.

**Other Relationships**

The furtherance of educational standards and the quality of pastoral care at the School is sustained and improved through participation in, and subscription to, umbrella organisations such as the Society of Heads, Independent Association of Prep Schools (IAPS), Independent Schools Association and Boarding Schools Association. The School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' Conference and the Independent Schools' Bursars Association (ISBA).

The School supports the education of children and young adults in the independent and state sector, at every opportunity. Langley School works with local charities and organisations to widen public access to the education and facilities that it provides to optimise usage. This activity is wide ranging, from hosting sporting events within the grounds of the school to invitations to performances and visiting speakers as well as providing transportation for local cluster schools, organisations and charities as often as we are able. Our pupils give back to the community with our House system supporting their nominated charities. In addition, Langley Prep School has a long-standing relationship with Harford Manor School, a school for children with complex learning difficulties.

The Icenian Society (alumni of Langley School, Taverham Hall, Beech Hill, Thorpe House and Langley Prep School) is active and working to engage with the Alumni of the School. Icenians regularly come into the Senior School to spend time with students, giving career advice/guidance and sharing their experiences. This relationship provides enormous value to our pupils and is highly valued by all.

The Langley Parents Association at the Prep School has helped a number of school departments during the last year and held events which are well attended events and they work hard to support the Prep School's funding initiatives which are presented to them at regular meetings.

**Risk management**

The Governors are responsible for managing the risks Langley School faces. They regularly assess the major risks to which the school is exposed and they are satisfied that systems are in place to manage all identified risks, as far as possible. These risks are documented in a Risk Register reviewed and amended at all board meetings and internal management team meetings, as appropriate.

The Governors view the risks in terms of impact and probability.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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The Governors consider the economic and political turbulence of recent years along with the affordability of fees by parents across the independent sector to be a significant risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment in mitigation.

Other key risks include risk to reputation due to adverse publicity, failure to meet the independent school standard regulations, risk of not managing staff (and other costs), and failure to meet the financial requirements for capital expenditure and support of means tested bursaries.

Health and Safety is always a significant area for risk management.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- Langley Leadership Team ("LLT") prepares policies for Governors' approval and implements such policies approved by them.

Each member of the LLT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility.

The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks to reduce the likelihood of unwelcome surprises;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, considering how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources and Education Committee's the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Objectives and activities**

**a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

- To equip our pupils with the skills and tools they need to journey into the next stages of their lives, actively demonstrating kindness, confidence (with humility), curiosity and integrity.
- To develop happy and resilient young people – adaptable to an ever-changing and demanding world.
- To provide a knowledge and skills rich curriculum with aspirational teaching to nurture enthusiastic and confident learners.
- To nurture and support each and every individual member of our community, focusing on wellbeing and positive mental health.
- To provide an exceptional co-curricular programme to broaden pupils' experience and opportunity.

The Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

**Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the school's pupils out of unrestricted funds was £2,141,097 (2022: £1,954,451) and £nil from restricted funds (2022: £nil). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from restricted funds are, of course, subject to the conditions applied by the original donor.

The Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During each year Langley School operates a number of schemes that benefit local state children. For example:

- Masterclasses for pupils.
- The sharing of sports facilities, for example cluster schools' cross country, hosted at both sites.
- Hosted cluster primary cross-country championships and prep and primary athletics events.
- Invitations to School events, wherever possible.

Many local sports clubs use the school facilities at Loddon and Taverham, benefiting thousands of adults and children across the county focused on a variety of sporting disciplines. These include:

**Sports Hall at Langley Prep**

Aylsham St Giles CC  
England Netball Youth Camp  
Fakenham Cricket Club  
Great Witchingham Cricket Club  
Hethersett and TAS Valley Cricket Club  
Horsford Cricket Club  
Mattishall Cricket Club  
NCYFL  
Norfolk County Cricket Club

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Objectives and activities (continued)**

Norfolk Cricket Board (NCB)  
Norfolk Hockey Association  
Norfolk Seniors  
Norwich City Hockey Club  
Norwich Cricket Club  
Norfolk United Netball Club  
Old Catton Cricket Club  
Red Mist Cricket  
Rockland Cricket Club  
Sprowston Cricket Club  
Vauxhall Mallards  
Zumba with Becks

**Swimming Pool at Langley Prep**

Cringleford Scouts  
Dereham Canoe Club  
Dereham Otters  
Eagle Canoe Club  
Swim with Julie  
Little Bobbers  
Manor Adventure  
Mermaid Discovery  
Norwich Penguins  
OSS Leisure  
Rooted in Nature  
Taverham Guides  
UEA – Kayak  
UEA Rowing  
Wensum Ospreys

**Astroturf at Langley Senior**

Beccles Hockey Club  
Beccles Rugby Club  
Carrow Hockey  
Loddon Hockey Club  
Mavericks Netball  
Norwich RUFC

**LSS Sports Hall**

Ashby St. Mary Cricket Club  
Brooke Cricket Club  
Bungay Ladies Football Club  
Hales Cricket  
Harleston Magpies  
Norfolk United Netball Club  
Stricker Cricket and Brooke Ladies  
Top Croft Cricket Club  
Trowse Netball Club

Usage of the School's extensive facilities by the above clubs/groups took place outside of normal school operating hours.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Objectives and activities (continued)**

To further broaden the School's reach and public benefit the Nelson Scholarship has been developed to offer a fully funded place to attend Langley as a day pupil in the Sixth Form each year. To give additional benefit to the recipient, local organisation, Nelson's Spirit, works with the School to develop key leadership skills in our young people. The first recipient was assessed in line with the School's values and began their Langley journey in September 2022.

The Anthony Arthur Coward Scholarship has also been established following the kind donation by the late Barbara Hunt in memory of her nephew, Tony Coward, an Icenian of Langley School. With a focus on socio-economic need and high academic ability this fully funded scholarship to our Sixth Form is a wonderful addition to the School and bringing enormous benefit to children who would be unable to access the benefits of an independent education.

**b. Aims and intended impact**

It is the Governors' policy for both our Prep and Senior School to attain the highest academic levels, in addition to providing a co-curricular programme which aims to develop lifelong leisure interests and help build self-confidence and a desire to contribute to the community.

**c. Objectives for the year**

Langley School's main objective this year was to continue to provide the best education and care for all pupils. There continues to be a significant emphasis on our pupils' mental health, well-being and general happiness – happy children learn and flourish!

**d. Strategies to achieve the year's objectives**

Academic foundation

- The school continues its work to build upon a strong academic foundation, high quality classroom practice remained paramount.
- Teachers receive tailored inset with a focus on evidence based best practice on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with many pupils applying for either Oxford or Cambridge Universities.

Boarding

- Boarding at the senior school continues to be a key area of Langley life, with the range of flexi, weekly and full boarding options available. Pupils/students come from all over the world, which enhances the inclusive cultural life of the school.

**e. Principal activities of the year**

The main activity of the Charity is providing education to children and young adults. The combined School closed the year with 773 pupils/students. Boarding numbers were 45 by July 2023.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Operational performance of the School**

No inspections took place at either our Prep or Senior School site during this academic year.

**Senior School Academic**

At A Level, our A\*/A was 22.9% and A\*-C was 72.4%. Particular highlights include 'Pupil R' who achieved A\*, A\*, A\*, 'Pupil T' who achieved A\*, A\*, A\*, A and 'Pupil C' who achieved A\*, A, B. BTEC and other level 3 qualifications: 100% Distinction in the BTEC equivalent to 1 A Level. In the BTEC Diploma, equivalent to two A Levels, 100% Distinction\* - Merit, including 16.7% Double-Distinction.

With regards to destinations, 67% of students were accepted at their first-choice university, including Kings College London, UCL, Nottingham and Leeds University. 100% of students who applied to university were accepted into their first or second choice university, or secured a place through clearing. 17% of the cohort are going on to start apprenticeships, including one pupil going onto a pilot apprenticeship.

The Extended Project Qualification (EPQ) continues to evolve, continuing to support students' academic profiles, delivering a fully rounded course of research and project management opportunities to a diverse and inclusive student base. Students have relished the chance to develop an aptitude for lifelong learning enabling them to prepare for the world of work and beyond.

At GCSE, 4.1% of results achieved were grade 9, 22.6% of results were grade 9-7, and 83% of results were grade 9-4, compared to 68% nationally. 81.9% of pupils achieved at least 5 grades 9-4. GCSE English at 9-4 was 96.4% and GCSE Math's at 9-4 was 78.3%. English and Math's combined at Level 9-4 was 77.1%.

Cohort intervention was implemented for Year 11 and U6 students following their mock results. In addition to this, departments ran lunch-time, activity and holiday sessions to support in their subjects.

**Personal Development Education (PDE)**

The PDE programme is taught to all year groups for two hour sessions per fortnight and continues to incorporate a spiral curriculum enabling pupils to revisit and consolidate their key learning each year on Personal, Social, Health and Economic Education (PSHEE), Relationships and Sex Education (RSE), Citizenship Education and some of the Careers.

The majority of the 2022-23 curriculum is statutory requirement as advised by the DFE. The backbone of our curriculum at Langley is RSE and includes everything from self-concept and wellbeing to relationships with others and relationships with wider communities, and therefore addresses the majority of the objectives of PSHE and Citizenship. To ensure we cover all required content well, curriculum is cross checked every year with the learning objectives on the PSHE Association's programme of study. The Police visited in January to deliver sessions on Online Safety Awareness to Year 7, County Lines and Knife Crime to Year 8, Grooming to Year 9 and Abuse in Relationships to Year 10.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Diversity, Equality and Inclusion**

The Head of DEI has continued to contribute resources to the Social, Moral, Spiritual and Cultural themes of the Fortnight which all pupils and students explore with their tutors throughout the year, these have included Black History Month, LGBTQIA+ Month, Rights and Equality at the World Cup. The LGBTQIA+, Social Awareness, Boys Talking Group met regularly and participated in pupil led assemblies to raise awareness of pupil voice issues such as Anti-Bullying, Protected Characteristics and Neurodiversity. The second whole-school Diversity Games took place in May. The Head of DEI has continued to participate in regular networking opportunities with other DEI Leads across the County, enabling the sharing of ideas, practical advice and good practice, as well as creating future development opportunities and links with other local schools.

**b. Co-Curricular Activities**

**Music**

It has been a very successful year in Music, with the introduction of some new events.

House Music In October was a huge success and always a great event for all pupils and students to be part of. It was wonderful to welcome Icenians to be our judges, one from each house to keep it fair! The event was filmed so that it could be sent to all parents.

A highlight of the year was being back at Norwich Cathedral for our Carol Service. It was wonderful to have the whole school and parents together to celebrate as a community, with performances from the senior school choir, chamber choir and orchestra. It was also lovely to have the prep school, Magna Voce join us.

The senior school choir went on their first choir tour. This took place over 2 days, and we visited 8 care homes. Our pupils and students were fantastic and brought so much festive joy to the residents. It was a wonderful community outreach experience, and our children gained so much from it.

Another highlight and huge success was SIX the musical. We performed 4 sellout shows and to have a live band, dominated by pupils and students was a big achievement for the department. The children learnt so much from this experience and it is something they will never forget. We also invited feeder primary schools and our prep school to a matinee performance.

In May a 19-piece marching band was formed for our annual CCF inspection parade. Pupils and students had to learn how to march and play in formation, which for many was a new challenge.

Pupils from the Prep and Senior School came together to sing as a whole school choir at the Royal Norfolk Show in June. This was a wonderful opportunity for our Pre-Prep, Prep and Senior School to join together and perform in a public arena.

At the RNS the senior school also took part in a world record attempt, lead by Norfolk County Music Service. The final event for the year was the Summer Concert. This took place outside the Alston centre. Parents and guests enjoyed performances from all senior school ensembles, along with solo's and duets. We also welcomed pre-prep choir and Magna Voce.

Soirees continue to take place once per term, giving pupils and students the opportunity to perform to friends and family in a supportive environment in our beautiful Ballroom.

Instrumental lessons still continue to grow, with a waiting list for some instruments.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Drama**

It has been a successful return to normal for Drama this year. This is the first year for our Head of Drama where usual Drama activities have been a possibility. All have enjoyed the freedom to visit the theatre and welcome parents and our wider community into our performance spaces to showcase our children's work. The highlight was the first soiree, where we opened the Drama studio doors for the first time since I have been at the helm, to parents and friends of our Year 11 Drama pupils.

Trips were arranged by our Drama department to Norwich Playhouse trip to see 'Fantastically Great Women who Changed the World', Norwich Theatre Royal trip to see 'Magic Goes Wrong' and 'The Curious Incident of the Dog in the Night-time', all were very well received following an extended period without access to group performances.

LAMDA continued to be a popular option for pupils with the teacher delivering quickly becoming 'fully booked' with students.

**Sport**

The sports department continued to evolve with staff changes during the course of the year. We continue to work towards a sports offer that meets the whole school strategy for a community of excellence and opportunity as well as engaging with a range of external stakeholders, both educational and otherwise. Our ethos is to promote engagement in sport and physical activity that prepares pupils to live a healthy and active lifestyle both during and beyond their time here at the school. We also aim to use sport and the character that it can build to develop good human beings.

**Hockey** – We welcomed Ella Picton to the role of Head of Hockey. Ella joined us from Norwich School and brings a wealth of experience both in terms of playing and coaching. Her role is a joint enterprise with Harleston Magpies Hockey Club and she is 1st Ladies Captain there, playing in the National Hockey League. The joint role continues to support our relationship with local sports providers and the provision of sport for pupils outside of school time. We continue to introduce the sport to pupils for the first time at entry in Y7 and Y9 and across the Michaelmas and Lent terms play close to 100 hockey fixtures for boys and girls across the year groups. In addition to high levels of participation, we have had teams represent the school in Tier 2 level competitions at Girls U12, U14 and U16 and Boys U14 and U16. Outside of school hockey we had 8 pupils representing the county and 1 attending regional performance centre and representing the Bury Tigers Centre in the England Hockey Single System competitions.

**Rugby** – We continued to build our rugby program against concerns and speculation in the media about the future of the sport. Lots of boys continue to engage in contact rugby and our Michaelmas fixture card includes over 50 fixtures with new opponents being added to ensure that we continue to provide meaningful fixtures across the year groups. We added to our U15 squad following interest from local club players which resulted in a positive national cup run and a good showing at our U15 National Festival and retaining their County 7s title. Our U14s were County Champions at 15s and runners up in the 7s. There were runner up medals for the U18s in the county plate comp and they were Plate Champions at 7s.

We sent 5 teams to Rosslyn Park 7s including girls' teams at U14 and U16. This has provided an appetite for more girls rugby. We had 9 boys selected to Leicester Tigers U15 DPP training group and their future looks promising in the Tigers' academy. We also had 1 player in the Tigers' U18 Academy team who had a successful season. We continue to attract pupils from a range of rugby clubs in the area, strengthening our ties with the local community.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Netball** – We were sad to lose our head of netball at the beginning of the Lent term and new starters Kim Anastasiou and Kerri Eke were excellent in terms of steadying the ship to allow the netball season to progress. We have promising year groups at Y7 and Y9 who both had successful seasons and we continued to have 2 teams at senior level. We advertised and recruited Gina Hopkinson to fill the vacant Head of Netball position for the start of the 2023-24 academic year. We will also have Emily Creed returning from maternity leave to have a strong team of staff to support the netball program going forward.

**Football** – the LFA continues to attract attention and recruit pupils to its program. This supports some strong performances in the county and national cup competitions with many age groups of boys and girls reaching the latter stages of competitions. Some highlights were the U16s and U13s retaining their county cups and the U15 girls going on to win a National title. Across the year we had international representation for Wales (x2), England, Antigua and Hong Kong.

**Cricket** – The cricket program opened to more pupils again this year with the introduction of more soft-ball fixtures and altered formats of the game. This exposure has been key for transforming players to the hard ball game. As our girls cricket program continued to grow, we were proud of one of our senior girls representing the school in the prestigious XL40 and MCC games as well and being selected to the Sunrisers regional academy Squad. We had more girls cricket fixtures than we have ever had during the past season and with 3 girls being selected to play for Norfolk. County representation on the boys' side remained high with 10 players selected. We have some exciting young cricketers throughout the years and we are keen to see them develop in strong 1st XI players.

**Athletics/Cross Country** – We had some strong performances at the county cross country championships resulting in 6 pupils qualifying for the Anglian Schools and one of our Inter girls going one further and being selected for the East team to run at the English Schools Championships. During the athletics season we had over 50 pupils compete at the Track and Field Cup competition, 15 pupils taking part in the County Athletics Champs (4x 1st and 3x 2nd placed). We also had a strong showing of our younger pupils at the prestigious Bedford Regional Prep Schools Athletics.

**Outreach** – We continue to have a strong relationship with local organisations in terms of providing support with facilities and/or coaching. We hosted 2 primary cross-country events at the school with over 350 pupils from Y3-Y6 at each event. Our National U15 Rugby Festival continues to grow (post COVID) and we hosted 14 teams in a busy weekend of high standard rugby. We are looking to increase the number of teams attending and look for a 'headline' sponsor. We host a number of county schools' tournaments in rugby, hockey and cricket and provide a welcoming environment to a number of local state and private schools. Our heads of rugby and hockey have been going out into local primary schools to grow the sports with those age groups and these have culminated with us hosting primary festival events in those sports here at school. We have also engaged with the South Norfolk Sports Games Partnership to provide facilities and sports leaders for cross-country, girls football, inclusive sports, and multi-skills festivals. In the summer term, we have also become a host centre for GCSE PE moderation, welcoming staff and pupils from 6 schools in the county. We also have staff members working and competing in local sports clubs and organisation at a county, regional and national level in Hockey, Rugby, Football, Cricket and working as coach developers in Hockey and Rugby.

**Other Notable Achievements** – Outside of our focus sports, we have a number of pupils representing at a high level in equestrian, swimming, kayaking, table tennis, motorsports and shooting.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Duke Of Edinburgh**

This is now well established in the school ethos. Pupils are actively engaging in the award. Since the last report 27 have completed silver, 79 have completed bronze and 10 are on the cusp of completing Gold. Expeditions have taken place in South Norfolk, the Peak district and Dartmoor as well as a gold expedition that rowed the rivers Bure and Thurne last year (Oct 23) including rowing through Storm Babette!

**CCF**

CCF continues to deliver excellent opportunities for the cadets. Since the last report we have attended camps at Thetford Training Area (STANTA), Beckingham training area, Yardley Chase training area, and Adventure Training at Okehampton Camp, Dartmoor. The Royal Navy cadets attended Firefighting and the Damage Repair Instructional Unit at Portsmouth. Shooting continues weekly as cadet fire the .22 rifle on the range here at Langley. Each year we hold a remembrance service at St Michael's church at Langley and attend the Royal Norfolk Armistice Day service at Mousehold Cottages. Last year we attended the Royal Norfolk Le Paradis Service at Norwich Cathedral and the St George's Day service at the Roman Catholic Cathedral in Norwich. Last year one of our cadets was awarded the Lord-Lieutenant's Cadet and the CCF has supported her throughout the year at events she has attended.

**Enrichment Activities**

Enrichment activities at our Senior School are broad and varied, with all pupils/students from Year 6 to Upper Sixth participating each day, except Fridays. During this academic year, pupils have chosen activities from a wide selection which included: CCF (Combined Cadets Force), Forest School activities, orchestra, green powered go-carts, shooting, British Sign Language, robotics, creative writing, debating, photography, cooking, production rehearsals, chess, Minecraft, scholars' programmes, academic revision classes as well as many sporting options too. The enrichment programme continues to be a very popular aspect of Langley School's provision.

**c. Achievements and Performance Langley Prep School**

The academic profile of the school remains stable with a mixed ability intake including 30% of pupils with either a SEND diagnosis or on the SEND monitoring list and 39% of children identified as having High Learning Potential in a range of areas (academia, sport, music, art, drama, DT) with 25% identified as academically able. Overall, pupils continue to operate slightly above the national average. Pupil progress across English, Reading, Spelling, Maths and Science is good and monitored closely. An increasing number of senior pupils transition to the senior school at the end of Year 8. The continued focus on soft skills within the curriculum remains a feature despite the school's decision to opt out of PSB under the former Head of Prep. This helps to prepare pupils for the next stages of their education and for life in the working environment. There is a focus on the wellbeing of pupils and staff with a committee to look at provision for all. Most of the teaching staff hold the mental health first aider awards which support the work of the school wellbeing dog. Learning outside the classroom continues to be a feature of the curriculum, which is supported by the school's extensive grounds, and it has been extended to Key Stage 3 with the introduction of "Outdoor Leadership." The introduction of Creative Design (Art and Design with an element of Textiles and Photography) and Computer Design and Robotics have been positively welcomed and continue to be developed.

An outstanding production of Honk took place for the senior pupils with their drama, which was enjoyed by large audiences over several evenings. These support the weekly drama lessons, LAMDA lessons and after school hobbies. The school has several different choirs for pupils. The choirs perform at events like Remembrance Service, Open Day and during school assemblies. Music is supported by an experienced team of peripatetic staff offering a wide range of musical instruments.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

The School has played over 300 fixtures this year and was re-awarded the Sainsbury's Platinum School Games Mark, which is the highest grade in this national award. It recognises our 'sport for all' philosophy, the high level of attainment, inclusivity and provision for sport in the School, as well as our contribution to the wider community and the leadership opportunities for pupils.

Earlier in the year, our U11 Girls enjoyed considerable success on the Hockey pitch, winning the county championships and the U11 Footballers were equally successful, winning the CFS Cup, before finishing 4th at the ISA National Finals at St George's Park.

In the Trinity Term, the younger boys and girls were far too strong for the local opposition and they will be a force to be reckoned with for years to come. The U13 boys lost narrowly in the County cricket cup final, but the U12 boys won their final and will be playing in the national cricket competition next year.

The PTFA organised a first-class bonfire event, an impressive Christmas fair and links with the parental community are very evident with the Parents' Forum Group who meet termly with the deputy head to discuss common themes and areas requiring greater clarification. The involvement of parents within the school enhances the community feel. Community and charity links remain strong with Year 8 pupils embarking on a number of community projects as part of their leaver's program, house charities and a successful colour run with Taverham High Sixth form.

**Achievements and Performance Langley Pre-Prep & Nursery**

Throughout the Pre-Prep expectations and standards have remained consistently high. Children are regularly assessed both formally and informally to ascertain levels in all areas so that planning can be in place for individual needs. Children with specific learning difficulties are supported within the classroom under observation and guidance from the Learning Support Department. We have also introduced our own learning support and social and emotional support classroom this year with a qualified psychotherapist who works with our children in small groups with emotional needs, behaviour difficulties, learning support and gifted and talented. This has been tremendously well received by pupils, parents and staff.

Children and staff wellbeing is at the heart of everything we do. We follow the growth mindset philosophy effectively with the children from the start of their time in the Nursery and Pre-Prep, introducing them to characters who display the soft skill traits that we want them to develop and these are modelled and encouraged throughout all areas of school life. We have in place an effective support structure in the form of regular staff meetings, regular opportunities to meet with team leaders, appraisal and supervision.

In January 2022 we opened a baby room, extending our current Nursery provision so that we are able to take children from the age of 6 months to 4 years all year round therefore offering consistency of care for the children and a first class start to their Langley journey. This has been oversubscribed so we are currently in the process of expanding so that we are able to meet the demand for placed for 0 - 2 years whilst enhancing the offer for our pre-school children with a purpose built area for them to continue their educational journey.

We continue to undertake preparation and performance of our usual nativity plays for Nursery and Pre- Prep, Year 2 Play and French Breakfast, Year 1 pantomime and a carol service. This year we have added a poetry recital and the children also are involved in the Bullard House Whole school Competitions in music which the children love taking part in.

Our Pre-Prep School council has gone from strength to strength putting on cake sales and fund raising activities to fund further resources to enhance playtimes.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

The School reported a deficit for the year to 31 August 2023 of £312,687 (2022: surplus £473,099). The deficit recorded in the academic year 2022/23 is influenced by the impact of high inflation on non-payroll operating costs, particularly the significant increase in energy costs which rose by £333k during the period. In addition, the impact of rising interest rates during the period increased finance costs by £109k compared with the previous academic year. Notwithstanding the challenging economic factors, we have continued to invest in both infrastructure and the core educational offering. Income grew in the academic year with an increase in gross fees to £12.98m (2022: £12.44m). The total costs of fee discounts and bursaries during the year amounted to £2.14m (2022: £1.95m). Bursaries and scholarships were well publicised but subject to effective management in order to ensure appropriate financial awards are made to families.

**b. Reserves policy**

Note 24 to the financial statements shows the assets and liabilities attributable to the various funds by type and also summarises the year's movements on each fund. At 31 August 2023 unrestricted funds amounted to £5,969,120 (2022: £6,281,807) with tangible assets amounting to £11,179,368 (2022: £11,483,140) resulting in no free reserves (2022: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely. The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**c. Going concern**

Despite the challenging economic environment during the 2022/23 academic year as referred to in the Financial review above, the Governors are satisfied that excellent progress has been made towards achieving many aspects of the School's 5-year plan. Notably the School has achieved three positive inspections from regulatory bodies and steady progress has been made with the development of pupil numbers from Pre-Prep through to the Senior School. Nursery provision is strong with numbers more than doubling in a 1-year period through expansion and development of the School's facilities. As a result, and with energy costs falling, the School is reflecting a surplus in the current academic year.

Governors monitor closely the financial performance and sustainability of the charity. This year, more than most, the future of independent education has come under scrutiny with proposals from the Labour Party to remove tax concessions for independent schools, potentially increasing the cost of educating pupils for parents.

Although the date of an election has now been announced, there remains considerable uncertainty over the exact timing and impact of the changes proposed to business rates exemptions and the imposition of VAT on fees, should Labour secure a majority. As part of the existing close monitoring of financial performance by management and governors, the potential impact of these measures is being modelled. There are many variables and factors to consider however we remain confident that the underlying educational offering is strong. We are blessed with a supportive parent body and continue to develop strong relationships with our Alumni. The Governors are reassured that notwithstanding the almost daily media commentary on the challenges faced by the sector, that interest in the School remains strong. This is demonstrated most clearly by the lack of pupil notices received, continuing commitment from parents whose children will join for future terms as well as strong interest and acceptance of places following the most recent Open Days. We will focus on a clear line of communication with our community as and when the future becomes clearer.

Through tight control of our expenditure, our dedicated Governors and Exec Team have historically successfully navigated periods of uncertainty, most recently the COVID Pandemic, followed by the Ukrainian conflict, impacting energy costs and latterly the cost-of-living crisis. Whilst the removal of tax concessions for independent school presents a new challenge, having maintained healthy cash balances and with the supportive relationship we have developed with our bankers, we remain confident that we will navigate and find a route through any resultant changes that emerge, whilst continuing to be supportive to our community from available resources.

Lack of clarity over the exact timing and impact of potentially significant changes to the taxation of independent schools inevitably creates uncertainty. With a supportive parent body, a strong core educational offering to both current and prospective pupils, active interest from new parents creating a strong pupil pipe line alongside rigorous continuing monitoring of finances and with an open and supportive relationship with bankers, the Governors are confident that a refinancing of bank loans will be completed in the next 12 months (albeit that these are not scheduled for repayment until July 2025 and hence fall outside of the 12 month period under consideration for going concern and despite the current challenges in relation to taxation, there is no material uncertainty for the foreseeable future attaching to the assessment of the School as a going concern. We have therefore concluded that it remains appropriate for the financial statements to be prepared on a going concern basis.

Note 1.3 to the financial statements sets out the accounting policy in relation to going concern.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**d. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

The large amounts of recycled investments in the year (note 18 to the financial statements) are the result of investing initially in low risk investments and gradually converting these into equity investments. This is a recognised strategy to avoid the risk of investing all funds at once, at a potentially disadvantageous time.

**e. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- to complete the strategic review and to update the School Development Plan;
- to continue to build and improve on pastoral and welfare care;
- to raise standards of achievement across all year groups;
- to continue to upgrade facilities across all areas;
- to maintain appropriate pupil/teacher ratio's which we believe gives the necessary time for developing both academic and wider skills;
- to continue to build and encourage community access to the school's facilities

**Information on fundraising practices**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third-party fundraisers acting on its behalf.
- The Charity not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

**Engagement with employees and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Governors via the Resources Committee.

The School has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Health & safety policy

In accordance with the School's equal opportunities policy, the School has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's HR Team.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

The auditors, Larking Gowen, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



**Mr D Stanbridge**  
(Chair of Trustees)  
Date: 29 May 2024

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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

Due to the field in which the Charity operates, we identified areas most likely to have a direct material impact on the financial statements as compliance with accounting standards, including Charities SORP (FRS 102) and charity law. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the Charity's ability to operate, including safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Charity's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management and the Trustees about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Reviewing legal and professional fees to confirm matters where the Charity engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Reviewing board and finance committee meeting minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness and evaluating the business rationale of any significant transactions outside the normal course of business.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of

**Larking Gowen**

Chartered Accountants

Statutory Auditors

1st Floor Prospect House

Rouen Road

Norwich

NR1 1RE

30 May 2024

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2023**

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>				
Donations and legacies	4	-	-	413,654
Charitable activities		11,114,902	11,114,902	10,776,514
Other trading activities	5	567,744	567,744	466,508
Investments	6	4,944	4,944	-
Other income	7	1,102,688	1,102,688	882,075
<b>Total income</b>		<b>12,790,278</b>	<b>12,790,278</b>	<b>12,538,751</b>
<b>Expenditure on:</b>				
Raising funds	8,9	575,650	575,650	554,796
Charitable activities	10	12,527,234	12,527,234	11,301,079
Other expenditure	11	618	618	209,777
<b>Total expenditure</b>		<b>13,103,502</b>	<b>13,103,502</b>	<b>12,065,652</b>
<b>Net movement in funds before other recognised gains</b>		<b>(313,224)</b>	<b>(313,224)</b>	<b>473,099</b>
<b>Other recognised gains:</b>				
Gains on revaluation of fixed assets		537	537	-
<b>Net movement in funds</b>		<b>(312,687)</b>	<b>(312,687)</b>	<b>473,099</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		6,281,807	6,281,807	5,808,708
Net movement in funds		(312,687)	(312,687)	473,099
<b>Total funds carried forward</b>		<b>5,969,120</b>	<b>5,969,120</b>	<b>6,281,807</b>

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

The notes on pages 26 to 51 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Intangible assets	16	22,157	-
Tangible assets	17	10,740,951	11,069,436
Investments	18	416,260	413,704
		11,179,368	11,483,140
<b>Current assets</b>			
Stocks	19	43,990	47,356
Debtors	20	3,760,974	3,570,219
Cash at bank and in hand		1,880,269	1,923,489
		5,685,233	5,541,064
Creditors: amounts falling due within one year	21	(5,643,243)	(5,218,186)
<b>Net current assets</b>		41,990	322,878
<b>Total assets less current liabilities</b>		11,221,358	11,806,018
Creditors: amounts falling due after more than one year	22	(5,252,238)	(5,524,211)
<b>Total net assets</b>		5,969,120	6,281,807
<b>Charity funds</b>			
Unrestricted funds	23	5,969,120	6,281,807
<b>Total funds</b>		5,969,120	6,281,807

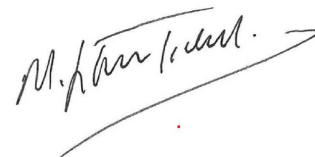
The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 29 May 2024



**Mr M J Streatfield**  
 (Trustee)



The notes on pages 26 to 51 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 AUGUST 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Intangible assets	16	22,157	-
Tangible assets	17	10,701,941	11,057,295
Investments	18	416,360	413,804
		11,140,458	11,471,099
<b>Current assets</b>			
Stocks	19	39,311	46,206
Debtors	20	3,772,757	3,569,338
Cash at bank and in hand		1,873,546	1,901,743
		5,685,614	5,517,287
Creditors: amounts falling due within one year	21	(5,602,530)	(5,180,184)
<b>Net current assets</b>		83,084	337,103
<b>Total assets less current liabilities</b>		11,223,542	11,808,202
Creditors: amounts falling due after more than one year	22	(5,252,238)	(5,524,211)
<b>Total net assets</b>		5,971,304	6,283,991
<b>Charity funds</b>			
Unrestricted funds	23	5,971,304	6,283,991
<b>Total funds</b>		5,971,304	6,283,991

The Company's net movement in funds for the year was £(312,687) (2022 - £473,099).

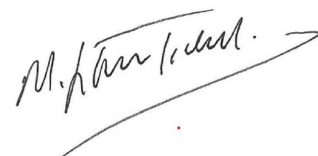
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The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 29 May 2024



**Mr M J Streatfield**  
 (Trustee)



The notes on pages 26 to 51 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	2023 £	2022 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	824,385	1,247,312
<b>Cash flows from investing activities</b>		
Proceeds from the sale of tangible fixed assets	-	3,000
Purchase of intangible assets	(22,790)	-
Purchase of tangible fixed assets	(259,786)	(965,825)
Purchase of listed investments	(743,591)	-
Sale of listed investments	335,031	-
Interest received	49,433	565
<b>Net cash used in investing activities</b>	<b>(641,703)</b>	<b>(962,260)</b>
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(173,297)	(160,420)
New finance leases	-	574,972
Repayments of finance leases	(150,730)	(158,046)
Interest paid	(308,416)	(199,465)
<b>Net cash (used in)/provided by financing activities</b>	<b>(632,443)</b>	<b>57,041</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(449,761)</b>	<b>342,093</b>
Cash and cash equivalents at the beginning of the year	2,337,143	1,995,050
<b>Cash and cash equivalents at the end of the year</b>	<b>1,887,382</b>	<b>2,337,143</b>

The notes on pages 26 to 51 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. Accounting policies (continued)**

**1.3 Going concern**

As set out more fully in the Trustees report, the Governors have considered the projected income and expenditure together with funds held for a period of 12 months from the date of approving these financial statements.

Taking into account cash balances, forecast income and expenditure, the Governors consider that existing agreed banking facilities are sufficient for the School and subsidiary company to be able to meet liabilities as they fall due. In preparing the relevant forecasts for the 12 months following the date of approval of these financial statements, the potential cost of the loss of business rates exemption has been taken into account in preparing the forecasts. The impact of VAT on fee income, net of recoverable input VAT (assuming this is introduced by a Labour Government) is less straight forward to forecast. Now that the date of the election is known, the financial forecasts of the School have been updated and various models using a range of assumptions prepared. Given the strength of the core educational offering, and level of financial monitoring and control over expenditure, the Governors are confident that the impact of potential VAT changes can be managed. Financial performance and sustainability of the charity are subject to continuing rigorous scrutiny. As part of the consideration of the going concern basis and the continuing review of the School's financial performance, the Governors have also considered the bank loan (see notes 21 & 22). Bank loans are subject to various covenant tests. The Governors are confident that despite the challenges faced by the sector that funds can be managed to avoid any breaches of banking covenants. Whilst the School's bank loans are not due for repayment until July 2025, which is beyond the 12 month period covered by the detailed forecasting and going concern assessment, with the strong relationship established with the School's bankers, Governors are expecting to renegotiate facilities in the next 12 months.

For these reasons, whilst recognising the challenging environment faced by the whole independent school's sector, the Governors consider there is no material uncertainty attaching to the assessment of the going concern basis and it is appropriate for the financial statements to continue being prepared on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. Accounting policies (continued)**

**1.4 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

**1.5 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. Accounting policies (continued)**

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

**1.7 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.9 Taxation**

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

**1.10 Intangible assets and amortisation**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

All intangible assets are considered to have a finite useful life, which must be reviewed at each reporting date. If a reliable estimate of the useful life cannot be made, it is presumed to be no more than five years.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. Accounting policies (continued)**

**1.10 Intangible assets and amortisation (continued)**

Amortisation is provided on the following basis:

Video materials	-	% 20% Straight line
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**1.11 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% Straight line
Plant and machinery	-	25% Straight line
Fixtures and fittings	-	20% & 25% Straight line

**1.12 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

**1.13 Stocks**

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

**1.14 Debtors**

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

**1.15 Cash at bank and in hand**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**1. Accounting policies (continued)**

**1.16 Liabilities and provisions**

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

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

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

**1.17 Financial instruments**

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

**1.18 Operating leases**

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

**1.19 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff. Contributions to the pension scheme are charged to the company's income and expenditure account when payable

**1.20 Fund accounting**

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

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**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 17 for the carrying amount of the tangible fixed assets and note 1.11 for the depreciation rates applied for each class of assets

Impairment of fee debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 20 for the net carrying amount of the debtors.

**3. Income from charitable activities**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gross Fees	<b>12,977,814</b>	12,445,887
Less: bursaries and discounts	<b>(2,141,097)</b>	(1,954,451)
	<b>10,836,717</b>	10,491,436
Registration and other tuition fees	<b>278,185</b>	242,200
	<b>11,114,902</b>	10,733,636

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FOR THE YEAR ENDED 31 AUGUST 2023**

**4. Income from donations and legacies**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Legacies	-	-	413,654
	-	-	413,654

In the prior year, we were privileged to be left a substantial bequest by a donor. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients will join the School in September 2023 and we are looking forward to celebrating their achievements.

**5. Charity trading income**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
School transport	567,744	567,744	466,508
	567,744	567,744	466,508

**6. Investment income**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Income from listed investments	4,944	4,944	-
	4,944	4,944	-

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

**7. Other incoming resources**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Bank interest receivable	49,433	<b>49,433</b>	5,337
Lettings and catering	1,053,255	<b>1,053,255</b>	876,738
<b>Total 2023</b>	<b>1,102,688</b>	<b>1,102,688</b>	<b>882,075</b>

**8. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Direct costs	321,468	<b>321,468</b>	300,783
Staff costs	251,257	<b>251,257</b>	254,013
<b>Total 2023</b>	<b>572,725</b>	<b>572,725</b>	<b>554,796</b>

**9. Investment management costs**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Investment management costs	2,925	<b>2,925</b>	-
	<b>2,925</b>	<b>2,925</b>	-

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

**10. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2023 £</b>	<b>Total 2023 £</b>	<i>Total 2022 £</i>
Charitable activities	12,527,234	<b>12,527,234</b>	11,301,079

**Summary by expenditure type**

	<b>Staff costs 2023 £</b>	<b>Depreciation 2023 £</b>	<b>Other costs 2023 £</b>	<b>Total 2023 £</b>
Charitable activities	8,565,309	576,874	3,385,051	<b>12,527,234</b>

	<i>Staff costs 2022 £</i>	<i>Depreciation 2022 £</i>	<i>Other costs 2022 £</i>	<i>Total 2022 £</i>
Charitable activities	8,237,221	481,554	2,582,304	11,301,079

**11. Other expenditure**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Swimming pool refurbishment	618	<b>618</b>	209,777

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**12. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Direct costs	12,527,234	<b>12,527,234</b>	11,301,079

**Analysis of direct costs**

	<b>Activities 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Wages (incl NI & Pension)	8,565,309	<b>8,565,309</b>	8,237,221
Depreciation	576,874	<b>576,874</b>	481,554
Property costs	1,406,280	<b>1,406,280</b>	904,776
Catering	383,263	<b>383,263</b>	338,476
IT and communications	227,920	<b>227,920</b>	233,288
Insurance	142,871	<b>142,871</b>	130,601
Marketing	159,463	<b>159,463</b>	111,942
Professional fees	162,111	<b>162,111</b>	114,512
Finance costs	3,944	<b>3,944</b>	3,859
Loan interest	308,416	<b>308,416</b>	199,465
Sundry	80,801	<b>80,801</b>	79,943
(Profit)/Loss on disposal of fixed assets	-	-	19,784
Other educational costs	509,982	<b>509,982</b>	445,658
<b>Total 2023</b>	<b>12,527,234</b>	<b>12,527,234</b>	11,301,079

**13. Auditors' remuneration**

	<b>2023 £</b>	<i>2022 £</i>
For the audit of the Company's annual accounts	<b>42,000</b>	40,000
For all non-audit services not included above	<b>3,400</b>	3,250

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

**14. Staff costs**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
Wages and salaries	7,286,746	6,980,220	7,035,489	6,726,207
Social security costs	593,649	584,811	593,649	584,811
Contribution to defined contribution pension schemes	936,171	926,203	936,171	926,203
	<u><u>8,816,566</u></u>	<u><u>8,491,234</u></u>	<u><u>8,565,309</u></u>	<u><u>8,237,221</u></u>

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

	<b>Group 2023 No.</b>	<i>Group 2022 No.</i>
	<u><u>268</u></u>	<u><u>260</u></u>

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

	<b>Group 2023 No.</b>	<i>Group 2022 No.</i>
In the band £60,001 - £70,000	2	2
In the band £70,001 - £80,000	2	1
In the band £90,001 - £100,000	-	1
In the band £140,001 - £150,000	1	1

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

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**Staff costs (continued)**

Employers' pension contributions in respect of the employees whose employee benefits (excluding employer pension costs) exceeded £60,000 were:

	<b>Group 2023 £</b>	<i>Group 2022 £</i>
In the band £60,001 - £70,000	<b>14,797</b>	29,152
In the band £70,001 - £80,000	<b>24,831</b>	8,000
In the band £90,001 - £100,000	-	24,704
In the band £140,001 - £150,000	<b>35,190</b>	34,500

Key management is considered to be the trustees (who are not remunerated), the two headteachers and the School's senior leadership team. They received remuneration (including employers' NIC and pension) of £1,427,261 (2022: £1,142,602).

Staff costs include £38,308 (2022: £88,971) in respect of redundancy and termination payments.

**15. Trustees' remuneration and expenses**

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

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

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**16. Intangible assets**

**Group and Company**

	<b>Video materials £</b>
<b>Cost</b>	
Additions	<b>22,790</b>
At 31 August 2023	<b>22,790</b>
<b>Amortisation</b>	
Charge for the year	<b>633</b>
At 31 August 2023	<b>633</b>
<b>Net book value</b>	
At 31 August 2023	<b>22,157</b>
<i>At 31 August 2022</i>	<b>-</b>

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

**17. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2022	13,090,303	442,372	4,411,932	17,944,607
Additions	23,400	17,042	219,344	259,786
At 31 August 2023	<u>13,113,703</u>	<u>459,414</u>	<u>4,631,276</u>	<u>18,204,393</u>
<b>Depreciation</b>				
At 1 September 2022	3,040,513	261,484	3,573,174	6,875,171
Charge for the year	273,375	11,704	303,192	588,271
At 31 August 2023	<u>3,313,888</u>	<u>273,188</u>	<u>3,876,366</u>	<u>7,463,442</u>
<b>Net book value</b>				
At 31 August 2023	<u><u>9,799,815</u></u>	<u><u>186,226</u></u>	<u><u>754,910</u></u>	<u><u>10,740,951</u></u>
At 31 August 2022	<u><u>10,049,790</u></u>	<u><u>180,888</u></u>	<u><u>838,758</u></u>	<u><u>11,069,436</u></u>

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

**17. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2022	13,090,303	411,171	4,411,932	17,913,406
Additions	-	1,542	219,344	220,886
At 31 August 2023	<u>13,090,303</u>	<u>412,713</u>	<u>4,631,276</u>	<u>18,134,292</u>
<b>Depreciation</b>				
At 1 September 2022	3,040,513	242,424	3,573,174	6,856,111
Charge for the year	272,595	453	303,192	576,240
At 31 August 2023	<u>3,313,108</u>	<u>242,877</u>	<u>3,876,366</u>	<u>7,432,351</u>
<b>Net book value</b>				
At 31 August 2023	<u><u>9,777,195</u></u>	<u><u>169,836</u></u>	<u><u>754,910</u></u>	<u><u>10,701,941</u></u>
At 31 August 2022	<u><u>10,049,790</u></u>	<u><u>168,747</u></u>	<u><u>838,758</u></u>	<u><u>11,057,295</u></u>

The total net book value of the Group and Company's assets held under finance lease and hire purchase was £403,298 (2022: £537,006).

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

**18. Fixed asset investments**

<b>Group</b>	<b>Investments in subsidiary companies £</b>	<b>Cash held by investment manager £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>				
At 1 September 2022	50	413,654	-	413,704
Additions	-	(743,591)	743,591	-
Disposals	-	335,031	(335,031)	-
Revaluations	-	-	537	537
Net income from listed investments	-	2,019	-	2,019
At 31 August 2023	<u>50</u>	<u>7,113</u>	<u>409,097</u>	<u>416,260</u>

**Net book value**

At 31 August 2023	<u>50</u>	<u>7,113</u>	<u>409,097</u>	<u>416,260</u>
At 31 August 2022	<u>50</u>	<u>413,654</u>	<u>-</u>	<u>413,704</u>

<b>Company</b>	<b>Investments in subsidiary companies £</b>	<b>Unlisted investments £</b>	<b>Cash held by investment manager £</b>	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>					
At 1 September 2022	100	50	413,654	-	413,804
Additions	-	-	(743,591)	743,591	-
Disposals	-	-	335,031	(335,031)	-
Revaluations	-	-	-	537	537
Net income from listed investments	-	-	2,019	-	2,019
At 31 August 2023	<u>100</u>	<u>50</u>	<u>7,113</u>	<u>409,097</u>	<u>416,360</u>

**Net book value**

At 31 August 2023	<u>100</u>	<u>50</u>	<u>7,113</u>	<u>409,097</u>	<u>416,360</u>
At 31 August 2022	<u>100</u>	<u>50</u>	<u>413,654</u>	<u>-</u>	<u>413,804</u>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**19. Stocks**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
Consumables	<b>43,990</b>	47,356	<b>39,311</b>	46,206

**20. Debtors**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
<b>Due within one year</b>				
Trade debtors	<b>3,277,294</b>	3,183,065	<b>3,271,235</b>	3,180,843
Amounts owed by group undertakings	-	-	<b>48,732</b>	33,318
Other debtors	<b>133,931</b>	102,842	<b>118,597</b>	92,413
Prepayments and accrued income	<b>349,749</b>	284,312	<b>334,193</b>	262,764
	<b>3,760,974</b>	3,570,219	<b>3,772,757</b>	3,569,338

Autumn term fees are included within trade debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**21. Creditors: Amounts falling due within one year**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
Bank loans	161,632	149,756	161,632	149,756
Trade creditors	250,577	340,471	242,651	326,886
Other taxation and social security	158,909	164,811	156,564	163,230
Obligations under finance lease and hire purchase contracts	157,653	150,730	157,653	150,730
Other creditors	318,836	422,246	309,513	411,063
Accruals and deferred income	4,595,636	3,990,172	4,574,517	3,978,519
	<u>5,643,243</u>	<u>5,218,186</u>	<u>5,602,530</u>	<u>5,180,184</u>

**Deferred Income**

The table below includes both amounts due within one year (Note 21) and after more than one year (Note 22):

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
Deferred income at 1 September 2022	4,084,948	3,940,392	4,084,948	3,940,392
Resources deferred during the year	4,311,816	4,084,948	4,311,816	4,084,948
Amounts released from previous periods	(4,084,948)	(3,940,392)	(4,084,948)	(3,940,392)
	<u>4,311,816</u>	<u>4,084,948</u>	<u>4,311,816</u>	<u>4,084,948</u>

Deferred income includes autumn term fees invoiced in advance of the year end.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**22. Creditors: Amounts falling due after more than one year**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
Bank loans	<b>4,482,766</b>	4,667,939	<b>4,482,766</b>	4,667,939
Net obligations under finance lease and hire purchase contracts	<b>246,446</b>	404,099	<b>246,446</b>	404,099
Accruals and deferred income	<b>523,026</b>	452,173	<b>523,026</b>	452,173
	<b><u>5,252,238</u></b>	<u>5,524,211</u>	<b><u>5,252,238</u></b>	<u>5,524,211</u>

Included within the above are amounts falling due as follows:

	<b>Group 2023 £</b>	<i>Group 2022 £</i>	<b>Company 2023 £</b>	<i>Company 2022 £</i>
<b>Between one and two years</b>				
Bank loans	<b><u>174,707</u></b>	<u>155,313</u>	<b><u>174,707</u></b>	<u>155,313</u>
<b>Between two and five years</b>				
Bank loans	<b><u>4,308,059</u></b>	<u>4,512,626</u>	<b><u>4,308,059</u></b>	<u>4,512,626</u>

The loan is secured by a legal charge over land and buildings at Langley Senior School, Langley Park, Loddon and land and buildings at Langley Pre-Prep and Prep School at Taverham Park, Taverham.

The bank loan is provided up to £5m, all of which had been drawn down at 31 August 2023. The first instalment was paid in August 2021. Interest is on the Company's bank loan at a rate of 2.25% above the base rate with the loan repayable in the year ending 31 August 2025.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**23. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Anthony Arthur Coward Scholarship Fund	413,654	4,944	(2,925)	537	416,210
<b>General funds</b>					
Revenue reserve	5,868,153	12,785,334	(13,100,577)	-	5,552,910
<b>Total Unrestricted funds</b>	<b>6,281,807</b>	<b>12,790,278</b>	<b>(13,103,502)</b>	<b>537</b>	<b>5,969,120</b>

In the prior year, we were privileged to be left a substantial bequest by a donor. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients will join the School in September 2023 and we are looking forward to celebrating their achievements.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**23. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2022 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Anthony Arthur Coward Scholarship Fund	-	-	-	413,654	413,654
<b>General funds</b>					
Revenue reserve	5,808,708	12,538,751	(12,065,652)	(413,654)	5,868,153
<b>Total Unrestricted funds</b>	<b>5,808,708</b>	<b>12,538,751</b>	<b>(12,065,652)</b>	<b>-</b>	<b>6,281,807</b>

**24. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	10,740,951	<b>10,740,951</b>
Intangible fixed assets	22,157	<b>22,157</b>
Fixed asset investments	416,260	<b>416,260</b>
Current assets	5,685,233	<b>5,685,233</b>
Creditors due within one year	(5,643,243)	<b>(5,643,243)</b>
Creditors due in more than one year	(5,252,238)	<b>(5,252,238)</b>
<b>Total</b>	<b>5,969,120</b>	<b>5,969,120</b>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

**24. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	11,069,436	11,069,436
Fixed asset investments	413,704	413,704
Current assets	5,541,064	5,541,064
Creditors due within one year	(5,218,186)	(5,218,186)
Creditors due in more than one year	(5,524,211)	(5,524,211)
	<u>6,281,807</u>	<u>6,281,807</u>
<b>Total</b>	<b><u>6,281,807</u></b>	<b><u>6,281,807</u></b>

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

	<b>Group 2023 £</b>	<i>Group 2022 £</i>
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>(313,224)</b>	473,099
<b>Adjustments for:</b>		
Depreciation charges	<b>588,271</b>	506,833
Amortisation charges	<b>633</b>	-
Interest received	<b>(49,433)</b>	(565)
Interest paid	<b>308,416</b>	199,465
Decrease/(increase) in stocks	<b>3,366</b>	(7,353)
(Increase) in debtors	<b>(190,755)</b>	(295,308)
Increase in creditors	<b>477,111</b>	351,357
Loss on the sale of fixed assets	-	19,784
	<u><b>824,385</b></u>	<u>1,247,312</u>
<b>Net cash provided by operating activities</b>	<b><u>824,385</u></b>	<b><u>1,247,312</u></b>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**26. Analysis of cash and cash equivalents**

	<b>Group 2023 £</b>	<i>Group 2022 £</i>
Cash in hand	<b>1,880,269</b>	1,923,489
Cash held by investment manager	<b>7,113</b>	413,654
<b>Total cash and cash equivalents</b>	<b><u>1,887,382</u></b>	<u>2,337,143</u>

**27. Analysis of changes in net debt**

	<b>At 1 September 2022 £</b>	<b>Cash flows £</b>	<b>Other non- cash changes £</b>	<b>At 31 August 2023 £</b>
Cash at bank and in hand	1,923,489	(43,220)	-	1,880,269
Debt due within 1 year	(149,756)	173,297	(185,173)	(161,632)
Debt due after 1 year	(4,667,939)	-	185,173	(4,482,766)
Finance leases	(554,829)	150,730	-	(404,099)
	<b><u>(3,449,035)</u></b>	<b><u>280,807</u></b>	<b><u>-</u></b>	<b><u>(3,168,228)</u></b>

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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

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**28. Pension commitments**

**Defined contribution pension scheme**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £374,654 (2022 - £140,310). At the balance sheet date, contributions totalling £91 (2022: £36,581) were payable to the fund at the balance sheet date and are included in creditors.

**Teachers' Pension Scheme**

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

The latest valuation of the Teachers' Pension Scheme was carried out as at 31 March 2020. The valuation was published by the Department for Education on 26 October 2023. The key elements of the valuation and subsequent consultation are:

- employer contribution rates currently set at 23.68% of pensionable pay (including a 0.08% administration levy) will increase by 5% on 1 April 2024.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The valuation result is due to be implemented from 1 April 2024.

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

The employer's pension costs paid to TPS in the period amounted to £561,517 (2022: £785,893). Contributions totalling £70,864 (2022: £70,969) were payable at the year end and are included in creditors.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website <https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**29. Operating lease commitments**

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

	<b>Group 2023</b>	<i>Group 2022</i>	<b>Company 2023</b>	<i>Company 2022</i>
	£	£	£	£
Not later than 1 year	<b>243,708</b>	333,838	<b>182,936</b>	185,651
Later than 1 year and not later than 5 years	<b>163,287</b>	453,265	<b>163,287</b>	392,493
	<b>406,995</b>	787,103	<b>346,223</b>	578,144

**30. Related party transactions**

Governors during the period, M Newnham, J H Miller, K Goodby, D Stanbridge and Dr H M Nearney were fee paying parents. Two directors of the subsidiary company, R Buxton and P Cargill, were also fee paying parents during the period. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £405 (2022: £2,888).

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £Nil (2022: £1,350).

During the year costs totalling £7,172 (2022: £Nil) were incurred from Wymondham RFC Trading Limited in respect of hire of pitches and advertising boards.

**31. Principal subsidiaries**

The following was a subsidiary undertaking of the Company:

Subsidiary Name	Langley School Development Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2023	£87,361
Total liabilities as at 31 August 2023	(£87,261)
Total equity as at 31 August 2023	£100
Turnover for the year ended 31 August 2023	£572,725
Expenditure for the year ended 31 August 2023	(£572,725)

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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

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**LANGLEY SCHOOL (1960) LIMITED**  
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**LANGLEY SCHOOL (1960) LIMITED**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2022**

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<b>Trustees</b>	Mr D J Anderson Brown Mr J Barnwell Mr S J Brown Mr J Hook (Resigned 18 March 2022) Mr J H Miller Dr H N Nearney Mr M T Newnham Lt. Col. M A Nicholas MBE DL, Chairman (Resigned 20 March 2023) Mrs C Pain, Vice Chair Mr D Stanbridge, Chairman Mr M J Streatfield (Appointed 18 March 2022) Mr Z A Virgin Dr I Young (Resigned 31 August 2022)
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen Chartered Accountants Statutory Auditors 1st Floor Prospect House Rouen Road Norwich NR1 1RE
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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The Trustees of Langley School present their annual report together with the audited financial statements of the Company and the Group for the year 1 September 2021 to 31 August 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

### **REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960, and is registered with the Charity Commission under charity number 311270, and with the company registration number 00656498. Langley School (1960) Limited governors, executive officers and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are given on page 1.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governors**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1. Details of the members of the governing body of the Charity are shown on page 1.

#### **Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for managing and controlling the School. The full board of Governors meets at least once a term, receiving reports and recommendations from sub-committees, which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day to day running of the school is delegated to the Headmaster, supported by the leadership and management teams and staff. The Headmaster undertakes the key leadership role in overseeing educational, and pastoral functions in consultation with the Chief Operating Officer (COO) for all administrative/operational matters. The day-to-day administration is undertaken in line with the policies and procedures approved by the Governors. The Headmaster, or his representative, attends all Governors' and subcommittee meetings.

There are several sub committees. Each committee is chaired by a Governor.

The Education Committee is the forum for academic discussion in which Governors and staff participate equally. In addition, the Education Committee receives termly reports from the Designated Safeguarding Lead's and annually reviews the School's Safeguarding, Anti-Bullying and Behaviour Policies, along with those more specifically focused around academia.

The Resources Committee has delegated responsibility for overseeing the financial and business management of the School, scrutinising and reporting to the Board on finance, compliance and business performance. The Resources Committee also carries out regular reviews of the major risks to which the School is exposed and annually determines the school's budget. The budget incorporates capital expenditure for the year ahead in line with the school's strategic plans. This Committee is also responsible for discussion in all matters relating to the recruitment and retention of staff, people matters and the running of the School's estate, health and safety and digital infrastructure.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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The Governors gave of their time freely and no remuneration or expenses were paid in the academic year. No Governor or person connected with a Governor received any benefit from means tested bursaries. The Headmaster's and senior staff remuneration is set by the Board, regarding performance, external comparators and benchmarking with similar organisations.

#### Recruitment, induction and training of Governors

New Governors are appointed at a board meeting and confirmed at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, on the basis of the existing board's known skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the board.

The Chairman inducts new Governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and governors can attend relevant training and refresher courses.

The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed where possible in deciding the balance, expertise and number on the governing body.

#### Other Relationships

The furtherance of educational standards and the quality of pastoral care at the School is sustained and improved through participation in, and subscription to, umbrella organisations such as the Society of Heads, Independent Association of Prep Schools, Independent Schools Association and Boarding Schools Association. The School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' Conference and the Independent School's Bursars Association (ISBA).

The School supports the education of children and young adults in the independent and state sector, at every opportunity. Langley School works with local charities and organisations to widen public access to the education and facilities that it provides to optimise usage. This activity is wide ranging, from hosting sporting events within the grounds of the school to invitations to performances and visiting speakers as well as providing transportation for local cluster schools, organisations and charities as often as we are able. Our pupils give back to the community with our House system supporting their nominated charities. In addition, Langley Prep School has a long-standing relationship with Harford Manor School, a school for children with complex learning difficulties.

The Icenian Society (alumni of Langley School, Taverham Hall, Beech Hill, Thorpe House and Langley Prep School) is highly active and working to engage with the Alumni of the School. Icenians regularly come into the Senior School to spend time with students, giving career advice/guidance and sharing their experiences. This relationship provides enormous value to our pupils and is highly valued by all.

The Langley Parents, Teachers and Friends Associations (PTFA) have helped a number of school departments during the last year and held events. During the 2021/22 academic year, the Senior School PTFA disbanded and donated its remaining funds to the school for specific projects which support the School's strategic aims. The Prep School PTFA continue to organise well attended events and work hard to support the Prep School's funding initiatives presented to them at regular meetings.

#### Risk management

The Governors are responsible for managing the risks Langley School faces. They regularly assess the major risks to which the school is exposed and they are satisfied that systems are in place to manage all identified risks, as far as possible. These risks are documented in a Risk Register reviewed and amended at all board meetings and internal management team meetings, as appropriate.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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The Governors view the risks in terms of impact and probability.

The Governors consider the economic and political turbulence of recent years along with the affordability of fees by parents across the independent sector to be a significant risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment in mitigation.

Other key risks include risk to reputation due to adverse publicity, failure to meet the independent school standard regulations, risk of not managing staff and other costs, and failure to meet the financial requirements for capital expenditure and support of means tested bursaries.

Health and Safety is always a significant area for risk management along with, more recently, the impact of the Covid-19 pandemic.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- Langley Leadership Team ("LLT") prepares policies for Governors' approval and implements such policies approved by them.

Each member of the LLT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility. The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks to reduce the likelihood of unwelcome surprises;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, considering how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources and Education Committee's the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Objectives and activities**

**a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

- To equip our pupils with the skills and tools they need to journey into the next stages of their lives, actively demonstrating kindness, confidence (with humility) curiosity and integrity.
- To develop happy and resilient young people – adaptable to an ever-changing and demanding world.
- To provide a knowledge and skills rich curriculum with aspirational teaching to nurture enthusiastic and confident learners.
- To nurture and support each and every individual member of our community, focusing on wellbeing and positive mental health.
- To provide an exceptional a co-curricular programme to broaden pupils' experience and opportunity.

The Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

**Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the school's pupils out of unrestricted funds was £1,954,451 (2021: £2,575,561) and £nil from restricted funds (2021: £36,069). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from restricted funds are, of course, subject to the conditions applied by the original donor.

The Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During each year Langley School operates a number of schemes that benefit local state children. For example:

- Masterclasses for pupils.
- The sharing of sports facilities, for example cluster schools' cross country, hosted at both sites.
- Hosted cluster primary cross-country championships and prep and primary athletics events.

Many local sports clubs use the school facilities at Loddon and Taverham, benefitting thousands of adults and children across the county focused on a variety of sporting disciplines. These include:

**Sports Hall at Langley Prep**

Aylsham St Giles	NCYFL	Norfolk United Netball Club
England Netball Youth Camp	Norfolk County Cricket Club	Old Catton Cricket Club
Fakenham Cricket Club	Norfolk Cricket Board (NCB)	Red Mist Cricket
Great Witchingham Cricket Club	Norfolk Hockey Association	Rockland Cricket Club
Hethersett and Tas Valley Cricket Club	Norfolk Seniors	Sprowston Cricket Club
Horsford Cricket Club	Norwich City Hockey Club	Vauxhall Mallards
Mattishall Cricket Club	Norwich Cricket Club	Zumba with Becks

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Objectives and activities (continued)**

Swimming Pool at Langley Prep

Cringleford Scouts	Little Bobbers	Rooted in Nature
Dereham Canoe Club	Manor Adventure	Taverham Guides
Dereham Otters	Mermaid Discovery	UEA – Kayak
Eagle Canoe Club	Norwich Penguins	UEA Rowing
Swim with Julie	OSS Lesiure	Wensum Ospreys

Astroturf at Langley Senior

Beccles Hockey Club	Carrow Hockey	Mavericks Netball
Beccles Rugby Club	Loddon Hockey Club	Norwich RUFC

LSS Sports Hall

Ashby St. Mary Cricket Club	Harleston Magpies	Stricker Cricket and Brooke Ladies
Brooke Cricket Club	Mike Jones Cricket	Topcroft Cricket Club
Bungay Ladies Football Club	Norfolk United Netball Club	Trowse Netball Club
Hales Cricket		

Usage of the School's extensive facilities by the above clubs/groups took place outside of normal school operating hours.

To further broaden the School's reach and public benefit the Nelson Scholarship has been developed to offer a fully funded place to attend Langley as a day pupil in the Sixth Form each year. To give additional benefit to the recipient, local organisation, Nelsonspirit, works with the School to develop key leadership skills in our young people. The first recipient was assessed in line with the School's values and began their Langley journey in September 2022.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**b. Aims and intended impact**

It is the Governors' policy for both our Prep and Senior School to attain the highest academic levels, in addition to providing a co-curricular programme which aims to develop lifelong leisure interests and help build self-confidence and a desire to contribute to the community.

**c. Objectives for the year**

Langley School's main objective this year was to continue to provide the best education and care for all pupils. There continues to be a significant emphasis on our pupils' mental health, well-being and general happiness – happy children learn and flourish.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Objectives and activities (continued)**

**d. Strategies to achieve the year's objectives**

Academic foundation

- The school continues its work to build upon a strong academic foundation; high quality classroom practice remained paramount.
- Teachers receive tailored inset with a focus on evidence based best practice on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with a seven pupils applying for either Oxford or Cambridge Universities.

Boarding

- Boarding at the senior school continues to be a key area of Langley life, with the range of flexi, weekly and full boarding options available. Pupils/students come from all over the world, which enhances the inclusive cultural life of the school.

**e. Principal activities of the year**

The principal activity of the Charity is the provision of education to boys and girls.

The combined School closed the year with 762 students (2021: 770). Boarding numbers were 53 by July 2022 (2021: 66).

**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Legacy income**

We were privileged to be left a substantial bequest by a donor during this academic year. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients will join the School in September 2023 and we are looking forward to celebrating their achievements.

**b. Operational performance of the School**

This academic year continued to be impacted by some Covid restrictions, with 'Plan B' being reviewed in January 2022 where face masks continued to be worn in School. Restrictions were finally lifted late in the Lent Term. Year groups were no longer taught in 'bubbles' and we were expected to now learn to live with Covid.

No inspections took place at the Prep School during this academic year. The Independent School's Inspectorate (ISI) returned to our Senior School site to complete a progress monitoring inspection, following the identified failure to meet the required standards in four areas around behaviour and impact of the RSE curriculum in the previous academic year. The school received extremely positive feedback following this inspection which resulted in all standards being met.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Senior School**

**Academic**

At A Level our A\*/A was 30.5% and A\*-C was 78.8%. 84% of the Upper Sixth cohort applied to University, 76% of students who applied gained a place at their first choice University. 21% of the students gained a place at a Russell Group University.

The Extended Project Qualification (EPQ) continues to evolve, continuing to support students' academic profiles, with the addition of the taught skills programme, delivering a fully rounded course of research and project management opportunities to a diverse and inclusive student base. With the newly developed taught skills, students have the chance to develop an aptitude for lifelong learning enabling them to develop into the world of work and beyond. In addition, the first artefact EPQs are now well underway, giving further opportunities for our sixth formers and enriching their experience.

At GCSE, Level 9 grades were 6.2%, 9-7 Level were 30.4% and 9-4 Level were 92%. 92.3% of pupils achieved 5 grades at level 9-4. GCSE English at 9-4 was 95% and GCSE Maths at 9-4 was 87%. English and Maths combined at Level 9-4 was 83.3%.

Cohort intervention was implemented for Year 11 and U6 students following their mock results. In addition to this departments ran lunch time, activity and holiday sessions to support in their subjects.

National Biology Olympiad results Ellen C got Highly Commended, Tom L; Commended. In the Intermediate Biology Olympiad Will C received a bronze award. Senior Maths Challenge also produced some good results with 1 Gold, 1 Silver and 6 Bronze awards being made.

We had two Sixth Form Oxbridge Scholars we also had two Medical students.

BTEC and other level 3 qualifications: 33% Distinction\*, 44% Distinction and 22% Merits, resulting in 100% Distinction\* to Merit grades.

**c. Co-Curricular Activities**

Since the start of the academic year, co-curricular events have returned to normal – fixtures, performances, UK school trips. Sadly, a spike in Covid-19 cases in the late autumn meant that the Cathedral Carol Service was postponed. Throughout the last 12 months, staff have done an amazing job of adapting to restrictions whilst still enhancing the experience for the pupils.

**Music**

It has been wonderful to be able to bring back many of our music events this year. House Music was the first major one since 2018. Seeing the whole school together supporting one another was incredible and very emotional for staff and students. Adapting to the Covid restrictions that we faced during the Michaelmas Term, the Carol Service could not take place at Norwich Cathedral; however, it was still able to go ahead at school with the senior school pupils gathering at the front of the main hall to sing carols and listen to readings.

Matilda was the highlight of the year, working with the Drama department to produce a show we are all incredibly proud of. It was hard work, with lots of late nights, but was worth it for our exceptionally talented pupils. The week of the show was a joy and great fun as was seeing our cast members bond and become a team to make the show a success.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Pupils from the Prep and Senior School came together to sing as a whole school choir at the Royal Norfolk Show in June. This was a wonderful opportunity for our Pre-Prep, Prep and Senior School to join together and perform in a public arena.

**Drama**

It has been a successful return to normal for Drama this year. This is the first year for our Head of Drama where usual Drama activities have been a possibility. All have enjoyed the freedom to visit the theatre and welcome parents and our wider community into our performance spaces to showcase our children's work. The highlight was the first soiree, where we opened the Drama studio doors for the first time since I have been at the helm, to parents and friends of our Year 11 Drama pupils.

Trips were arranged by our Drama department to Norwich Playhouse to see 'Fantastically Great Women who Changed the World', Norwich Theatre Royal to see 'Magic Goes Wrong' and The Curious Incident of the Dog in the Night-time'. All were very well received following an extended period without access to group performances.

LAMDA continued to be a popular option for pupils with the teacher delivering quickly becoming 'fully booked' with students.

**Sport**

With changes in department structure and sport bouncing back from the disruption of the pandemic, we have enjoyed a transitional year of sport at school as we embark on a new vision for sport that will move forward with the overall strategy for the school. A 'sport for all' model aims to encourage pupils to engage in a wide variety of physical activities, whilst still adhering to our traditional focus sports. Sport is now being used as a vehicle for physical and social development and encourages a space to 'create good human beings' that will continue with their sporting pursuits long after they leave Langley. The model is based on the foundations of participation, perseverance, and progress.

**Hockey**

We welcomed Catriona MacIver into the head of hockey role, who continues to play and coach at Harleston Magpies HC. In the girls' term, we continued to run 2 teams at senior level with over 30 girls participating in fixtures. The 1st XI had a mixed season with a young squad, but we hope that this will be a good foundation for the coming years. Our U16 and U14 teams were both represented at the Tier 3 regional tournaments taking on some of the top schools in the East of England. With the increased number of girls in Year 7 and 8 we have run A and B teams in both U12 and U13 age groups, with over 20 girls playing a competitive game of hockey for the first time. We also successfully hosted a few of the county tournaments here at school. On the boys' side, more than 30 boys picked up a stick for the first time at U12 and U13 age groups and for the first time ever we fielded 2 teams at senior level consistently across the season. We have also experienced the first 1st XI victory in over 8 years after the dominance of football and rugby in recent years. We have 8 pupils playing county hockey and some pupils playing club hockey in the area. Most notably, 6th form students Honey L, Emily L, Joe W and Jonty B are all playing regional league hockey with Harleston Magpies and Norwich City. Jonty is playing 1st XI at Norwich and the team has been promoted to the National League for next season. He was also ranked 5th at the Bury Performance Centre in the England Hockey Single System and was a non-travelling reserve for Futures Cup.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Rugby**

Sam Lockwood joined us as head of rugby following a successful professional career at Newcastle Falcons, shortly following his appointment he was joined by Jonny Wheeler who comes with a wealth of school and club rugby experience and a PhD research background in youth rugby development. A young and inexperienced 1st XV progressed through the early stages of the National Bowl competition. We are looking to introduce some touch fixtures and some Rugby 7s for girls. We were finalists in 3 out of 4 county 7s competitions and the U14s were crowned champions. We were also delighted to host our National U15 Rugby festival again in which 13 teams participated. Newcomers Wellington College went on to win the coveted Saville Cup and already have plans to come back and defend it in 2022. We have 2 students in the Leicester Tigers academy programme and former pupil George L has just been called up to the England U18 Squad. We are also actively engaged with recent Icenian, Simone Panella, in some world leading research into concussion and head injury prevention as a part of his studies at Brunel Business School and his Dyamotech start-up.

**Netball**

Icenian, Shana Potgieter has joined the Netball coaching team and brings a wealth of National League and Super League playing and coaching experience, as well as providing a nice connection to Netball's past here at Langley. The fixture card is bigger than ever and as well as our traditional block fixtures, Vanessa Mallows, head of Netball, has entered many of the age groups into the local school leagues. On court we have had some of our highest finishes in the county rounds of the National Cup at 1VII and U15s and a Covid-struck 1VII came within 2 points of victory against a Norwich High School team who progressed to regionals with the game finishing 37-35. Lower down, our U12s and U13s have been putting in some great performances and picking up some wins in the league as they get to grips with Netball as a new sport for them. A real highlight of the programme and evidence of the new culture in action has been one of our L6 students who came to school in Y9 as a 'sport avoider' and has played a handful of 3VII fixtures and is now one of the first players on the court on a Tuesday afternoon.

**Langley Football Academy (LFA)**

Jordan King has joined us as a full-time coach on the LFA programme and on Games afternoons. Teams continue to do well in the County and National Cup competitions. Still to be played, the U16s have reached the -final of the county cup with the U13s and U18s in the semi-final of their respective competitions. Whilst the U13s lost out in the quarterfinals of the National Cup, the U14s have reached the semi-final of the same competition. Our U13 team takes advantage of having players from the prep and senior school to improve our through-school approach, and those pupils will join the senior school in Y9. We have also had, for the first time, 5 girls representing the football teams in the cup competitions, across the U13 and U14 teams. We are hoping to get an U14 girls fixture before the end of the school year. On an individual level, LFA graduate Matt W signed a professional contract with Ipswich Town, Waylon R (Y11) was selected into the England U16 squad and Jack R was selected to the Wales U14 squad. The U18s recently won the Society of Heads national cup in a thrilling 7-3 win in the final against Cokethorpe School from Oxfordshire.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Cricket**

We have opened our first full season of cricket since the pandemic with a girls 1XV for the first time in Langley history. They followed up with their 1st win against Norwich School a week later. The boys' 1st XI recorded excellent wins against the local independent opposition, with Will being the top scorer. We have had fixtures for boys and girls across all age groups and the county competitions start in the coming week. In the shortened season last summer, we hosted our first blocks of girls' fixtures at U13, U15 and 1XI and on the boys' side our U12s and U13s both made the semi-finals of the County Cup, beating some particularly good schools along the way. Oliver M, Megan S, George A, James A, Billy K, Joe W and May D have all been selected to play for Norfolk. May is also in the Sunrisers Regional Development Squad and was nominated as the Norfolk Women's Player of the Year following an excellent season with the bat. Mike Jones, head of cricket has also represented England O35s at the Indoor World Cup and is a coach for the Serbian National Cricket team.

**Cross Country/Athletics**

We have successfully hosted 3 major Cross-Country events for the Hobart Primary Cluster, the South Norfolk School Games Partnership and the Norfolk Schools County Cross Country. Each time there have been over 400 pupils on site making use of our wonderful grounds. Back in the summer, L6 student Ellen C represented the school at the English Schools Finals in Shot Putt and came a brilliant 7th in the senior girls' event. She hopes to finish higher than that in 2022. The athletics season gets under way on May 10th with over 50 pupils from Y7-10 taking part in the Track and Field Cup team event.

**Equestrian**

We have re-established the Equestrian team and we are delighted to be one of the most successful teams in Norfolk with individuals and teams making National Finals in multiple disciplines. We have our less experienced riders qualified as a team to the Champions Plate at Hickstead and represent them at the Keysoe and Hickstead National Championships for individuals and teams across all jumping heights. Our team is another example of the through school approach with pupils from prep and senior school making up the team. Riders qualifying for National Finals are Connie C, Sophie M, Grace S, Evie B-S, Archie K, Harriet D and Daisy P.

**Duke of Edinburgh Award**

Duke of Edinburgh continues to gather pace. Bronze and Silver are now firmly embedded in the yearly timetable and programme. Three pupils completed Gold award and 24 pupils nearly completed Silver. Thirty of our year 9 pupils are now in a good position to complete their Bronze Award.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Combined Cadet Force (CCF)**

A good and busy year for the CCF trying to get back to normal after the pandemic and lock downs. Following an excellent CCF summer camp in July where cadets undertook Skill at Arms (SAA) training on day 1 before deploying on an overnight exercise to Stanta which involved blank firing and fire and manoeuvre, ambushes and section attacks. The final day of the camp was spent at school on a ranges day. This involved Archery, Air Rifle shooting, .22 shooting in the school range and a paintball lane. Many year 10s who re-joined the CCF as junior NCOs have been a boost to the contingent and their personal leadership skills, which will benefit the CCF contingent and the school in the coming years.

A further 47 cadets attended a tri service advanced fieldcraft camp at STANTA in the Lent Term. The cadets were accommodated in West Tofts camp and spent the first day and half being taught their Skill at Arms for the cadet GP rifle and passing their Weapon handling test, prior to moving into the field on the Saturday. All cadets fired blank rounds from various positions and took part in a "snap ambush" following a section attack demonstration.

In March, 79 cadets and staff attended the annual adventurous training camp at Okehampton Camp on the edge of Dartmoor. 24 cadets undertook their DofE Silver practice expedition in the local area whilst the year 9 cadets spent time on a range of adventurous training activities at the Adventure Okehampton AT centre. These activities included; rock climbing, abseiling from the Meldon Viaduct (approx. 50m), kayaking, rafting, gorge scrambling, mountain biking on the Granite Way and more advanced groups biked on the trails and up on Dartmoor.

**Enrichment Activities**

Enrichment activities at our Senior School are vast, with all pupils/students from Year 6 to Upper Sixth taking part. During this academic year, these have included everything from shooting, kayaking, photography, production rehearsals, chess, table tennis, scholars' programmes, drone flying, esports to knitting and crocheting. The enrichment programme continues to be diverse and is enjoyed by all.

**d. Achievements and Performance Langley Prep School**

The academic profile of the school remains stable with a mixed ability intake including 30% of pupils with either a SEND diagnosis or on the SEND monitoring list and 48% of children identified as having High Learning Potential in a range of areas (academia, sport, music, art, drama, DT...). Overall, pupils continue to operate slightly above the national average. The majority of senior pupils transition to the senior school at the end of Year 8. The continued focus on soft skills within the curriculum remains a feature. This helps to prepare pupils for the next stages of their education and for life in the working environment. There is a focus on the wellbeing of pupils and staff with a committee to look at provision for all. Most of the teaching staff hold the mental health first aider awards which support the work of the school wellbeing dog. Learning outside the classroom continues to be a feature of the curriculum, which is supported by the school's extensive grounds.

An outstanding production of Jack and the Beanstalk, and the Flour Babies took place for the senior pupils with their drama, which was enjoyed by large audiences over several evenings. These support the weekly drama lessons, LAMDA lessons and after school hobbies. The school has several different choirs for pupils. The choirs perform at events like Remembrance Service, Open Day and during school assemblies. Music is supported by an experienced team of peripatetic staff offering a wide range of musical instruments.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

The provision for sport continues to be a feature. The U11 girls were crowned county champions for hockey with many pupils also representing local clubs at the weekends. Throughout the year, pupils across all age groups took part in over 300 fixtures against other schools. The school continues to offer its grounds for local primary school and high schools to use as a venue for cross-country running. The school has increased its links with other schools within Taverham to take part in sporting fixtures. The upgrade of the indoor swimming pool has enabled all the pupils to swim during their weekly lessons. The pool is also used by a number of external groups and schools. The school had success with cricket: the U11 boys were county champions and the U11 girls won the East IAPS cricket finals. There was success in the national Prep Schools' Athletics with several pupils achieving medals.

The PTFA organised a first-class bonfire event, an impressive Christmas fair and links with the parental community are very evident with the Parents' Forum Group who meet termly with the deputy head to discuss common themes and areas requiring greater clarification. The involvement of parents within the school enhances the community feel. Community links remain strong with the links with both Harford Manor, a school for children with complex learning needs, and further links with a local care home.

**Achievements and Performance Langley Pre-Prep & Nursery**

Throughout the Pre-Prep expectations and standards have remained consistently high. Children are regularly assessed both formally and informally to ascertain levels in all areas so that planning can be in place for individual needs. Children with specific learning difficulties are supported within the classroom under observation and guidance from the Learning Support Department, if needed.

Children and staff wellbeing is at the heart of everything we do. We follow the growth mindset philosophy effectively with the children from the start of their time in the Nursery and Pre-Prep, introducing them to characters who display the soft skill traits that we want them to develop and these are modelled and encouraged throughout all areas of school life. We have in place an effective support structure in the form of regular staff meetings, regular opportunities to meet with team leaders, appraisal and supervision.

Our Mental Health First Aider, Mrs Janine Daws, does an outstanding job supporting both staff and children on an individual basis or within small groups as required. This year we have added a Time for You Room to the Pre-Prep so that Mrs Daws has a room to work with the children; this is working extremely well. We also continue to educate the children through our PDE programme and through assemblies to help them to understand and develop strategies to support their mental wellbeing and their understanding of healthy relationships.

In September 2021, we opened a new Pre-Prep class, a Pre-Reception class taught by a qualified teacher for children continuing their journey through the school from the Nursery or other Nursery schools. This Transition class has been hugely successful, and the children have all settled beautifully and are making excellent progress in all areas of their early learning goals. Parents of those children who moved into Reception from the Transition class were complimentary in how this prepared them for their journey through the school; the transition was seamless.

In January 2022 we opened a baby room, extending our current Nursery provision so that we are able to take children from the age of 6 months to 4 years all year round therefore offering consistency of care for the children and a first class start to their Langley journey. This quickly became extremely popular and the demand continues through visits and open mornings.

We continue to undertake preparation and performance of our usual nativity plays for Nursery and Pre- Prep, Year 2 French Breakfast, Year 1 pantomime and a carol service.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Pre-Prep is well supported by the PTFA, and the Head of Pre-Prep attends frequent meetings with the committee and is actively engaged in helping raise funds for the School. The children in Pre-Prep and Nursery recently put together their own bid as part of the School Council for a climbing wall; the PTFA helped to fund this along with fund raising activities run by the children. They are proud of their new addition in the playground along with the developments of the garden area near the DT block the children are planning for.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

The School reported a surplus for the year of £52,000, (2021: deficit £439,123).

The financial performance of the School was affected in the year by the continuing impact of Covid.

Income grew in this academic with a small increase on fees levied to parents. We experienced a slight reduction of pupil numbers across the School, due to the financial impacts felt by some due to Covid. Bursaries and scholarships were well publicised and managed with appropriate financial awards made to families.

The school allowed a higher number of exceptional discounts in 2021 as a result of Covid – awarding £nil in 2022 and £456,404 in 2021. The corresponding grant claimed through the CJRS was £nil compared to £306,536 in 2021, representing the end of the furlough scheme.

**b. Reserves policy**

Note 21 to the financial statements shows the assets and liabilities attributable to the various funds by type. Note 20 summarises the year's movements on each fund. At 31 August 2022 unrestricted funds amounted to £5,860,708 (2021 £5,808,708) with tangible assets amounting to £11,061,991 (2021: £10,633,228) resulting in no free reserves (2021: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely. The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

**c. Going concern**

Note 1.3 to the financial statements describes the process which was considered by the Trustees regarding the appropriateness of going concern basis, and notes 18 & 19, highlights the repayment schedule of the current bank loan. Whilst the terms of the loan allow for the bank to enforce immediate repayment of the loan, due to regular communications the trustees are confident that this will not be enforced, and therefore the trustees consider there is no material uncertainty around going concern, and the accounts are prepared on a going concern basis.

**d. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**e. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- to complete the strategic review and to update the School Development Plan;
- to continue to build and improve on pastoral and welfare care;
- to raise standards of achievement across all year groups;
- to continue to upgrade facilities across all areas
- to maintain appropriate pupil/teacher ratios which we believe gives the necessary time for developing both academic and wider skills;
- to continue to build and encourage community access to the school's facilities

**Information on fundraising practises**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third party fundraisers acting on its behalf.
- The Charity is not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

**Employee involvement and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Governors via the Resources Committee.

The School has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Health & safety policy

In accordance with the School's equal opportunities policy, the School has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's HR Team.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

The auditors, Larking Gowen, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



**Mr D Stanbridge**  
Chair of Trustees

Date: 27 June 2023

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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

Due to the field in which the Charity operates, we identified areas most likely to have a direct material impact on the financial statements as compliance with accounting standards, including Charities SORP (FRS 102) and charity law. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the Charity's ability to operate, including safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Charity's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management and the Trustees about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Reviewing legal and professional fees to confirm matters where the Charity engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Reviewing board and finance committee meeting minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness and evaluating the business rationale of any significant transactions outside the normal course of business.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Larking Gowen LLP*

**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of

**Larking Gowen**

Chartered Accountants

Statutory Auditors

1st Floor Prospect House

Rouen Road

Norwich

NR1 1RE

Date: 28 June 2023

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>				
Donations and legacies	4	413,654	413,654	-
Charitable activities		10,776,514	10,776,514	9,615,462
Other trading activities	5	466,508	466,508	440,191
Other income	6	882,075	882,075	835,135
<b>Total income</b>		<u>12,538,751</u>	<u>12,538,751</u>	<u>10,890,788</u>
<b>Expenditure on:</b>				
Raising funds	7	554,796	554,796	602,537
Charitable activities	8	11,301,079	11,301,079	10,727,374
Other expenditure	9	209,777	209,777	-
<b>Total expenditure</b>		<u>12,065,652</u>	<u>12,065,652</u>	<u>11,329,911</u>
<b>Net movement in funds</b>		<u>473,099</u>	<u>473,099</u>	<u>(439,123)</u>
<b>Reconciliation of funds:</b>				
Total funds brought forward		5,808,708	5,808,708	6,247,831
Net movement in funds		473,099	473,099	(439,123)
<b>Total funds carried forward</b>		<u>6,281,807</u>	<u>6,281,807</u>	<u>5,808,708</u>

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

The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	14	11,069,436	10,633,228
Investments	15	413,704	50
		11,483,140	10,633,278
<b>Current assets</b>			
Stocks	16	47,356	40,003
Debtors	17	3,570,219	3,274,911
Cash at bank and in hand		1,923,489	1,995,050
		5,541,064	5,309,964
Creditors: amounts falling due within one year	18	(5,218,186)	(4,762,673)
<b>Net current assets</b>		<b>322,878</b>	<b>547,291</b>
<b>Total assets less current liabilities</b>		<b>11,806,018</b>	<b>11,180,569</b>
Creditors: amounts falling due after more than one year	19	(5,524,211)	(5,371,861)
<b>Total net assets</b>		<b>6,281,807</b>	<b>5,808,708</b>
<b>Charity funds</b>			
Unrestricted funds	20	6,281,807	5,808,708
<b>Total funds</b>		<b>6,281,807</b>	<b>5,808,708</b>

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

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

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 27 June 2023



**Mr D J Anderson Brown**  
 (Trustee)



The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 AUGUST 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	14	11,057,295	10,612,677
Investments	15	413,804	150
		11,471,099	10,612,827
<b>Current assets</b>			
Stocks	16	46,206	36,305
Debtors	17	3,569,338	3,241,984
Cash at bank and in hand		1,901,743	1,984,888
		5,517,287	5,263,177
Creditors: amounts falling due within one year	18	(5,180,184)	(4,693,251)
<b>Net current assets</b>		<b>337,103</b>	<b>569,926</b>
<b>Total assets less current liabilities</b>		<b>11,808,202</b>	<b>11,182,753</b>
Creditors: amounts falling due after more than one year	19	(5,524,211)	(5,371,861)
<b>Total net assets</b>		<b>6,283,991</b>	<b>5,810,892</b>
<b>Charity funds</b>			
Unrestricted funds	20	6,283,991	5,810,892
<b>Total funds</b>		<b>6,283,991</b>	<b>5,810,892</b>

The Company's net movement in funds for the year was £473,099 (2021 - £(439,623)).

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

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

**Mr D Stanbridge**  
 (Chair of Trustees)  
 Date: 27 June 2023



**Mr D J Anderson Brown**  
 (Trustee)



The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<i>£</i>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>836,763</b>	<i>(156,705)</i>
<b>Cash flows from investing activities</b>		
Proceeds from the sale of tangible fixed assets	<b>3,000</b>	<i>15,700</i>
Purchase of tangible fixed assets	<b>(968,930)</b>	<i>(187,659)</i>
Interest received	<b>565</b>	<i>16,068</i>
<b>Net cash used in investing activities</b>	<b>(965,365)</b>	<i>(155,891)</i>
<b>Cash flows from financing activities</b>		
Cash inflows from new borrowing	<b>-</b>	<i>600,000</i>
Repayments of borrowing	<b>(160,420)</b>	<i>(22,715)</i>
New finance leases	<b>574,972</b>	<i>137,903</i>
Repayments of finance leases	<b>(158,046)</b>	<i>(45,927)</i>
Interest paid	<b>(199,465)</b>	<i>(63)</i>
<b>Net cash provided by financing activities</b>	<b>57,041</b>	<i>669,198</i>
<b>Change in cash and cash equivalents in the year</b>	<b>(71,561)</b>	<i>356,602</i>
Cash and cash equivalents at the beginning of the year	<b>1,995,050</b>	<i>1,638,448</i>
<b>Cash and cash equivalents at the end of the year</b>	<b>1,923,489</b>	<i>1,995,050</i>

The notes on pages 25 to 48 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

**1.3 Going concern**

The Governors have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approving these financial statements. The Governors consider that the budgeted income and expenditure and agreed banking facilities is sufficient with the level of unrestricted reserves for Langley School (1960) Limited to be able to meet its liabilities as they fall due. For this reason the Governors consider it is appropriate for the financial statements to continue being prepared on a going concern basis.

As part of this review the Governors considered the bank loan (see notes 18 & 19) which is subject to covenant tests. The school financial reporting has highlighted an expected breach of one of these covenant tests on 31 August 2023. The trustees have confidence that the bank will not enforce its right for immediate repayment of the loan. This conclusion has been reached because, whilst the covenant cannot be formally waived at this stage, in communication with the bank they have shown willingness to do.

For this reason, the Governors consider it is appropriate for the financial statements to continue being prepared on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. Accounting policies (continued)**

**1.4 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

**1.5 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. Accounting policies (continued)**

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

**1.7 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.9 Taxation**

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

**1.10 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- 2% Straight line
Plant and machinery	- 25% Straight line
Fixtures and fittings	- 20% & 25% Straight line

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. Accounting policies (continued)**

**1.11 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

Investments held as fixed assets are shown at cost less provision for impairment.

**1.12 Stocks**

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

**1.13 Debtors**

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

**1.14 Cash at bank and in hand**

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

**1.15 Liabilities and provisions**

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

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

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

**1.16 Financial instruments**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. Accounting policies (continued)**

**1.17 Operating leases**

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

**1.18 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff. Contributions to the pension scheme are charged to the company's income and expenditure account when payable

**1.19 Fund accounting**

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the tangible fixed assets and note 1.10 for the depreciation rates applied for each class of assets

Impairment of fee debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 16 for the net carrying amount of the debtors.

**3. Income from charitable activities**

	2022 £	2021 £
Gross Fees	12,445,887	11,857,601
Less: bursaries and discounts	(1,954,451)	(2,575,561)
Add: bursaries and discounts paid from restricted funds	-	36,069
	<hr/> 10,491,436	<hr/> 9,318,109
Registration and other tuition fees	242,200	297,353
	<hr/> 10,733,636	<hr/> 9,615,462
	<hr/> <hr/>	<hr/> <hr/>

Fee discounts and bursaries costs include an exceptional amount of £Nil (2021 - £456,404) in respect of the Governors special Covid discount awarded.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**4. Income from donations and legacies**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Legacies	413,654	<b>413,654</b>	-

We were privileged to be left a substantial bequest by a donor during this academic year. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients will join the School in September 2023 and we are looking forward to celebrating their achievements.

**5. Charity trading income**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
School transport	466,508	<b>466,508</b>	440,191

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**6. Other incoming resources**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Bank interest receivable	5,337	<b>5,337</b>	16,068
Lettings and catering	876,738	<b>876,738</b>	512,531
Coronavirus Job Retention Scheme income	-	-	306,536
<b>Total 2022</b>	<u>882,075</u>	<u><b>882,075</b></u>	<u>835,135</u>

During the prior year, the School received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding receivable in the prior period represented the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

**7. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Direct costs	300,783	<b>300,783</b>	309,616
Staff costs	254,013	<b>254,013</b>	292,921
<b>Total 2022</b>	<u>554,796</u>	<u><b>554,796</b></u>	<u>602,537</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2022 £</b>	<b>Total 2022 £</b>	<i>Total 2021 £</i>
Charitable activities	11,301,079	<b>11,301,079</b>	10,727,374

**Summary by expenditure type**

	<b>Staff costs 2022 £</b>	<b>Depreciation 2022 £</b>	<b>Other costs 2022 £</b>	<b>Total 2022 £</b>
Charitable activities	8,237,221	481,554	2,582,304	<b>11,301,079</b>

	<i>Staff costs 2021 £</i>	<i>Depreciation 2021 £</i>	<i>Other costs 2021 £</i>	<i>Total 2021 £</i>
Charitable activities	8,336,118	384,146	2,007,110	10,727,374

**9. Other expenditure**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Swimming pool refurbishment	209,777	<b>209,777</b>	-

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**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Direct costs	11,301,079	<b>11,301,079</b>	<i>10,727,374</i>

**Analysis of direct costs**

	<b>Activities 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Wages (incl NI & Pension)	8,237,221	<b>8,237,221</b>	<i>8,336,118</i>
Depreciation	481,554	<b>481,554</b>	<i>384,146</i>
Property costs	904,776	<b>904,776</b>	<i>866,325</i>
Catering	338,476	<b>338,476</b>	<i>243,148</i>
IT and communications	233,288	<b>233,288</b>	<i>230,961</i>
Insurance	130,601	<b>130,601</b>	<i>110,916</i>
Marketing	111,942	<b>111,942</b>	<i>95,915</i>
Professional fees	114,512	<b>114,512</b>	<i>159,035</i>
Finance costs	3,859	<b>3,859</b>	<i>3,629</i>
Loan interest	199,465	<b>199,465</b>	<i>79,191</i>
Sundry	79,943	<b>79,943</b>	<i>79,248</i>
(Profit)/Loss on disposal of fixed assets	19,784	<b>19,784</b>	<i>(15,700)</i>
Other educational costs	445,658	<b>445,658</b>	<i>154,442</i>
<b>Total 2022</b>	<b>11,301,079</b>	<b>11,301,079</b>	<i>10,727,374</i>

**11. Auditors' remuneration**

	<b>2022 £</b>	<i>2021 £</i>
For the audit of the Company's annual accounts	<b>40,000</b>	<i>37,000</i>
For all non-audit services not included above	<b>3,250</b>	<i>3,000</i>

**LANGLEY SCHOOL (1960) LIMITED**  
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**12. Staff costs**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Wages and salaries	<b>6,980,220</b>	7,065,275	<b>6,726,207</b>	6,772,354
Social security costs	<b>584,811</b>	591,972	<b>584,811</b>	591,972
Contribution to defined contribution pension schemes	<b>926,203</b>	971,792	<b>926,203</b>	971,792
	<b>8,491,234</b>	8,629,039	<b>8,237,221</b>	8,336,118

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

<b>Group 2022 No.</b>	<i>Group 2021 No.</i>
<b>260</b>	263

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

	<b>Group 2022 No.</b>	<i>Group 2021 No.</i>
In the band £60,001 - £70,000	<b>2</b>	1
In the band £70,001 - £80,000	<b>1</b>	-
In the band £90,001 - £100,000	<b>1</b>	1
In the band £110,001 - £120,000	<b>-</b>	1
In the band £140,001 - £150,000	<b>1</b>	-

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Staff costs (continued)**

Employers' pension contributions in respect of the employees whose employee benefits (excluding employer pension costs) exceeded £60,000 were:

	<b>Group 2022 £</b>	<i>Group 2021 £</i>
In the band £60,001 - £70,000	<b>29,152</b>	2,933
In the band £70,001 - £80,000	<b>8,000</b>	-
In the band £90,001 - £100,000	<b>24,704</b>	24,704
In the band £110,001 - £120,000	-	28,076
In the band £140,001 - £150,000	<b>34,500</b>	-

Key management is considered to be the trustees (who are not remunerated), the two headteachers and the School's senior leadership team. They received remuneration (including employers' NIC and pension) of £1,142,602 (2021: £964,623).

Staff costs include £88,971 (2021: £152,124) in respect of redundancy and termination payments.

**13. Trustees' remuneration and expenses**

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**14. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2021	13,057,211	402,751	3,675,054	17,135,016
Additions	33,092	39,621	893,112	965,825
Disposals	-	-	(156,234)	(156,234)
At 31 August 2022	<u>13,090,303</u>	<u>442,372</u>	<u>4,411,932</u>	<u>17,944,607</u>
<b>Depreciation</b>				
At 1 September 2021	2,767,515	252,310	3,481,963	6,501,788
Charge for the year	272,998	9,174	224,661	506,833
On disposals	-	-	(133,450)	(133,450)
At 31 August 2022	<u>3,040,513</u>	<u>261,484</u>	<u>3,573,174</u>	<u>6,875,171</u>
<b>Net book value</b>				
At 31 August 2022	<u><u>10,049,790</u></u>	<u><u>180,888</u></u>	<u><u>838,758</u></u>	<u><u>11,069,436</u></u>
At 31 August 2021	<u><u>10,289,696</u></u>	<u><u>150,441</u></u>	<u><u>193,091</u></u>	<u><u>10,633,228</u></u>

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**14. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2021	13,057,211	371,550	3,675,054	17,103,815
Additions	33,092	39,621	893,112	965,825
Disposals	-	-	(156,234)	(156,234)
At 31 August 2022	<u>13,090,303</u>	<u>411,171</u>	<u>4,411,932</u>	<u>17,913,406</u>
<b>Depreciation</b>				
At 1 September 2021	2,767,515	241,660	3,481,963	6,491,138
Charge for the year	272,998	764	224,661	498,423
On disposals	-	-	(133,450)	(133,450)
At 31 August 2022	<u>3,040,513</u>	<u>242,424</u>	<u>3,573,174</u>	<u>6,856,111</u>
<b>Net book value</b>				
At 31 August 2022	<u><u>10,049,790</u></u>	<u><u>168,747</u></u>	<u><u>838,758</u></u>	<u><u>11,057,295</u></u>
At 31 August 2021	<u><u>10,289,696</u></u>	<u><u>129,890</u></u>	<u><u>193,091</u></u>	<u><u>10,612,677</u></u>

The total net book value of the Group and Company's assets held under finance lease and hire purchase was £573,006 (2021: £137,903).

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**15. Fixed asset investments**

<b>Group</b>	<b>Unlisted investments £</b>	<b>Cash held by investment manager £</b>	<b>Total £</b>
<b>Cost or valuation</b>			
At 1 September 2021	50	-	50
Additions	-	413,654	413,654
At 31 August 2022	<u>50</u>	<u>413,654</u>	<u>413,704</u>
<b>Net book value</b>			
At 31 August 2022	<u>50</u>	<u>413,654</u>	<u>413,704</u>
<i>At 31 August 2021</i>	<u>50</u>	<u>-</u>	<u>50</u>

Investments held by the Group and Company include £413,654 of cash held by an investment manager prior to investment in listed investments post year end.

<b>Company</b>	<b>Investments in subsidiary companies £</b>	<b>Unlisted investments £</b>	<b>Other fixed asset investments £</b>	<b>Total £</b>
<b>Cost or valuation</b>				
At 1 September 2021	100	50	-	150
Additions	-	-	413,654	413,654
At 31 August 2022	<u>100</u>	<u>50</u>	<u>413,654</u>	<u>413,804</u>
<b>Net book value</b>				
At 31 August 2022	<u>100</u>	<u>50</u>	<u>413,654</u>	<u>413,804</u>
<i>At 31 August 2021</i>	<u>100</u>	<u>50</u>	<u>-</u>	<u>150</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**16. Stocks**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Consumables	<b>47,356</b>	40,003	<b>46,206</b>	36,305

**17. Debtors**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Due within one year</b>				
Trade debtors	<b>3,183,065</b>	2,991,078	<b>3,180,843</b>	2,989,677
Amounts owed by group undertakings	-	-	<b>33,318</b>	-
Other debtors	<b>102,842</b>	51,757	<b>92,413</b>	40,569
Prepayments and accrued income	<b>284,312</b>	232,076	<b>262,764</b>	211,738
	<b>3,570,219</b>	3,274,911	<b>3,569,338</b>	3,241,984

Autumn term fees are included within trade debtors.

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**18. Creditors: Amounts falling due within one year**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Bank loans	<b>149,756</b>	<i>151,956</i>	<b>149,756</b>	<i>151,956</i>
Trade creditors	<b>340,471</b>	<i>253,007</i>	<b>326,886</b>	<i>235,063</i>
Amounts owed to group undertakings	-	-	-	<i>166,119</i>
Other taxation and social security	<b>164,811</b>	<i>144,942</i>	<b>163,230</b>	<i>141,927</i>
Obligations under finance lease and hire purchase contracts	<b>150,730</b>	<i>47,378</i>	<b>150,730</b>	<i>47,378</i>
Other creditors	<b>422,246</b>	<i>190,051</i>	<b>411,063</b>	<i>169,694</i>
Accruals and deferred income	<b>3,990,172</b>	<i>3,975,339</i>	<b>3,978,519</b>	<i>3,781,114</i>
	<b><u>5,218,186</u></b>	<i><u>4,762,673</u></i>	<b><u>5,180,184</u></b>	<i><u>4,693,251</u></i>

Deferred Income

The table below includes both amounts due within one year (Note 16) and after more than one year (Note 17):

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Deferred income at 1 September 2021	<b>3,940,392</b>	<i>3,737,875</i>	<b>3,940,392</b>	<i>3,737,875</i>
Resources deferred during the year (due with one year)	<b>3,632,775</b>	<i>3,485,215</i>	<b>3,632,775</b>	<i>3,485,215</i>
Resources deferred during the year (due after more than one year)	<b>452,173</b>	<i>455,177</i>	<b>452,173</b>	<i>455,177</i>
Amounts released from previous periods	<b>(3,940,392)</b>	<i>(3,737,875)</i>	<b>(3,940,392)</b>	<i>(3,737,875)</i>
	<b><u>4,084,948</u></b>	<i><u>3,940,392</u></i>	<b><u>4,084,948</u></b>	<i><u>3,940,392</u></i>

Deferred income includes autumn term fees invoiced in advance of the year end.

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**19. Creditors: Amounts falling due after more than one year**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Bank loans	<b>4,667,939</b>	4,826,159	<b>4,667,939</b>	4,826,159
Net obligations under finance lease and hire purchase contracts	<b>404,099</b>	90,525	<b>404,099</b>	90,525
Accruals and deferred income	<b>452,173</b>	455,177	<b>452,173</b>	455,177
	<b><u>5,524,211</u></b>	<u>5,371,861</u>	<b><u>5,524,211</u></b>	<u>5,371,861</u>

Included within the above are amounts falling due as follows:

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Between one and two years</b>				
Bank loans	<b>155,313</b>	160,814	<b>155,313</b>	160,814
<b>Between two and five years</b>				
Bank loans	<b>4,512,626</b>	4,665,345	<b>4,512,626</b>	4,665,345

The loan is secured by a legal charge over land and buildings at Langley Senior School, Langley Park, Loddon and land and buildings at Langley Pre-Prep and Prep School at Taverham Park, Taverham.

The bank loan is provided up to £5m, all of which had been drawn down at 31 August 2022. The first instalment was paid in August 2021. Interest is on the Company's bank loan at a rate of 2.25% above the base rate with the loan repayable in the year ending 31 August 2025.

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**20. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Anthony Arthur Coward Scholarship Fund	-	-	-	413,654	413,654
<b>General funds</b>					
Revenue reserve	5,808,708	12,538,751	(12,065,652)	(413,654)	5,868,153
<b>Total Unrestricted funds</b>	<b>5,808,708</b>	<b>12,538,751</b>	<b>(12,065,652)</b>	<b>-</b>	<b>6,281,807</b>

We were privileged to be left a substantial bequest by a donor during this academic year. Barbara Hunt bequeathed a £413,654 legacy in memory of her nephew, Anthony Arthur Coward (Pupil 1967/1974) who tragically died in a car accident shortly after leaving the School. This money has been designated, in line with the family's wishes, to provide fully-funded scholarship places into our Sixth Form, covering all fees and costs. This scholarship celebrates outstanding academic potential, with the criteria for this award based on both academic ability and socio-economic need. Our first Scholarship recipients will join the School in September 2023 and we are looking forward to celebrating their achievements.

**Statement of funds - prior year**

	<i>Balance at 1 September 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 August 2021 £</i>
<b>Unrestricted funds</b>				
Revenue reserve	6,211,762	10,926,857	(11,329,911)	5,808,708
<b>Restricted funds</b>				
Taverham Hall bursary	36,069	(36,069)	-	-
<b>Total of funds</b>	<b>6,247,831</b>	<b>10,890,788</b>	<b>(11,329,911)</b>	<b>5,808,708</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	11,069,436	<b>11,069,436</b>
Fixed asset investments	413,704	<b>413,704</b>
Current assets	5,541,064	<b>5,541,064</b>
Creditors due within one year	(5,218,186)	<b>(5,218,186)</b>
Creditors due in more than one year	(5,524,211)	<b>(5,524,211)</b>
<b>Total</b>	<u>6,281,807</u>	<u><b>6,281,807</b></u>

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	10,633,228	10,633,228
Fixed asset investments	50	50
Current assets	5,309,964	5,309,964
Creditors due within one year	(4,762,673)	(4,762,673)
Creditors due in more than one year	(5,371,861)	(5,371,861)
<b>Total</b>	<u>5,808,708</u>	<u>5,808,708</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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

	<b>Group 2022 £</b>	<i>Group 2021 £</i>
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>473,099</b>	<i>(439,123)</i>
<b>Adjustments for:</b>		
Depreciation charges	<b>517,383</b>	<i>389,081</i>
Interest received	<b>(565)</b>	<i>(16,068)</i>
Interest paid	<b>199,465</b>	<i>63</i>
Loss/(profit) on the sale of fixed assets	<b>19,784</b>	<i>(15,700)</i>
Increase in stocks	<b>(7,353)</b>	<i>(4,562)</i>
(Increase)/decrease in debtors	<b>(295,308)</b>	<i>5,018</i>
Increase/(decrease) in creditors	<b>351,357</b>	<i>(75,414)</i>
<b>Net cash provided by/(used in) operating activities</b>	<b>1,257,862</b>	<i>(156,705)</i>

**23. Analysis of cash and cash equivalents**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>
Cash in hand	<b>1,923,489</b>	<i>1,995,050</i>
<b>Total cash and cash equivalents</b>	<b>1,923,489</b>	<i>1,995,050</i>

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**24. Analysis of changes in net debt**

	At 1 September 2021 £	Cash flows £	New finance leases £	Other non- cash changes £	At 31 August 2022 £
Cash at bank and in hand	1,995,050	(71,561)	-	-	1,923,489
Debt due within 1 year	(151,956)	160,420	-	(158,220)	(149,756)
Debt due after 1 year	(4,826,159)	-	-	158,220	(4,667,939)
Finance leases	(137,903)	158,047	(574,973)	-	(554,829)
	<u>(3,120,968)</u>	<u>246,906</u>	<u>(574,973)</u>	<u>-</u>	<u>(3,449,035)</u>

**25. Pension commitments**

**Defined contribution pension scheme**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £140,310 (2021 - £31,484) were payable to the fund at the balance sheet date and are included in creditors.

**Teachers' Pension Scheme**

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

The latest valuation of the Teachers' Pension Scheme was carried out as at 31 March 2016. The valuation was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**25. Pension commitments (continued)**

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

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

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

The employer's pension costs paid to TPS in the period amounted to £785,893 (2021: £1,157,688). Contributions totalling £70,969 (2021: £80,770) were payable at the year end and are included in creditors.

**26. Operating lease commitments**

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

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Not later than 1 year	<b>333,838</b>	<i>163,662</i>	<b>185,651</b>	<i>13,134</i>
Later than 1 year and not later than 5 years	<b>453,265</b>	<i>208,958</i>	<b>392,493</b>	<i>-</i>
	<b>787,103</b>	<i>372,620</i>	<b>578,144</b>	<i>13,134</i>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**27. Related party transactions**

Six Governors during the period, M Newnham, J H Miller, C Pain, J Barnwell, D Stanbridge and Dr H M Nearney were fee paying parents. Two directors of the subsidiary company, R Buxton and P Cargill, were also fee paying parents during the period. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £2,888 (2021: £25,144).

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £1,350 (2021: £nil).

During the year purchases made from Crown House Flowers, a business owned by M Nicholas' wife, amounted to £nil (2021: £310).

**28. Principal subsidiaries**

The following were subsidiary undertakings of the Company:

**Names**

Subsidiary Name	Langley School Development Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2022	£69,236
Total liabilities as at 31 August 2022	(£69,136)
Total equity as at 31 August 2022	£100
Turnover for the year ended 31 August 2022	£554,796
Expenditure for the year ended 31 August 2022	(£554,796)

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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

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<b>Trustees</b>	Mr D J Anderson Brown Mr J Barnwell Mr S J Brown Mr J Hook Mr J H Miller Dr H N Nearney Mr M T Newnham Lt. Col. M A Nicholas MBE DL, Chairman Mrs C Pain Mr D Stanbridge Mr Z A Virgin Dr I Young (appointed 18 September 2020)
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen LLP Chartered Accountants Statutory Auditors King Street House 15 Upper King Street Norwich NR3 1RB
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Trustees of Langley School present their annual report together with the audited financial statements of the Company and the Group for the year 1 September 2020 to 31 August 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

**REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960, and is registered with the Charity Commission under charity number 311270, and with the company registration number 00656498. Langley School (1960) Limited governors, executive officers and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are given on page 1.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1.

**Governing body**

Details of the members of the governing body of the Charity are shown on page 1.

**Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for the overall management and control of the School. The full Board of Governors meets at least once a term, receiving reports and recommendations from sub committees, which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day to day running of the School is delegated to the Headmaster, supported by the leadership team, management teams and staff. The Headmaster undertakes the key leadership role overseeing the educational, and pastoral delivery, working with the Chief Operating Officer for all administrative/operational matters. The day to day administration is undertaken in line with the policies and procedures approved by the Governors. The Headmaster, or a deputy, attends all Board level meetings.

There are two sub committees. Both committees are chaired by a Governor.

The Education Committee is a forum for discussion around the educational provision delivered by the school where Governors and staff participate equally. In addition, the Education Committee receives termly reports from the Designated Safeguarding Leads and annually reviews the School's Safeguarding, Anti Bullying and Behaviour policies, along with those more specifically focused on academia. The three meetings in the year are focused in the following areas: Michaelmas (Academic), Lent (Pastoral) and Trinity (Co Curricular).

The Resources Committee has delegated responsibility for overseeing the financial and business management of the School, the maintenance and development of the School's estate, health and safety and all elements relating to Human Resources. The Committee carries out regular reviews of the major risks to which the School is exposed and annually determines the School's operating budget, safety and site development/ maintenance along with the digital infrastructure.

The Governors gave their time freely and no remuneration or expenses were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. The Headmaster's

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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remuneration is set by the Board, having considered performance, external comparators and benchmarking with similar organisations.

**Recruitment, induction and training of Governors**

New Governors are appointed at a meeting of the Board and are subsequently re-elected at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, on the basis of the existing skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the Board.

The Chairman inducts new governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and Governors have the opportunity to attend relevant training and refresher courses.

The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed, where possible, in deciding the balance, expertise and number on the governing body.

**Other Relationships**

The School actively supports the independent and state sector. In particular, the furtherance of educational standards and the quality of pastoral care, through participation in, and subscription to, umbrella organisations such as the Society of Heads, Independent Association of Prep Schools, Independent Schools Association and Boarding Schools Association. The School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' conference. The School cooperates with local charities and organisations to widen public access to the education that it provides and to optimise the use of sports facilities. This ranges from hosting sports events for local schools, for example the Norfolk School's Cross Country championships, to a celebration for Chinese New Year, raising money for a local food bank. The school has a relationship with the Friend Indeed charity and Beauchamp House, a local care home, as well as working with Nelsonspirit, which promotes leadership opportunities for young people. Langley Prep School has a long standing relationship with Harford Manor School, a school for children with complex learning difficulties. The Icenian Society (alumni) is actively works to support the School and enhance the education of all at the school.

The Langley Parents, Teachers and Friends Association (PTFA) have helped a number of school departments during the last year and held some events. These have been restricted due to the impact of the COVID 19 pandemic. Some examples of events held have been:

**Senior School PTFA**

Senior School PTFA

- October 2020 - Virtual Quiz.
- February 2021 - The netball/tennis fencing fitted.
- March 2021 - Funded 25 outside picnic benches.
- March 2021 - Virtual Book Club for staff and parents.
- April 2021 - Virtual quiz.
- May 2021 - Funded Book Buzz – free books for pupils in Y6-8. Reading program from the charity 'Read for Good' to encourage reading for pleasure.
- May 2021 - Funded F24 Green Powered Car.
- May 2021 - Donation to help with the cost of the transportation of sending the old school uniforms to the Gambia.
- May 2021 - Funded 10 picnic rugs for Sixth Form.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Prep School PTFA**

The LPS PTFA arranged the following events during this period:

- Family Zoom Bingo
- Zoom Quiz
- Children's Christmas cards
- Christmas hot chocolate and reindeer cones
- Easter zoom bingo
- Tea towels

Managed a 50:50 club which is an ongoing fundraiser and has raised over £1000 since it began in 2019.

The LPS PTFA donated the following during this period:

- Easter eggs for all pupils
- Funded Year 8 leavers books and contributed to end of term event.
- Provided 5 new school trophies
- Funded photo frames for Prep Head's Photography competition.

**Risk management**

The Governors are responsible for the management of the risks faced by Langley School. They regularly assess the major risks to which the School is exposed and they are satisfied that systems are in place to manage all identified risks. These risks are documented within a Risk Register which is reviewed and amended at all Board meetings and internal management team meetings, as appropriate.

The Governors view the risks in terms of impact and probability.

The Governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be a major risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment.

Other key risks include risk to reputation due to adverse publicity, failure to meet the independent school standard regulations, risk of not managing staff and other costs, and failure to meet the financial requirements for capital expenditure and support of means tested bursaries.

Health and Safety is always a significant area for risk management along with, more recently, the impact of the COVID 19 pandemic.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- Langley Leadership Team (LLT) prepares policies for Governors' approval and implements such policies as are approved by the Governors.

Each member of the LLT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks to reduce the likelihood of unwelcome surprises;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, considering how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources and Education Committees the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

## **Objectives and activities**

### **a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

"Langley School exists to provide a first class, well rounded education within a friendly, inclusive and supportive family environment. We seek to develop in our young people a life long passion for learning with the confidence and ability to enhance their world ready skills, enabling them to succeed as global citizens and leaders of the future. We want our young people to make a positive difference in the world."

The School Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

**Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the school's pupils out of unrestricted funds was £2,538,286 (2020: £2,900,478) and £36,859 from restricted funds (2020: £60,215). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from restricted funds are, of course, subject to the conditions applied by the original donor.

The School Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During a normal year Langley School would operate a number of schemes that benefit local state children. For example:

- Science masterclasses for Key Stage 2/3 pupils
- The sharing of sports facilities for example cluster schools' cross country, hosted at both sites
- Hosted cluster primary cross country championships and prep and primary athletics events.

A plethora of local sports clubs, use the school facilities at Loddon and Taverham benefitting thousands of adults and children across the county focused on a variety of sporting disciplines. These include:

**Sports Hall at Langley Prep**

- Aylsham St Giles Cricket Club
- England Netball Youth Camp
- Fakenham Cricket Club
- Great Witchingham Cricket Club
- Hethersett and Tas Valley Cricket Club
- Horsford Cricket Club
- Mattishall Cricket Club
- NCYFL
- Norfolk County Cricket Club
- Norfolk Cricket Board (NCB)
- Norfolk Hockey Association
- Norfolk Seniors
- Norwich City Hockey Club
- Norwich Cricket Club
- Norfolk United Netball Club
- Old Catton Cricket Club
- Red Mist Cricket
- Rockland Cricket Club
- Sprowston Cricket Club
- Vauxhall Mallards
- Zumba with Becks

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

**Swimming Pool at Langley Prep**

- Cringleford Scouts
- Dereham Canoe Club
- Dereham Otters
- Eagle Canoe Club
- Swim with Julie
- Little Bobbers
- Manor Adventure
- Mermaid Discovery
- Norwich Penguins
- OSS Lesiure
- Rooted in Nature
- Taverham Guides
- UEA – Kayak
- UEA Rowing
- Wensum Ospreys

**Astroturf at Langley Senior**

- Beccles Hockey Club
- Beccles Rugby Club
- Carrow Hockey
- Loddon Hockey Club
- Mavericks Netball
- Norwich RUFC

**Langley Senior, Sports Hall**

- Ashby St. Mary Cricket Club
- Brooke Cricket Club
- Bungay Ladies Football Club
- Hales Cricket
- Harleston Magpies
- Norfolk United Netball Club
- Stricker Cricket and Brooke Ladies
- Top Croft Cricket Club
- Trowse Netball Club

To further broaden the School's reach and public benefit the Nelson Scholarship has been developed, offering a fully funded place to attend Langley as a day pupil in the Sixth Form. To give additional benefit to the recipient, local organisation, Nelsonspirit, will work with the School to develop key leadership skills. The first recipient will be assessed in line with the School's values and will begin their Langley journey in September 2022.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**b. Aims and intended impact**

It is the Governors' policy for both our Prep and Senior School to attain the highest academic levels, in addition to providing a co curricular programme which aims to develop lifelong leisure interests and help build self confidence and a desire to contribute to the community.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

**c. Objectives for the year**

Langley School's primary objective this year was to continue to provide the best possible education and care for each and every pupil following a prolonged period of absence from schooling onsite due to the COVID 19 pandemic. There has also been a significant emphasis on the mental health and wellbeing of pupils as they learn to reintegrate back in to 'normal' School life.

**d. Strategies to achieve the year's objectives**

**Academic foundation**

- The School continued its work to build a strong academic foundation, ensuring high quality classroom practice remained paramount.
- Teachers received tailored inset with a focus on evidence based best practice focusing on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with a record seven pupils applying for either Oxford or Cambridge Universities. Two Students were successful and started at Cambridge in October 2021.

**Boarding**

- Boarding at the senior school continues to be a key area of Langley life, with the range of flexi, weekly and full boarding options available. Pupils/students come from all across the world which greatly enhances the cultural life of the school. There has been a further reduction in numbers due to the pandemic and the complexities this has added to international travel.

**e. Principal activities of the year**

The principal activity of the Charity is the provision of education to boys and girls.

The combined School closed the year with 770 students (2020: 821) Boarding numbers were 66 by July 2021 (2020: 78).

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Operational performance of the School**

This academic year continued to be impacted by Covid restrictions with a further government enforced lockdown from January 2021 as the second peak wave of COVID 19 hit the UK. Year groups were placed in to 'bubbles' to help limit the transition of the virus and maximise time on site. During lockdown periods, the school, in all its' sections, provided support and care for the most vulnerable pupils and the children of key workers. There was a comprehensive blended learning programme developed to ensure that the educational impact to our pupils was minimised and flexible to meet the demands of each situation as it arose.

No inspections took place at the Prep School during this academic year, however a visit from ISI at our Senior School site in July identified failure to meet the required standards in four areas around behaviour and impact of the RSE curriculum. The School has responded by submitting a comprehensive action plan to address these failures to meet and exceed the standards at a future progress monitoring inspection anticipated early in 2022.

**Senior School**

**Academic**

A Level our A\*/A percentage was 51% and A\* C was 94%. 80% of students gaining their first choice university offers.

We continued to gain outstanding Extended Project Qualification (EPQ) results in the 6th Form, along with an increasing student uptake, allowing more able students to increase their academic profile for UCAS. 30% of UCAS offers were from Russell Group universities. There were 2 confirmed places at Cambridge and 3 places to study medicine.

BTEC and other level 3 qualifications: 7 distinctions, 13 merits and 5 passes.

At GCSE, the total 9 7 was 41%; 9 6 was 60% and 9 4 was 95%.

In the Trinity term our lower school Maths pupils participated in the UKMT Junior Maths Challenge, for year 7 to 9. We gained 11 x Bronze Certificates and 4 x Silver Certificates, 1 of Silver being a Year 6 pupil. This is a fantastic achievement given the fact we had only recently returned to being onsite when the challenge was taken. For the Senior challenge in that academic year (November 2020) 13 of our 6th form students participated gaining 2 x Gold, 6 x Silver, and 1 x Bronze. This was a remote event due to restrictions on use of communal space at the time, yet it was the full scope and rigour of the UKMT Senior Challenge. We were really proud of all the students who took part in those challenging times.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**b. Co-Curricular Activities**

**DT**

Our DT department worked with pupils as part of our co curricular activities programme to build a green powered go kart. Racing at the Lotus test track at Hethel, the go kart was placed 3rd in the kit car class, alongside this result the team was also awarded the best presented team. The team looks forward to entering other races in the future and have great plans for further car development. The group looks forward to closing the gap on our local rivals.

**Drama**

20 LAMDA examinations took place on October 8th 2020 where 12 were passed with distinction, with one child receiving a mark of 88 for grade 6/bronze medal in speaking verse and prose. A further 15 LAMDA examinations took place in June where 13 were passed with distinction and additionally there were some particularly impressive results for our exceptional pupils.

3 students auditioned for drama/acting degree courses during this year, working with the drama department on their audition pieces. Two students sought places at conservatoires and they were guided through video modelling in their preparation for their performance auditions.

**CCF & Duke of Edinburgh's Award**

There was an extensive and varied programme over the two terms. Even in lockdown periods, the School delivered CCF activities and the cadets worked towards particular qualifications. The Duke of Edinburgh award scheme continued to be popular with 121 pupils currently working towards their Bronze Award, 31 Pupils working towards Silver and three towards Gold.

**Debating**

Opportunities were sadly reduced again this year with debating, we entered the ESU Mace debate (where we reached the 2nd round) and also the ESU Public Speaking Competition, similarly reaching the 2nd round. Sadly our Pizza and Polemic events had to be cancelled, due to Covid.

**Music**

The music department continued to thrive with three busy terms taking every opportunity that was permitted within COVID regulations. A level and GCSE age group musical soirees were held along with a virtual house music competition.

90 pupils took instrumental music lessons and Associated Board exams were taken by many pupils, achieving some excellent results.

**Sport**

With significant changes in ethos and sport having the opportunity to bounce back from the disruption of the pandemic, we embarked on a sporting vision that will move forward with as an overall strategy for the school. Our sport for all philosophy, aiming to encourage pupils to engage in a wide variety of physical activities, whilst still adhering to our traditional focus sports, will be developed and implemented over the coming years. Sport will be used as a vehicle for physical and social development and encourage a space to 'create good human beings' that will continue with their sporting pursuits long after they leave Langley. The model will be based on foundations of participation, perseverance, and progress and the newly structured team will focus their attention on the continued development of this strategy.

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**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**c. Achievements and Performance Langley Prep School**

Scholarships for academic, all round and sport were plentiful again this year despite the disruption caused by lockdown. The School successfully migrated across to a changed management information system resulting in improved record keeping and communication.

Having obtained the Optimus Wellbeing Award for Schools (WAS) in 2019, progress has been made in the reaccreditation process and further staff were trained as mental health champions throughout the course of the year.

The PSB, and in particular the project based element of the scheme, were particularly useful during lockdown and further work was undertaken on to ensure all elements of the independent learner model were incorporated into our programmes of study. Online learning was undertaken very effectively by staff and pupils and engagement from the pupils' perspective ensured progress test results at the end of the academic year showed good advancement.

Sport was gradually reintroduced with a less competitive edge amongst the children who were simply pleased to be back involved again. The U13 cricket side lost narrowly in the county final and we retained our National Schools Games Mark award based on the 'sport for all' philosophy.

Results of the ABRSM music exams were once again excellent with a 100% pass rate. Opportunities for the choir to perform were scarce and similarly there was no school production.

The PTFA moved online, organizing several quizzes and ensuring the community feel was maintained.

The School was successful in ensuring pupils all found placement at the senior school of their choice and a restricted Speech Day was permitted to celebrate achievements across the year groups in July 2021.

**Achievements and Performance Langley Pre-Prep**

Throughout the Pre Prep expectations and standards have remained consistently high this year and the children have benefited from being back in the classroom after remote teaching last year. Children are regularly assessed both formally and informally to ascertain levels in all areas so that planning can be in place for individual needs. Children with specific learning difficulties are supported within the classroom under observation and guidance from the Accelerated Learning Department, if needed.

The children's and staff's wellbeing is at the heart of everything we do. We follow a growth mindset philosophy effectively with the children from the start of their time in the Nursery and Pre Prep, introducing them to characters who display the soft skill traits that we want them to develop and these are modelled and encouraged throughout all areas of school life. We have in place an effective support structure in the form of regular staff meetings, regular opportunities to meet with team leaders, appraisal and supervision.

Our Mental Health First Aider does an outstanding job supporting both staff and children on an individual basis or within small groups as required. We also continue to educate the children through our PSHE and Relationship Education programme and through assemblies to help them to understand and develop strategies to support their mental wellbeing and their understanding of healthy relationships.

In September 2021 we will opened a new class in the Pre Prep which is a Pre Reception class taught by a qualified teacher for those children continuing their journey through the school from the Nursery or indeed other Nursery schools. This has been hugely successful and the children have all settled beautifully and are making excellent progress in all areas of their early learning goals.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

In January 2022 we opened a baby room therefore extending our current Nursery provision so that we are able to take children from the age of 6 months to 4 years all year round therefore offering consistency of care for the children and a first class start to their Langley journey.

We continue to undertake preparation and performance of our usual nativity plays for Nursery and Pre Prep, Year 2 French Breakfast, Year 1 pantomime and a carol service.

Pre Prep is extremely well supported by the PTFA and the Head of Pre Prep attends frequent meetings with the committee and is actively engaged in helping to raise funds for the School. The children in Pre Prep and Nursery have recently put together their own bids as part of the School Council for a climbing wall; they are hopeful that the PTFA will be keen to fund this to help promote a healthy and active Pre Prep Community.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

The School reported a deficit for the year of £(439,123), (2020: deficit £(1,489,566)).

The financial performance of the School was affected in the year by the continuing impact of COVID.

Income was stable in the year, but within this there were various trends that can be attributed to COVID. The continued uncertainty meant that commercial income from lettings and hiring out of sports facilities was affected for most of the year. Whilst the onsite working resulted in an increase of income from food, travel income did not return. During the year we experienced short term lockdowns, but the experience gained last year allowed us to transfer learning to remote provision in these instances. Certain functions were again mothballed and the appropriate staff furloughed through the CJRS scheme.

The school allowed a higher number of exceptional discounts as a result of COVID – awarding £456,404 (2020: £378,972).

The corresponding grant claimed through the CJRS was £306,536 compared to £873,698 in 2020, representing the fewer furloughed staff.

**b. Reserves policy**

Note 20 to the financial statements shows the assets and liabilities attributable to the various funds by type and also summarises the year's movements on each fund. At 31 August 2021 unrestricted funds amounted to £5,808,708 (2020: £6,211,762) with tangible assets amounting to £10,612,677 (2020: £10,834,650) resulting in no free reserves (2020: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely. The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**c. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

**d. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- a. to continual update the strategic plan and to update the School Development Plan.
- b. to continue to build and improve on pastoral and welfare care.
- c. to raise standards of achievement across all year groups.
- d. to maintain appropriate pupil/teacher ratio's which are to develop both academic and wider skills.
- e. to upgrade facilities across all areas.
- e. to reinforce (following COVID restrictions) the desire to build and encourage community access to the School's facilities.

**e. COVID-19**

In March 2020 (prior year) and January 2021 the school was instructed to cease the onsite delivery of education to all but the children of key workers and vulnerable pupils as part of the Government's strategy to manage the COVID – 19 pandemic. These periods of time, again, had a major impact on how the school is being run with the switch to a remote learning environment. Education was delivered across the whole age spectrum with live lessons, year group meetings and whole school assemblies. Once again, Year 11 and Upper 6th pupils have had their public exams cancelled and the school ensured that they were able to compile as much evidence as possible, completing their courses.

The Trustees judged that the fee charged would once again not be in full and COVID discounts of between 10% to 15% were granted to take account of home schooling and potential extra costs associated faced by parents under these circumstances. Some services were not used at all, such as lunches, bus transport and in these cases the school discounted these in full. Boarding was particularly affected with some pupils unable to attend because of travel restrictions.

The discounts offered were once again broadly supported by our parents.

As the Government measures were lifted the School will be in an excellent position face the challenges of a post pandemic world.

**a. Information on fundraising practises**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third party fundraisers acting on its behalf.
- The Charity not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

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LANGLEY SCHOOL (1960) LIMITED  
(A company limited by guarantee)

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TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021

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(continued)

**b. Employee involvement and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Governors via the Resources Committee.

The School has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the School's equal opportunities policy, the School has long established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's HR Team.

The School also undertook an extensive Collective Consultation with staff to review Terms and Conditions and to implement new pension arrangements. This exercise was undertaken to enable the School to control the liability of employer costs as we move forward.

Full details of these policies are available from the Headmasters' Executive Assistant.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



**Lt. Col. M A Nicholas MBE DL**  
(Chair of Trustees)  
Date:

**Chairman**

18/3/22

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

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

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

Due to the field in which the Charity operates, we identified areas most likely to have a direct material impact on the financial statements as compliance with accounting standards, including Charities SORP (FRS 102) and charity law. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the Charity's ability to operate, including safeguarding requirements, health and safety, employment law, data protection and compliance with various other regulations relevant to the conduct of the Charity's operations.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- Enquiries with management and the Trustees about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, safeguarding breaches, data breaches, potential litigation or claims and fraud;
- Reviewing legal and professional fees to confirm matters where the Charity engaged lawyers during the year;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Reviewing board and finance committee meeting minutes and any relevant correspondence with external authorities, including regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness and evaluating the business rationale of any significant transactions outside the normal course of business.

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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Use of our report**

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

*Larking Gowen LLP*

**Julie Grimmer (Senior statutory auditor)**

for and on behalf of

**Larking Gowen LLP**

Chartered Accountants

Statutory Auditors

King Street House

15 Upper King Street

Norwich

NR3 1RB

Date: 24 May 2022

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Charitable activities		9,651,531	(36,069)	9,615,462	9,884,585
Other trading activities	5	440,191	-	440,191	327,117
Other income	6	835,135	-	835,135	1,246,292
<b>Total income</b>		<b>10,926,857</b>	<b>(36,069)</b>	<b>10,890,788</b>	<b>11,457,994</b>
<b>Expenditure on:</b>					
Raising funds	7	602,537	-	602,537	567,798
Charitable activities	8	10,727,374	-	10,727,374	11,315,020
Other expenditure	9	-	-	-	1,064,742
<b>Total expenditure</b>		<b>11,329,911</b>	<b>-</b>	<b>11,329,911</b>	<b>12,947,560</b>
<b>Net movement in funds</b>		<b>(403,054)</b>	<b>(36,069)</b>	<b>(439,123)</b>	<b>(1,489,566)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		6,211,762	36,069	6,247,831	7,737,397
Net movement in funds		(403,054)	(36,069)	(439,123)	(1,489,566)
<b>Total funds carried forward</b>		<b>5,808,708</b>	<b>-</b>	<b>5,808,708</b>	<b>6,247,831</b>

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

The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	14	10,633,228	10,834,650
Investments	15	50	50
		10,633,278	10,834,700
<b>Current assets</b>			
Stocks	16	40,003	35,441
Debtors	17	3,274,911	3,279,929
Cash at bank and in hand		1,995,050	1,638,448
		5,309,964	4,953,818
Creditors: amounts falling due within one year	18	(4,762,673)	(4,681,448)
<b>Net current assets</b>		547,291	272,370
<b>Total assets less current liabilities</b>		11,180,569	11,107,070
Creditors: amounts falling due after more than one year	19	(5,371,861)	(4,859,239)
<b>Total net assets</b>		5,808,708	6,247,831
<b>Charity funds</b>			
Restricted funds	20	-	36,069
Unrestricted funds	20	5,808,708	6,211,762
<b>Total funds</b>		5,808,708	6,247,831

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

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

  
**Lt. Col. M A Nicholas MBE DL**  
 (Chair of Trustees)

Date: 18/3/22

  
**Mr D J Anderson Brown**

The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00656498**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 AUGUST 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	14	10,612,677	10,834,650
Investments	15	150	650
		10,612,827	10,835,300
<b>Current assets</b>			
Stocks	16	36,305	35,441
Debtors	17	3,241,984	3,249,378
Cash at bank and in hand		1,984,888	1,637,929
		5,263,177	4,922,748
Creditors: amounts falling due within one year	18	(4,693,251)	(4,648,294)
<b>Net current assets</b>		569,926	274,454
<b>Total assets less current liabilities</b>		11,182,753	11,109,754
Creditors: amounts falling due after more than one year	19	(5,371,861)	(4,859,239)
<b>Total net assets</b>		5,810,892	6,250,515
<b>Charity funds</b>			
Restricted funds	20	-	36,069
Unrestricted funds	20	5,810,892	6,214,446
<b>Total funds</b>		5,810,892	6,250,515

The Company's net movement in funds for the year was £(439,623) (2020 - £(1,489,566)).

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

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

  
**Lt. Col. M A Nicholas MBE DL**  
 (Chair of Trustees)

Date: 14/3/22

  
**Mr D J Anderson Brown**

The notes on pages 25 to 48 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(156,705)	77,710
<b>Cash flows from investing activities</b>		
Interest received	16,068	14,031
Proceeds from the sale of tangible fixed assets	15,700	301,305
Purchase of tangible fixed assets	(187,659)	(667,395)
<b>Net cash used in investing activities</b>	(155,891)	(352,059)
<b>Cash flows from financing activities</b>		
Cash inflows from new borrowing	600,000	4,400,000
Repayments of borrowing	(22,715)	(2,603,290)
New finance leases	137,903	-
Repayments of finance leases	(45,927)	(34,443)
Interest paid	(63)	-
<b>Net cash provided by financing activities</b>	669,198	1,762,267
<b>Change in cash and cash equivalents in the year</b>	356,602	1,487,918
Cash and cash equivalents at the beginning of the year	1,638,448	150,530
<b>Cash and cash equivalents at the end of the year</b>	<b>1,995,050</b>	<b>1,638,448</b>

The notes on pages 25 to 48 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

**1.3 Going concern**

The Governors have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approving these financial statements. The Governors consider that the budgeted income and expenditure and agreed banking facilities is sufficient with the level of unrestricted reserves for Langley School (1960) Limited to be able to meet its liabilities as they fall due. For this reason the Governors consider it is appropriate for the financial statements to continue being prepared on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. Accounting policies (continued)**

**1.4 Income**

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

**1.5 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

**1.7 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**1. Accounting policies (continued)**

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.9 Taxation**

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

**1.10 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% Straight line
Plant and machinery	-	25% Straight line
Fixtures and fittings	-	25% Straight line

**1.11 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

**1.12 Stocks**

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. Accounting policies (continued)**

**1.13 Debtors**

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

**1.14 Cash at bank and in hand**

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

**1.15 Liabilities and provisions**

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

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

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

**1.16 Financial instruments**

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

**1.17 Operating leases**

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

**1.18 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff.

Contributions to the pension scheme are charged to the company's income and expenditure account when payable

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. Accounting policies (continued)**

**1.19 Fund accounting**

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

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**3. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the tangible fixed assets and note 1.10 for the depreciation rates applied for each class of assets

Impairment of fee debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 16 for the net carrying amount of the debtors.

**4. Income from charitable activities**

	2021 £	2020 £
Gross Fees	11,857,601	12,634,319
Less: bursaries and discounts	(2,575,561)	(2,975,416)
Add: bursaries and discounts paid from restricted funds	36,069	60,215
	<u>9,318,109</u>	<u>9,719,118</u>
Registration and other tuition fees	297,353	165,467
	<u>9,615,462</u>	<u>9,884,585</u>

Fee discounts and bursaries costs include an exceptional amount of £456,404 (2020: £378,972) in respect of the Governors special COVID discount awarded.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**5. Charity trading income**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
School transport	440,191	<b>440,191</b>	327,117

**6. Other incoming resources**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Bank interest receivable	16,068	<b>16,068</b>	14,031
Lettings and catering	512,531	<b>512,531</b>	358,058
Coronavirus Job Retention Scheme income	306,536	<b>306,536</b>	873,698
<b>Total 2021</b>	<b>835,135</b>	<b>835,135</b>	<i>1,246,292</i>

During the year, the School received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding represents the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

Trustees have been made aware of a potential legacy entitlement, this has not been included within the financial statements as it cannot be reliably measured at 31 August 2021.

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NOTES TO THE FINANCIAL STATEMENTS  
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7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Direct costs	309,616	<b>309,616</b>	259,037
Staff costs	292,921	<b>292,921</b>	308,761
<b>Total 2021</b>	<u>602,537</u>	<u><b>602,537</b></u>	<u>567,798</u>

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	10,727,374	<b>10,727,374</b>	11,315,020
	<u>10,727,374</u>	<u><b>10,727,374</b></u>	<u>11,315,020</u>

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £
Charitable activities	8,336,118	384,146	2,007,110	<b>10,727,374</b>
	<u>8,336,118</u>	<u>384,146</u>	<u>2,007,110</u>	<u><b>10,727,374</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**8. Analysis of expenditure on charitable activities (continued)**

**Summary by expenditure type (continued)**

	<i>Staff costs</i> 2020 £	<i>Depreciation</i> 2020 £	<i>Other costs</i> 2020 £	<i>Total funds</i> 2020 £
Charitable activities	<u>8,675,339</u>	<u>444,847</u>	<u>2,194,834</u>	<u>11,315,020</u>

**9. Other expenditure**

	<b>Total funds</b> 2021 £	<i>Total funds</i> 2020 £
Taverham Hall roof repair work	<u>-</u>	<u>1,064,742</u>

**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly</b> 2021 £	<b>Total funds</b> 2021 £	<i>Total funds</i> 2020 £
Direct costs	<u>10,727,374</u>	<u>10,727,374</u>	<u>11,315,020</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**10. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Activities 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Wages (incl NI & Pension)	8,336,118	<b>8,336,118</b>	8,675,339
Depreciation	384,146	<b>384,146</b>	444,847
Property costs	866,325	<b>866,325</b>	714,403
Catering	243,148	<b>243,148</b>	221,846
IT and communications	230,961	<b>230,961</b>	225,723
Insurance	110,916	<b>110,916</b>	120,146
Marketing	95,915	<b>95,915</b>	125,866
Professional fees	159,035	<b>159,035</b>	269,746
Finance costs	3,629	<b>3,629</b>	45,183
Loan interest	79,191	<b>79,191</b>	84,074
Sundry	79,248	<b>79,248</b>	69,832
(Profit)/Loss on disposal of fixed assets	(15,700)	<b>(15,700)</b>	-
Other educational costs	154,442	<b>154,442</b>	318,015
<b>Total 2021</b>	<u>10,727,374</u>	<u><b>10,727,374</b></u>	<u>11,315,020</u>

**11. Auditors' remuneration**

	<b>2021 £</b>	<i>2020 £</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>37,000</b>	37,000
Fees payable to the Company's auditor in respect of: All non-audit services not included above	<b>3,000</b>	3,000
	<u><b>3,000</b></u>	<u>3,000</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**12. Staff costs**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Wages and salaries	7,065,275	7,339,117	6,772,354	7,030,356
Social security costs	591,972	623,343	591,972	623,343
Contribution to defined contribution pension schemes	971,792	1,021,640	971,792	1,021,640
	<u>8,629,039</u>	<u>8,984,100</u>	<u>8,336,118</u>	<u>8,675,339</u>

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

<b>Group 2021 No.</b>	<i>Group 2020 No.</i>
<u>263</u>	<u>298</u>

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

	<b>Group 2021 No.</b>	<i>Group 2020 No.</i>
In the band £50,001 - £60,000	2	1
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	-	1
In the band £90,001 - £100,000	1	1
In the band £110,001 - £120,000	1	1

Contributions were made to the defined benefit Teachers' Pension Scheme for 2 higher paid employees (2020: two higher paid employee) with contributions amounting to £48,780 (2020: £51,937).

The Key Management Personnel in the year received total remuneration (including employers NIC and pension) of £295,412 (2020: £292,882).

Staff costs include £152,124 (2020: £129,785) in respect of redundancy and termination payments.

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

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**NOTES TO THE FINANCIAL STATEMENTS  
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**14. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2020	13,057,211	377,268	3,512,878	16,947,357
Additions	-	25,483	162,176	187,659
At 31 August 2021	<u>13,057,211</u>	<u>402,751</u>	<u>3,675,054</u>	<u>17,135,016</u>
<b>Depreciation</b>				
At 1 September 2020	2,500,752	244,403	3,367,552	6,112,707
Charge for the year	266,763	7,907	114,411	389,081
At 31 August 2021	<u>2,767,515</u>	<u>252,310</u>	<u>3,481,963</u>	<u>6,501,788</u>
<b>Net book value</b>				
At 31 August 2021	<u><u>10,289,696</u></u>	<u><u>150,441</u></u>	<u><u>193,091</u></u>	<u><u>10,633,228</u></u>
At 31 August 2020	<u><u>10,556,459</u></u>	<u><u>132,865</u></u>	<u><u>145,326</u></u>	<u><u>10,834,650</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**14. Tangible fixed assets (continued)**

**Group (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2020	13,057,211	371,550	3,512,878	16,941,639
Additions	-	-	162,176	162,176
At 31 August 2021	<u>13,057,211</u>	<u>371,550</u>	<u>3,675,054</u>	<u>17,103,815</u>
<b>Depreciation</b>				
At 1 September 2020	2,500,752	238,685	3,367,552	6,106,989
Charge for the year	266,763	2,975	114,411	384,149
At 31 August 2021	<u>2,767,515</u>	<u>241,660</u>	<u>3,481,963</u>	<u>6,491,138</u>
<b>Net book value</b>				
At 31 August 2021	<u>10,289,696</u>	<u>129,890</u>	<u>193,091</u>	<u>10,612,677</u>
<i>At 31 August 2020</i>	<u>10,556,459</u>	<u>132,865</u>	<u>145,326</u>	<u>10,834,650</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**15. Fixed asset investments**

<b>Group</b>				<b>Unlisted investments £</b>
<b>Cost or valuation</b>				
At 1 September 2020				50
At 31 August 2021				<u>50</u>
<b>Net book value</b>				
At 31 August 2021				50
At 31 August 2020				<u>50</u>
<b>Company</b>				
	<b>Investments in subsidiary companies £</b>	<b>Unlisted investments £</b>	<b>Total £</b>	
<b>Cost or valuation</b>				
At 1 September 2020	600	50	650	
Disposals	(500)	-	(500)	
At 31 August 2021	<u>100</u>	<u>50</u>	<u>150</u>	
<b>Net book value</b>				
At 31 August 2021	<u>100</u>	<u>50</u>	<u>150</u>	
At 31 August 2020	<u>600</u>	<u>50</u>	<u>650</u>	

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**NOTES TO THE FINANCIAL STATEMENTS  
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**16. Stocks**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Consumables	<b>40,003</b>	35,441	<b>36,305</b>	35,441

**17. Debtors**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
<b>Due within one year</b>				
Trade debtors	<b>2,991,078</b>	2,980,562	<b>2,989,677</b>	2,975,502
Other debtors	<b>51,757</b>	19,099	<b>40,569</b>	13,402
Prepayments and accrued income	<b>232,076</b>	280,268	<b>211,738</b>	260,474
	<b>3,274,911</b>	3,279,929	<b>3,241,984</b>	3,249,378

Autumn term fees are included within trade debtors.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**18. Creditors: Amounts falling due within one year**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Bank loans	151,956	-	151,956	-
Trade creditors	253,007	272,669	235,063	263,218
Amounts owed to group undertakings	-	-	166,119	24,142
Other taxation and social security	144,942	468,503	141,927	457,594
Obligations under finance lease and hire purchase contracts	47,378	45,927	47,378	45,927
Other creditors	190,051	197,960	169,694	168,524
Accruals and deferred income	3,975,339	3,696,389	3,781,114	3,688,889
	<b>4,762,673</b>	<i>4,681,448</i>	<b>4,693,251</b>	<i>4,648,294</i>

Deferred Income

The table below includes both amounts due within one year (Note 18) and after more than one year (Note 19):

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Deferred income at 1 September 2020	3,737,875	4,087,470	3,737,875	4,087,470
Resources deferred during the year (due with one year)	3,485,215	3,279,466	3,485,215	3,279,466
Resources deferred during the year (due after more than one year)	455,177	458,409	455,177	458,409
Amounts released from previous periods	(3,737,875)	(4,087,470)	(3,737,875)	(4,087,470)
	<b>3,940,392</b>	<i>3,737,875</i>	<b>3,940,392</b>	<i>3,737,875</i>

Deferred income includes autumn term fees invoiced in advance of the year end.

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**19. Creditors: Amounts falling due after more than one year**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Bank loans	4,826,159	4,400,830	4,826,159	4,400,830
Net obligations under finance lease and hire purchase contracts	90,525	-	90,525	-
Accruals and deferred income	455,177	458,409	455,177	458,409
	<u>5,371,861</u>	<u>4,859,239</u>	<u>5,371,861</u>	<u>4,859,239</u>

Included within the above are amounts falling due as follows:

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
<b>Between one and two years</b>				
Bank loans	<u>160,814</u>	<u>96,654</u>	<u>160,814</u>	<u>96,654</u>
<b>Between two and five years</b>				
Bank loans	<u>4,665,345</u>	<u>4,304,176</u>	<u>4,665,345</u>	<u>4,304,176</u>
<b>Over five years</b>				

The loan is secured by a legal charge over land and buildings at Langley School, Langley Park, Loddon and land and buildings at Taverham Hall School, Taverham Park, Taverham.

The bank loan is provided up to £5m, all of which had been drawn down at 31 August 2021. The first installment was paid in August 2021. Interest is charged at 2.25% above base rate and the loan is due for repayment in the year ending 31 August 2025.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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20. **Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 September 2020 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Balance at 31 August 2021 £</b>
<b>Unrestricted funds</b>				
Revenue reserve	<u>6,211,762</u>	<u>10,926,857</u>	<u>(11,329,911)</u>	<u>5,808,708</u>
<b>Restricted funds</b>				
Taverham Hall bursary	<u>36,069</u>	<u>(36,069)</u>	<u>-</u>	<u>-</u>
<b>Total of funds</b>	<u><u>6,247,831</u></u>	<u><u>10,890,788</u></u>	<u><u>(11,329,911)</u></u>	<u><u>5,808,708</u></u>

Following the merger with Taverham Hall Educational Trust Limited in 2017 a restricted fund was established in order to meet the anticipated costs of discounts relating to fee matching commitments agreed for the preparatory pupils transferring to Langley Preparatory School at Taverham Hall. The reduction in the restricted fund balance of £36,069 reflects the costs of fee discounts borne in the year.

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**20. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 August 2020 £</i>
<b>Unrestricted funds</b>				
Revenue reserve	6,576,371	11,518,209	(11,882,818)	6,211,762
	<u>6,576,371</u>	<u>11,518,209</u>	<u>(11,882,818)</u>	<u>6,211,762</u>
<b>Restricted funds</b>				
Taverham Hall bursary	96,284	(60,215)	-	36,069
Taverham Hall roof repair	1,064,742	-	(1,064,742)	-
	<u>1,161,026</u>	<u>(60,215)</u>	<u>(1,064,742)</u>	<u>36,069</u>
<b>Total of funds</b>	<u><u>7,737,397</u></u>	<u><u>11,457,994</u></u>	<u><u>(12,947,560)</u></u>	<u><u>6,247,831</u></u>

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	10,495,325	10,495,325
Fixed asset investments	50	50
Current assets	5,309,964	5,309,964
Creditors due within one year	(4,715,295)	(4,715,295)
Creditors due in more than one year	(5,281,336)	(5,281,336)
<b>Total</b>	<u><u>5,808,708</u></u>	<u><u>5,808,708</u></u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**21. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	10,834,650	-	10,834,650
Fixed asset investments	50	-	50
Current assets	4,917,749	36,069	4,953,818
Creditors due within one year	(4,681,448)	-	(4,681,448)
Creditors due in more than one year	(4,859,239)	-	(4,859,239)
<b>Total</b>	<u><u>6,211,762</u></u>	<u><u>36,069</u></u>	<u><u>6,247,831</u></u>

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

	<b>Group 2021 £</b>	<i>Group 2020 £</i>
Net expenditure for the year (as per Statement of Financial Activities)	<b>(439,123)</b>	<i>(1,489,566)</i>
<b>Adjustments for:</b>		
Depreciation charges	<b>389,081</b>	<i>444,845</i>
Interest received	<b>(16,068)</b>	<i>(14,031)</i>
Interest paid	<b>63</b>	<i>-</i>
Profit on the sale of fixed assets	<b>(15,700)</b>	<i>(505)</i>
Decrease/(increase) in stocks	<b>(4,562)</b>	<i>12,644</i>
Decrease in debtors	<b>5,018</b>	<i>1,154,598</i>
Decrease in creditors	<b>(75,414)</b>	<i>(30,275)</i>
<b>Net cash provided by/(used in) operating activities</b>	<u><u><b>(156,705)</b></u></u>	<u><u><i>77,710</i></u></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**23. Analysis of cash and cash equivalents**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>
Cash in hand	<b>1,995,050</b>	1,638,448
<b>Total cash and cash equivalents</b>	<b>1,995,050</b>	1,638,448

**24. Analysis of changes in net debt**

	<b>At 1 September 2020 £</b>	<b>Cash flows £</b>	<b>At 31 August 2021 £</b>
Cash at bank and in hand	1,638,448	406,369	2,044,817
Debt due within 1 year	-	(151,956)	(151,956)
Debt due after 1 year	(4,400,830)	(425,329)	(4,826,159)
Finance leases	(45,927)	45,927	-
	<b>(2,808,309)</b>	<b>(124,989)</b>	<b>(2,933,298)</b>

**25. Pension commitments**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £31,484 (2020 - £11,461) were payable to the fund at the balance sheet date and are included in creditors.

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, unfunded, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**25. Pension commitments (continued)**

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis — these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

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

The previous actuarial valuation was carried out as at 31 March 2012 and determined the contributions for the period, which were paid at a rate of 16.48%. This rate has been paid since September 2015.

The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2016. As a result of this valuation TPS employers will pay an increased contribution rate of 23.68% from September 2019 (this includes the administration levy of 0.8%).

The employer's pension costs paid to TPS in the period amounted to £1,157,688 (2020: £1,021,640). Contributions totalling £80,770 (2020: £117,837) were payable at the year end and are included in creditors.

A copy of the latest valuation report can be found on the Teachers' Pension Scheme website.

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

Scheme changes

The arrangements for a reformed Teachers' Pension Scheme, in line with the recommendations made by Lord Hutton, in particular the introduction of a Career Average Revalued Earnings (CARE) scheme, were implemented from 1 April 2015.

In December 2018, the Court of Appeal held that transitional protection provisions contained in the reformed judicial and firefighter pension schemes, introduced as part of public service pension reforms in 2015, gave rise to direct age discrimination and were therefore unlawful. The Supreme Court, in a decision made in June 2019, have rejected the Government's application for permission to appeal the Court of Appeal's ruling. The case will now be referred to an Employment Tribunal for a decision regarding the remedy which will need to be offered to those members of the two schemes who were subject of the age discrimination.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**25. Pension commitments (continued)**

HM Treasury are clear that the ruling has implications for the other public service schemes, including the Teachers' Pension Scheme. Those implications are currently being considered and any impact on scheme costs is expected to be looked at within the next scheme valuation, which is currently scheduled to be based on April 2020 data and implemented in April 2023.

**26. Operating lease commitments**

At 31 August 2021 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group</b> <b>2021</b> £	<i>Group</i> <i>2020</i> £	<b>Company</b> <b>2021</b> £	<i>Company</i> <i>2020</i> £
Not later than 1 year	<b>163,662</b>	30,736	<b>13,134</b>	26,850
Later than 1 year and not later than 5 years	<b>208,958</b>	13,134	-	13,134
	<b>372,620</b>	43,870	<b>13,134</b>	39,984

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**27. Related party transactions**

Six Governors during the period, M Newnham, J H Miller, C Pain, J Barnwell, D Stanbridge and Dr H M Nearney were fee paying parents. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £25,144 (2020: £2,513).

S Brown is a partner of Real Consulting (Cost and Project Management) LLP. During the year services were purchased from Real Consulting amounting to £nil (2020: £24,360).

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £nil (2020: £751).

During the year purchases made from Crown House Flowers, a business owned by M Nicholas' wife, amounted to £310 (2020: £280).

**28. Principal subsidiaries**

The following were subsidiary undertakings of the Company:

**Names**

Subsidiary Name	Langley School Developments Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2021	£233,457
Total liabilities as at 31 August 2021	(£233,357)
Total equity as at 31 August 2021	(£100)
Turnover for the year ended 31 August 2021	£569,016
Expenditure for the year ended 31 August 2021	(£569,016)

The financial results of the subsidiaries for the year were:

**LANGLEY SCHOOL**

England & Wales - Charity number 311270

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# Accounts

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Registered number: 00656498  
Charity number: 311270

**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**LANGLEY SCHOOL (1960) LIMITED**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2020**

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<b>Trustees</b>	Mr S J Brown Mr J H Miller Mr M T Newnham Lt. Col. M A Nicholas MBE DL, Chairman Dr H N Nearney Mr Z A Virgin Mrs C Pain Mr D Stanbridge (appointed 6 December 2019) Mr J Hook (appointed 6 December 2019) Mr J Barnwell (appointed 6 December 2019) Mr D J Anderson Brown (appointed 6 March 2020) Mrs S L Turner (resigned 6 December 2019) Mr G E Watson (resigned 18 September 2019) Dr I Young (appointed 18 September 2020)
<b>Company registered number</b>	00656498
<b>Charity registered number</b>	311270
<b>Registered office</b>	Langley Park Loddon Norfolk NR14 6BJ
<b>Independent auditors</b>	Larking Gowen LLP Chartered Accountants Statutory Auditors King Street House 15 Upper King Street Norwich NR3 1RB
<b>Solicitors</b>	Birketts LLP Kingfisher House 1 Gilders Way Norwich NR3 1UB

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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The Trustees present their annual report together with the audited financial statements of the Company and the Group for the year 1 September 2019 to 31 August 2020. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

#### **REFERENCE AND ADMINISTRATIVE INFORMATION**

Langley School (1960) Limited is a charitable company limited by guarantee. The Charity was founded in 1960, and is registered with the Charity Commission under charity number 311270, and with the company registration number 00656498. Langley School (1960) Limited governors, executive officers and principal addresses of the Charity are listed on page 1. Particulars of the Charity's professional advisors are given on page 1.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The Charity is governed by its memorandum and articles of association dated 14 April 1960. In the event of winding up the liability of each member is limited to £1.

##### **Governing body**

Details of the members of the governing body of the Charity are shown on page 1.

##### **Organisational management**

The Governors, as the trustees of the Charity, are legally responsible for the overall management and control of the School. The full board of Governors meets at least once a term, receiving reports and recommendations from committees which meet with a similar frequency, to determine the general policy for the School and to review its overall management and control.

The day to day running of the School is delegated to the Headmaster, supported by the Leadership and management teams and staff. The Headmaster undertakes the key leadership role in overseeing educational, and pastoral functions in consultation with the Chief Operating Officer for all administrative/operational matters. The day to day administration is undertaken in line with the policies and procedures approved by the Governors. The Headmaster, or a deputy, attends all Governors' and sub committee meetings.

There are a number of sub committees. Each committee is chaired by a Governor.

The Education Committee is the forum for academic discussion in which Governors and staff participate equally. In addition, the Education Committee receives termly reports from the Designated Safeguarding Lead's and annually reviews the School's Safeguarding, Anti Bullying and Behavioural policies.

The Resources Committee has delegated responsibility for overseeing the financial and business management of the School, scrutinising and reporting to the Board on annual budgets and monitoring performance. It also carries out regular reviews of the major risks to which the School is exposed and annually determines the school budget which incorporates major capital expenditure for the year ahead, in line with the school's strategic development plan. This Committee is also responsible for discussion in all matters relating to the recruitment and retention of staff and the running of the School's estates, including Health and Safety and site development/ maintenance.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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The School's Marketing and Outreach Committee assumes delegated responsibility by the board of Governors for all matters relating to marketing and admissions along with public benefit, community engagement and association with the local community groups.

A newly formed Futures Group meets on a termly basis with the key objective of reviewing and implementing the School's strategic vision.

The Governors gave of their time freely and no remuneration or expenses were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. The Headmaster's and senior staff remuneration was set by the Board, having regards to performance, external comparators and benchmarking with similar organisations.

#### **Recruitment, induction and training of Governors**

New Governors are appointed at a meeting of the board and are confirmed at the Annual General Meeting. The Board receives suggestions from Governors, school officers, advisors and unsolicited requests. After an initial consideration of suitability, on the basis of the existing board's known skills and needs, and confirmation of interest and eligibility, a detailed review of suitability is carried out together with an interview before recommendation is made to the board.

The Chairman inducts new governors and explains the Board's Policies and Procedures. The School is a member of AGBIS (Association of Governing Bodies in Independent Schools) and governors have the opportunity to attend relevant training and refresher courses.

The Board conducts regular audits of the skill sets represented on the Board to ensure that there is a balanced membership with an appropriate range of skills and expertise. AGBIS recommendations are followed where possible in deciding the balance, expertise and number on the governing body

#### **Other Relationships**

The School actively supports the independent and state sector. In particular, the furtherance of educational standards and the quality of pastoral care, through participation in, and subscription to, umbrella organisations such as Society of Heads, Independent Association of Prep Schools, Independent Schools Association and Boarding Schools Association. The School is also a member of the prestigious HMC, the Headmasters' and Headmistresses' Conference. The School co-operates with local charities and organisations to widen public access to the education that it provides and to optimise the use of sports facilities. This ranges from hosting sports events for local schools to a prefects camp out for St Martin's Housing trust. The school has a relationship with the Friend Indeed charity and Beauchamp House, a local care home. Langley Prep School has a long standing relationship with Harford Manor School, a school for children with complex learning difficulties. The Icenian Society (alumni) is active in using funds to improve the education of all at the school.

The Langley Parents, Teachers and Friends Association have helped a number of school departments during the last year and held some events. These have been restricted due to the impact of COVID. Some examples of events held have been:

- September 2019 – Headmaster's introduction to parents 'Cheese and Wine'. Funds towards the refreshments.
- September 2019 – Funded the 'Green Go Karts' for Mr Norton (DT) activity. Y9's Design, build and race the electric go-Kart, a chance to develop their design and engineering skills.
- September 2019 – March 2020 – 'Coffee in the Carpark', a chance for parents to meet and chat at pick up time, over a cup of coffee.
- October 2019 – Supported the Rugby Festival, serving refreshments.
- November 2019 – funded 'Book Buzz' a reading programme from the Book Trust to encourage reading for pleasure, each child from years 6-8 choose and receive a free book from a selected list.

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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- February 2020 – Supported the 'Peter Pan' production providing refreshments.
- February 2020 – funded and attended Sunday Brunch for the new Y6/7's parents and pupils, a chance for new & old parents, pupils and siblings to meet and get to know each other in an informal setting.

All future events were then postponed or cancelled due to the COVID-19 pandemic lockdown, including Spring Ball, Quiz & Curry, 'Music Day' support, sports day support, outdoor classroom, 'Brunches' for the remaining years.

### **Risk management**

The Governors are responsible for the management of the risks faced by Langley School. They regularly assess the major risks to which the School is exposed and they are satisfied that systems are in place to manage all identified risks.

The Governors view the risks in terms of impact and probability.

The Governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be a major risk faced by the School. Whilst the Board has confidence in its present recruitment strategy there is no room for complacency and particular attention is paid to marketing and pupil recruitment in mitigation. Other key risks include risk to reputation due to adverse publicity, risk of not managing staff and other costs, and failure to meet the financial requirements for capital expenditure and support of bursaries. Health and Safety is always a significant area for risk management along with, more recently, the impact of pandemics.

The School's approach to risk management and internal control may be summarised as follows:

- the Governors have oversight of risk management within the School as a whole;
- the management of risk is a whole School responsibility;
- all parties involved in the process adopt an open and receptive approach to solving risk problems;
- Langley Leadership Team ("LLT") prepares policies for Governors' approval and implements such policies as are approved by the Governors.

Each member of the LLT is responsible for fostering good risk management practice throughout the School and particularly within their area of responsibility.

The Governors will:

- ensure the integration of risk management into the culture of the School;
- take major decisions affecting the School's risk profile or exposure, determining what types of risk are acceptable and which are not;
- monitor the management of significant risks to reduce the likelihood of unwelcome surprises;
- satisfy itself that less significant risks are being actively managed, with the appropriate controls in place which are working effectively;
- annually review the School's approach to risk management, consider how effectively or otherwise controls have been implemented, approve changes to this policy and review the Risk Register as at the date of that review;
- delegate to the Resources, Education, Marketing and Outreach Committee's the responsibility to review the School's Risk Register each term and to provide the Governors' response to residual risk that the Committee does not consider necessary to refer to the Full Board.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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The School's key controls include:

- detailed terms of reference for all Committees;
- formal agendas for all Committee and Board activity;
- written minutes of all Board and Committee meetings;
- established School management structure;
- clear lines of communication with parents;
- formal written policies covering all important activities;
- comprehensive management accounting and reporting;
- strong emphasis placed on recruiting and retaining staff;
- strict vetting procedures with respect to the employment of staff.

It is recognised that systems cannot provide absolute assurance that all possible risks have been identified or managed.

### **Objectives and activities**

#### **a. Policies and objectives**

The company is constituted under a Memorandum of Association dated 14 April 1960 and is a registered charity, number 311270.

In addition to its charitable objectives, the stated purpose of the school is:

"Langley School exists to provide a first class, all round education within a friendly, inclusive and supportive community. By focusing relentlessly on improving standards our pupils will learn to be independent, valued citizens and develop their abilities to the full. We select co educational boarders and day students, based on their overall potential, who are prepared to benefit from and be active partners in the continued success of Langley School."

The School Governors are conscious that they must comply with all aspects of charity legislation and are aware of their new duties arising from the Charities Act 2011. The Governors confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission as updated in September 2014.

#### **Public Benefit/Charities Commission**

This year the value of scholarships, grants, entrance prizes and other awards made to the school's pupils out of unrestricted funds was £2,900,478 (2019: £2,577,194) and £60,215 from restricted funds (2019: £76,344). Langley School's policy in line with that of other independent schools is to make these awards on the basis of the individual's educational potential although awards from restricted funds are, of course, subject to the conditions applied by the original donor.

The School Governors believe the bursaries offered by the charity, including 100% awards, widen public access. This is in addition to the sharing of many of its facilities within the local community. During a pandemic free year Langley School would operate a number of schemes that benefit local state children. For example:

- Science masterclasses for Key Stage 2/3 pupils
- The sharing of sports facilities for example cluster schools cross country hosted at both schools
- Hosted cluster primary cross country championships and prep and primary athletics events.

Local sports clubs, such as Carrow Hockey Club, use the school facilities.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Objectives and activities (continued)**

**b. Aims and intended impact**

It is the Governors' policy for both schools to attain the highest academic levels, in addition to providing an extra curricular programme which aims to develop life long leisure interests and help build self confidence and a desire to contribute to the community.

**c. Objectives for the year**

Langley School's primary objective this year was to continue to provide the best possible education and care for each and every pupil whilst continuing to build close links between the Prep and Senior School as far as possible. In addition to the recruitment of a new Headmaster to provide strong leadership for the next stage of the School's development.

**d. Strategies to achieve the year's objectives**

**Academic foundation**

- The school continued its work to build a strong academic foundation, ensuring high quality classroom practice remained paramount.
- Teachers received tailored inset with a focus on evidence based best practice focusing on areas that yield the greatest change in pupil outcomes, such as developing pupils' metacognitive skills.
- The Russell Group and Oxbridge pathways programme was further developed with a record seven pupils applying for either Oxford or Cambridge Universities.

**Boarding**

- The boarding facilities at the Prep school were discontinued at the end of the 2019 year. Boarding at the senior school has continued to be popular, with the range of flexi, weekly and full options used. Pupils have come from all across the world, something that has greatly enhanced the cultural life of the school.

**e. Principal activities of the year**

The principal activity of the Charity is the provision of education to boys and girls.

The combined School closed the year with 821 students (2019: 881) Boarding numbers were 78 by July 2020 (2019: 128).

**Strategic report**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**a. Operational performance of the School**

The year was, inevitably, dominated by Covid lockdown restrictions from the end of March 2020. The school, in all its' sections, provided support and care for the most vulnerable pupils and the children of key workers. There was a remote lesson programme put into place from the start of the Trinity term 2020. The first half of term this was a lighter touch for the junior years, focusing on the essential subjects and project work. After half term, there was a full remote timetable and a 'Make the Leap' programme created for those in Year 11 and the U6. There were a huge range of remote activities on offer, from the PE live streaming workouts, to live cookery

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

demonstrations. There were still weekly chapel services recorded, as well as a weekly Headmaster's assembly and year group and house meetings. The tutors checked in with their tutees each day and the school held a virtual speech day ceremony at the end of term.

Both the Prep School (November) and Senior School (January) were visited by the inspectors from ISI to carry out compliance inspections. The inspection days went very well and both sites passed (there is only pass and fail) this inspection. A copy of the report is on the website and was distributed to parents.

The Senior school also received an audit from the Home Office to check compliance with the regulations around international boarder entry and correct paperwork. This was also passed and the school's ability to take in those on tier 4 visas was confirmed.

**Senior School**

**Academic**

**A Level** our A\*/A percentage was 49% and A\*-C was 94%. 80% of students gaining their first choice university offers.

We continued to gain outstanding Extended Project Qualification (EPQ) results in the 6th Form, along with an increasing student uptake, allowing more able students to increase their academic profile for UCAS.

**At GCSE**, the total A\*-C % was 98.9%. 92% of pupils got 5 A\*-C.

A full programme of intervention was developed using lunchtimes, after school and holiday periods to ensure each Year 11 pupil and 6th Form student was given the opportunity to succeed.

**National Biology and Chemistry Olympiads**, bringing home a Silver and Bronze for the Biology and Gold, Silver and Bronze in the Chemistry.

**Senior maths challenge**. The pupils were awarded the following: two gold, two silver and six bronze.

**Norfolk Scholars and Oxbridge**: The school had 38 Norfolk Scholars (ABB or greater).

**Sixth Form Academic Award Holders**. This new award recognises excellence at GCSE, with 63 points or more. This group of 20 took part in enrichment and extension activities.

BTEC and other level 3 qualifications: 7 distinctions, 13 merits and 5 passes.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**b. Co-Curricular Activities**

**CCF**

There was an extensive and varied programme over the two terms. Even in lockdown, there were still CCF activities and the cadets worked towards particular qualifications.

- Seven pupils were awarded their Young Lifesaver certificates.
- Fourteen pupils were awarded their RAF Heart Start certificates
- Five pupils gained their RAF marksman awards
- Two pupils were awarded their RAF leadership certificates

**Model United Nations**

- Participation in NORMAC at Norwich School
- Wycombe Abbey event (WASAMUN)

**Debating**

Pizza and Polemic events were held at the school, with state and independent schools invited to take part. The school also entered ESU events. One pupil was awarded the best speaker award in the ESU Churchill public speaking competition.

**Duke of Edinburgh Awards.** There were two silver and one bronze awarded this year.

**Rotary Young Chef awards** – this was won jointly by two pupils in Year 9.

**Rotary Challenge competition certificates** were awarded to ten pupils.

**Music**

It was a busy two terms for the music department:

- A level and GCSE age group soirees
- House music competition conducted virtually
- In October 2019, the local drama group, The Loddon Players performed a production of Annie at the School. It was watched by many in the local community and Langley staff and pupils were in the cast and band.

110 pupils took instrumental music lessons.

Associated Board exams were taken by over twenty pupils, achieving excellent results.

**Drama**

Peter Pan was the major production of the year, taking place over 4 performances in February. It was watched by over a thousand people, from staff, school families and the local community. The matinee was performed to the entire Pre-Prep and Prep school. It was very sad that there couldn't be the planned woodland setting of A Midsummer Night's Dream in the Trinity term.

Over 40 LAMDA exams were completed, ranging from level 1 to level 3, grade 7 (distinction).

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**Sport**

The School has continued to provide a wide range of sporting opportunities for pupils, both through a fixtures programme and opportunities for elite players to progress with partner academies and national associations.

**Rugby**

The 1st XV had an excellent season winning 10 out of their 11 fixtures term and reaching the Semi-Final of the U18 National Vase losing out to Newcastle Boys' School 7-0 in the final tightly contested fixture of the season. Captain Tane Dunn was offered a full-time contract by Wasps at the end of the season and his fellow Academy team mate Simone Panella won a rugby bursary to Brunel University. Meanwhile Lower 6th form pupil Joe Plunkett represented Leicester Tigers U18s who won the U18 Academy League for the 3rd consecutive year.

**Langley National Rugby Festival**

The first weekend of the October half term saw 12 of the best rugby playing schools in the country visit Langley Park for what is now a well established National Rugby Festival. As hosts, the Langley side acquitted themselves well on Day 1 of the competition, drawing against Champion School from Essex in their opening game, beating St Benedicts, Ealing, before succumbing to Dean Close from Cheltenham. This meant that they went into Bowl Competition on Day 2.

Brighton College won the illustrious Savill's Cup for the first time beating Trinity School, Croydon in the Final.

The Junior teams also played some excellent rugby with the U12 A team standing out with some very dominant performances against strong opposition.

The 7s season was cut short, but not before the U18 Girls were able to have their first run out at the Floodlit 7s at Wisbech Grammar School.

**Hockey**

2019 was an excellent year for the senior hockey girls. With over 30 girls representing the 1XI and 2XI, we have seen the 1XI progress to the 4th round of the National Cup and our most successful 2XI season to date winning over 50% of their games.

We were delighted to be able to put out a further 10 teams across the year groups with over 75 fixtures. There were a host of excellent performances both in victory and defeat and there were some high scoring matches along the way too.

We are exceptional proud of our performances in the England Hockey Tier 3 national cup competitions, with our teams at U12, U14 and U16 reaching the regional stages of the competition. This is the first time we have had 3 teams achieving this. Along the way, there were 2 T3 county championship wins for the U14s and U16s. In addition, we had 9 girls representing the school with Norfolk Hockey and 3 who made the national club finals with sporting partners Harleston Magpies.

**Netball**

Although, like for many sports, the Coronavirus cut short the netball season, we still had an opportunity to play lots of netball.

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**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

Langley also launched the Netball Academy in January - welcoming girls from ages 11 to 18 to develop their skills further in more of an individual performance based environment.

This season we were delighted to able to put out 1st, 2nd and 3rd Senior teams - all working hard, playing hard and representing the school with great character. They had some closely fought matches with Norwich High School, Wisbech and Wymondham to name a few. In the Area Cup Competition our 1st team played superbly, earning a place in the semi-finals only to be beaten by the overall winners.

Our U13A team and U16A team took part in the Norwich Schools league and came second and first. A super achievement for all those involved, not only were there some great team performances but a great deal of player development took place due the chance to play more competitive netball matches. In Year 11 Ella Spear was selected for county trials & Talitha Key continued to train and play with county.

We hosted a hugely successful U12 netball tournament on a glorious day here at Langley. 11 different state and independent schools came together for the tournament, which featured some fantastic youth netballers and saw Langley U12 A claim 3rd place overall.

**Football**

The Langley football started the year very positively and entered teams in the County Cup competitions from Under 12 through to U18s and in the ESFA National competitions in selected age groups. The first 1st team were inspired up front by DJ Millet's goal scoring abilities and play makers Matt Ward and George Tong. They led the way with a series of strong performances eventually reaching the County Final.

This level of performance was matched by the U16s who also reached the County Cup Final.

Sadly, lockdown prevented these two finals from being played along with the other age group competitions. This led to particular disappointment for the Under 15s who had reached their National Cup Semi-Final.

In the junior years the U14 had reached the County Cup Quarter Final and after a good run in the National Cup the U12s were knocked at the QF stages.

**Cross-Country**

Langley School hosted over a dozen local primary schools in the Schools Sporting Partnership (SSP) Area competition and a lovely sunny October morning saw us open our doors to local school children and spectators. Following a successful whole school House competition in December we then hosted the Norfolk Schools County Finals for the second consecutive year which saw hundreds of runners from schools all over Norfolk compete in races from U12 – U18 categories hoping to qualify for English Schools' National Finals. One pupil came 16th (out of 1200) in the London half marathon.

**Swimming**

One pupil was county champion in four events, second in two and third in a further event. He also posted national times during lockdown.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

**c. Achievements and Performance Langley Prep School**

Scholarships for academic, all round and sport were plentiful this year despite the disruption towards the end of the academic year caused by lockdown, etc. Improved data analysis to track academic progress has been introduced in addition to the growth mindset philosophy gathering further momentum. The School completed and obtained the Optimum Wellbeing Award for Schools (WAS) and further staff were trained as mental health champions throughout the course of the year. The PSB, and in particular the project-based element of this, were particularly useful during lockdown and further work was undertaken on ensuring all elements of the independent learner model were incorporated into our programmes of study.

The hockey season was particularly successful with the U13 girls crowned county and eastern region winners and were only denied a place in the national finals through a cancellation of the tournament due to Covid-19. Clay pigeon shooting, fishing, canoeing and pistol shooting all featured this academic year in addition to further opportunities for the School's swimming squad. We retain the platinum level of the National Schools Games Mark award.

An outstanding production of Joseph took place in the Lent term in addition to Early Years' and Pre-Prep Christmas productions.

Results of the ABRSM music exams were once again excellent with a 100% pass rate. Opportunities for the choir to perform were plentiful and four soirees allowed individual performers to showcase their talents.

Learning outside the classroom gained greater traction and additional staff were trained up as Forest School practitioners.

Community links were developed further as the School's association with both Harford Manor, a school for children with complex learning needs, remains strong, and further links were forged with a local care home.

The School continues to share its facilities with local schools, hosting regional cross-country events and working closely with the West Norwich & Dereham Schools Sports Partnership.

The PTFA organised a first-class bonfire event, an impressive Christmas fair and links with the parental community are very evident with the Parents' Forum Group who meet termly with the deputy head to discuss common themes and areas requiring greater clarification.

Prior to lockdown educational visits were evident for all year groups and visiting speakers including athletes, authors and overseas guests were all welcomed into the School.

The main hall at Prep benefitted significantly during the year from extensive roof replacement of Taverham Hall along with upgrades to the water hygiene systems. Following completion of the replacement of the roof, classrooms were refurbished to provide light, airy teaching spaces for pupils in the upper years of the School.

**Achievements and Performance Langley Pre-Prep**

Throughout the Pre-Prep expectations and standards have remained consistently high this year despite moving in and out of remote teaching. Children are regularly assessed both formally and informally to ascertain levels in all areas so that planning can be in place for individual needs. Children with specific learning difficulties are supported within the classroom under guidance from the Accelerated Learning Department, if needed.

The children and staff wellbeing is at the heart of everything we do. We follow the growth mindset philosophy

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**LANGLEY SCHOOL (1960) LIMITED**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Strategic report (continued)**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR (continued)**

effectively with the children from the start of their time in Early Years and Pre-Prep, introducing them to characters who display the soft skill traits that we want them to develop and these are modelled and encouraged throughout all areas of school life. We have in place an effective support structure in the form of regular staff meetings, regular opportunities to meet with team leaders, appraisal and supervision. Our Mental Health First Aider, Mrs Janine Daws, does an outstanding job supporting both staff and children on an individual basis or within small groups as required. We also continue to educate the children through our PSHE programme and through assemblies to help them to understand and develop strategies to support their mental well being.

In September 2020 we were finalists in the pre-prep category for the Independent School of the Year and feature in the Independent school winners addition magazine which talks about our core values and varied curriculum along with the supportive wellbeing structure in place for all pupils.

We continued to undertake preparation and performance of our usual nativity plays for Early Years and Pre-Prep, Year 2 French Breakfast, Year 1 pantomime and a carol service. These were all recorded and delivered to parents remotely but we were extremely proud of the end results for children of such a young age.

We are extremely well supported by the Parents, Teachers and Friends Association and the Head of Pre-Prep attends these meetings and has been involved in helping to fund raise through remote quiz nights and bingo evenings this year. The children in Pre-Prep and Early Years have been fortunate in receiving an outdoor reading and maths shed for Early years and a large canopy in Reception to allow the children to be outside in all weathers.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

**a. Financial review**

The School reported a deficit for the year of £(1,489,566), this includes £1,064,742 being the exceptional cost of the roof repairs at Taverham Hall (2019: surplus £971,776).

There were two major factors in the financial performance of the school in the year, the impact of COVID and the maintenance on the fabric of Langley Prep School at Taverham Hall. The cost of the repairs was £1.7m of which £1.064m was expensed and the remainder treated as additions to fixed assets.

Concurrently the school renewed and secured long term financing with our existing bankers, Nat West.

Income fell in the year on the discounts/fee remission given, the loss of food, boarding and travel income as well as other commercial income. The result is a fall in income year on year of £945k. During the lockdown period in the Trinity term the sites were effectively mothballed and where appropriate staff furloughed through the CJRS scheme.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**b. Reserves policy**

Note 18 to the financial statements shows the assets and liabilities attributable to the various funds by type and also summarises the year's movements on each fund. At 31 August 2020 unrestricted funds amounted to £6,211,762 (2019: £6,576,371) with tangible assets amounting to £10,834,650 (2019: £10,912,900) resulting in no free reserves (2019: £Nil). In the absence of free reserves, working capital and cash flow are monitored closely. The Governors' policy is to continue building up reserves out of operating surpluses, subject to the requirements for further capital expenditure. The School's working capital is considered to be sufficient to meet its liabilities as they fall due.

**c. Investment power and objectives**

Under the memorandum and articles of association, the governors have the power to make any investment which the trustees see fit.

**d. Future plans**

The Board's future plans are discussed and reviewed regularly. The key objectives are:

- a. to complete the strategic review and to update the School Development Plan;
- b. to continue to build and improve on pastoral and welfare care;
- c. to raise standards of achievement across all year groups;
- d. to 'right size' the capacity of both schools;
- e. to continue to upgrade facilities across all areas, to maintain appropriate pupil/teacher ratio's which we believe gives the necessary time for developing both academic and wider skills;
- g. to continue to build and encourage community access to the school's facilities.

**e. COVID-19**

In March 2020 and January 2021 the school was instructed to cease the onsite delivery of education to all but the children of key workers and vulnerable pupils as part of the Government's strategy to manage the COVID – 19 pandemic. This has had a major impact on how the school is being run with the switch to a remote learning environment. Education is delivered across the whole age spectrum with live lessons, year group meetings and whole school assemblies. Once again, Year 11 and Upper 6th pupils have had their public exams cancelled and the school has ensured that they have been able to compile as much evidence as possible, completing their courses.

The Trustees judged that the fee income due for the Trinity term 2020 and Lent 2021 could not be charged in full and COVID credits of between 10% to 15% were allowed in these exceptional circumstances, which our parents are broadly supportive of.

Measures have been taken to address reduce costs too including the furloughing of staff where possible and accelerating other plans where their impact is to reduce costs.

As the Government measures are lifted the School will be in an excellent position face the challenges of a post pandemic world.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**(continued)**

**a. Information on fundraising practises**

Langley School does not undertake conventional charitable fundraising activities.

- Langley School does not have any third party fundraisers acting on its behalf.
- The Charity not bound by any voluntary scheme or standard for regulating fundraising.
- The Charity has not received any complaints about its fundraising activity over the last year.
- The Charity has a complaints procedure and would review and learn from any complaints if they were received.

**Engagement with employees and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The Group and the Company carry out exit interviews for all staff leaving the organisation and have adopted a procedure of upward feedback for senior management and the Trustees.

The Group and the Company have implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the Group and the Company's equal opportunities policy, the Group and the Company have long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the Company's offices.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

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

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

**Auditors**

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



**Lt. Col. M A Nicholas MBE DL**  
Date: 25 May 2021  
(Chair of Trustees)



**Mr D J Anderson Brown**

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**

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**Opinion**

We have audited the financial statements of Langley School (1960) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 August 2020 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
**(CONTINUED)**

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**Other information**

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

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

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**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LANGLEY SCHOOL (1960) LIMITED**  
(CONTINUED)

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**Responsibilities of trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer (Senior statutory auditor)**

for and on behalf of  
**Larking Gowen LLP**  
Chartered Accountants  
Statutory Auditors  
King Street House

15 Upper King Street  
Norwich  
NR3 1RB

Date: 26 May 2021

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>					
Charitable activities		9,944,800	(60,215)	9,884,585	11,148,883
Other trading activities	4	327,117	-	327,117	505,539
Other income	5	1,246,292	-	1,246,292	1,810,871
<b>Total income</b>		<u>11,518,209</u>	<u>(60,215)</u>	<u>11,457,994</u>	<u>13,465,293</u>
<b>Expenditure on:</b>					
Raising funds	6	567,798	-	567,798	672,734
Charitable activities	7	11,315,020	-	11,315,020	11,820,783
Other expenditure	8	-	1,064,742	1,064,742	-
<b>Total expenditure</b>		<u>11,882,818</u>	<u>1,064,742</u>	<u>12,947,560</u>	<u>12,493,517</u>
<b>Net movement in funds</b>		<u>(364,609)</u>	<u>(1,124,957)</u>	<u>(1,489,566)</u>	<u>971,776</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		6,576,371	1,161,026	7,737,397	6,765,621
Net movement in funds		(364,609)	(1,124,957)	(1,489,566)	971,776
<b>Total funds carried forward</b>		<u>6,211,762</u>	<u>36,069</u>	<u>6,247,831</u>	<u>7,737,397</u>

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

The notes on pages 23 to 47 form part of these financial statements.

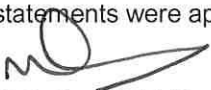
**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED BALANCE SHEET  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	13	10,834,650	10,912,900
Investments	14	50	50
		10,834,700	10,912,950
<b>Current assets</b>			
Stocks	15	35,441	48,085
Debtors	16	3,279,867	4,434,465
Cash at bank and in hand		1,638,448	150,530
		4,953,756	4,633,080
Creditors: amounts falling due within one year	17	(4,681,386)	(5,545,142)
<b>Net current assets / liabilities</b>		272,370	(912,062)
<b>Total assets less current liabilities</b>		11,107,070	10,000,888
Creditors: amounts falling due after more than one year	18	(4,859,239)	(2,263,491)
<b>Total net assets</b>		6,247,831	7,737,397
<b>Charity funds</b>			
Restricted funds	19	36,069	1,161,026
Unrestricted funds	19	6,211,762	6,576,371
<b>Total funds</b>		6,247,831	7,737,397

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

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

  
**Lt. Col. M A Nicholas MBE DL**  
(Chair of Trustees)  
Date: 25 May 2021

  
**Mr D J Anderson Brown**

The notes on pages 23 to 47 form part of these financial statements.


**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	13	10,834,650	10,912,900
Investments	14	650	650
		10,835,300	10,913,550
<b>Current assets</b>			
Stocks	15	35,441	47,605
Debtors	16	3,249,316	4,392,448
Cash at bank and in hand		1,637,929	141,680
		4,922,686	4,581,733
Creditors: amounts falling due within one year	17	(4,648,232)	(5,491,711)
<b>Net current assets / liabilities</b>		274,454	(909,978)
<b>Total assets less current liabilities</b>		11,109,754	10,003,572
Creditors: amounts falling due after more than one year	18	(4,859,239)	(2,263,491)
<b>Total net assets</b>		6,250,515	7,740,081
<b>Charity funds</b>			
Restricted funds	19	36,069	1,161,026
Unrestricted funds	19	6,214,446	6,579,055
<b>Total funds</b>		6,250,515	7,740,081

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

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

  
**Lt. Col. M A Nicholas MBE DL**  
(Chair of Trustees)  
Date: 25 May 2021

  
**Mr D J Anderson Brown**

The notes on pages 23 to 47 form part of these financial statements.

**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	2020 £	2019 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	1,142,452	(723,242)
<b>Cash flows from investing activities</b>		
Interest received	14,031	4,963
Proceeds from the sale of tangible fixed assets	301,305	1,069,742
Purchase of tangible fixed assets	(1,732,137)	(325,946)
<b>Net cash (used in)/provided by investing activities</b>	<b>(1,416,801)</b>	<b>748,759</b>
<b>Cash flows from financing activities</b>		
Cash inflows from new borrowing	4,400,000	-
Repayments of borrowing	(2,603,290)	(153,060)
New finance leases	-	137,778
Repayments of finance leases	(34,443)	(57,408)
<b>Net cash provided by/(used in) financing activities</b>	<b>1,762,267</b>	<b>(72,690)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>1,487,918</b>	<b>(47,173)</b>
Cash and cash equivalents at the beginning of the year	150,530	197,703
<b>Cash and cash equivalents at the end of the year</b>	<b>1,638,448</b>	<b>150,530</b>

The notes on pages 23 to 47 form part of these financial statements

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

Langley School (1960) Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The financial statements are presented in Sterling (£), which is the functional currency of the company, and rounded to the nearest £.

**1.2 Company status**

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

**1.3 Going concern**

The Governors have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approving these financial statements. The Governors consider that the budgeted income and expenditure and agreed banking facilities is sufficient with the level of unrestricted reserves for Langley School (1960) Limited to be able to meet its liabilities as they fall due. For this reason the Governors consider it is appropriate for the financial statements to continue being prepared on a going concern basis.

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**LANGLEY SCHOOL (1960) LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. Accounting policies (continued)**

**1.4 Income**

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Governors' report for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

**1.5 Expenditure**

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

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Langley School (1960) Limited and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

**1.7 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. Accounting policies (continued)**

**1.9 Taxation**

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

**1.10 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2%
Plant and machinery	-	25%
Fixtures and fittings	-	25%

**1.11 Investments**

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

Investments in subsidiaries are valued at cost less provision for impairment.

**1.12 Stocks**

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

**1.13 Debtors**

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

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. Accounting policies (continued)**

**1.14 Cash at bank and in hand**

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

**1.15 Liabilities and provisions**

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

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

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

**1.16 Financial instruments**

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

**1.17 Operating leases**

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

**1.18 Pensions**

The school contributes to the Teachers' Pension Scheme, a contributory scheme administered by Teachers' Pensions on behalf of the Department for Education. Contributions are made at rates set by the Government's actuary and advised to the school by the scheme administrator. The school also contributes to personal pension schemes for other non-teaching staff.

Contributions to the pension scheme are charged to the company's income and expenditure account when payable

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**LANGLEY SCHOOL (1960) LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. Accounting policies (continued)**

**1.19 Fund accounting**

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

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the tangible fixed assets and note 1.10 for the depreciation rates applied for each class of assets

Impairment of trade debtors

The company makes an estimate of the recoverable value of trade debtors and other debtors. When assessing impairment of trade or other debtors, factors are considered including the current financial position of the debtor, the ageing profile of the debtors and historical experience. See note 16 for the net carrying amount of the debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**3. Income from charitable activities**

	2020 £	2019 £
Gross Fees	12,634,319	13,499,194
Less: bursaries and discounts	(2,975,416)	(2,653,538)
Add: bursaries and discounts paid from restricted funds	60,215	76,344
	9,719,118	10,922,000
Registration and other tuition fees	165,467	226,883
	9,884,585	11,148,883

Fee discounts and bursaries costs for 2020 include an exceptional amount of £378,972 in respect of the Governors special discount awarded for Trinity term 2020.

**4. Charity trading income**

	Unrestricted funds 2020 £	Total funds 2020 £
School transport	327,117	327,117
	327,117	327,117
	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
School transport	505,539	505,539
	505,539	505,539

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**5. Other incoming resources**

	Unrestricted funds 2020 £	Total funds 2020 £
Bank interest receivable	14,031	14,031
Lettings and catering	358,058	358,058
Profit on sale of fixed asset	505	505
Coronavirus Job Retention Scheme income	873,698	873,698
<b>Total 2020</b>	<b>1,246,292</b>	<b>1,246,292</b>

During the year, the School received exceptional government funding as part of the Coronavirus Job Retention Scheme. Funding represents the costs of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Bank interest receivable	4,963	-	4,963
Lettings and catering	736,166	-	736,166
Profit on sale of fixed asset	5,000	1,064,742	1,069,742
<i>Total 2019</i>	<i>746,129</i>	<i>1,064,742</i>	<i>1,810,871</i>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**6. Expenditure on raising funds**

**Fundraising trading expenses**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Direct costs	259,037	259,037
Staff costs	308,761	308,761
<b>Total 2020</b>	<b>567,798</b>	<b>567,798</b>
	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Direct costs	338,174	338,174
Staff costs	334,560	334,560
<i>Total 2019</i>	<i>672,734</i>	<i>672,734</i>

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Charitable activities	11,315,020	11,315,020

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**7. Analysis of expenditure on charitable activities (continued)**

**Summary by fund type (continued)**

	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Charitable activities	<u>11,820,783</u>	<u>11,820,783</u>

**Summary by expenditure type**

	<b>Staff costs 2020 £</b>	<b>Depreciation 2020 £</b>	<b>Other costs 2020 £</b>	<b>Total funds 2020 £</b>
Charitable activities	<u>8,675,339</u>	<u>444,847</u>	<u>2,194,834</u>	<u>11,315,020</u>

	<i>Staff costs 2019 £</i>	<i>Depreciation 2019 £</i>	<i>Other costs 2019 £</i>	<i>Total funds 2019 £</i>
Charitable activities	<u>8,692,123</u>	<u>483,833</u>	<u>2,644,827</u>	<u>11,820,783</u>

**8. Other expenditure**

	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<i>Total funds 2019 £</i>
Taverham Hall roof repair work	<u>1,064,742</u>	<u>1,064,742</u>	<u>-</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**9. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2020 £</b>	<b>Total funds 2020 £</b>
Direct costs	11,315,020	11,315,020

	<i>Activities undertaken directly 2019 £</i>	<i>Total funds 2019 £</i>
Direct costs	11,820,783	11,820,783

**Analysis of direct costs**

	<b>Activities 2020 £</b>	<b>Total funds 2020 £</b>
Wages (incl NI & Pension)	8,675,339	8,675,339
Depreciation	444,847	444,847
Property costs	714,403	714,403
Catering	221,846	221,846
IT and communications	225,723	225,723
Insurance	120,146	120,146
Marketing	125,866	125,866
Professional fees	269,746	269,746
Finance costs	45,183	45,183
Loan interest	84,074	84,074
Sundry	69,832	69,832
Other educational costs	318,015	318,015
<b>Total 2020</b>	<b>11,315,020</b>	<b>11,315,020</b>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<i>Activities 2019 £</i>	<i>Total funds 2019 £</i>
Wages (incl NI & Pension)	8,692,123	8,692,123
Depreciation	483,833	483,833
Property costs	750,451	750,451
Catering	350,039	350,039
IT and communications	323,242	323,242
Insurance	93,732	93,732
Marketing	98,702	98,702
Professional fees	256,303	256,303
Finance costs	28,462	28,462
Loan interest	81,720	81,720
Sundry	57,607	57,607
Other educational costs	604,569	604,569
<i>Total 2019</i>	<i>11,820,783</i>	<i>11,820,783</i>

**10. Auditors' remuneration**

	<b>2020 £</b>	<b>2019 £</b>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>37,000</b>	36,625
Fees payable to the Company's auditor in respect of: All non-audit services not included above	<b>3,000</b>	2,655

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**11. Staff costs**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
Wages and salaries	7,339,117	7,676,653	7,030,356	7,342,093
Social security costs	623,343	648,640	623,343	648,640
Contribution to defined contribution pension schemes	1,021,640	701,390	1,021,640	701,390
	<b>8,984,100</b>	<i>9,026,683</i>	<b>8,675,339</b>	<i>8,692,123</i>

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

<b>Group 2020 No.</b>	<i>Group 2019 No.</i>
<b>298</b>	<i>305</i>

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

	<b>Group 2020 No.</b>	<i>Group 2019 No.</i>
In the band £50,001 - £60,000	1	-
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	1
In the band £90,001 - £100,000	1	-
In the band £110,001 - £120,000	1	1
In the band £200,001 - £210,000	-	1

Contributions were made to the defined benefit Teachers' Pension Scheme for 2 higher paid employees (2019: two higher paid employee) with contributions amounting to £51,937 (2019 £40,236).

The Key Management Personnel in the year received total remuneration (including employers NIC and pension) of £292,882 (2019: £361,083).

Staff costs include £129,785 (2019: £93,673) in respect of redundancy and termination payments.

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**12. Trustees' remuneration and expenses (continued)**

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £NIL).

**13. Tangible fixed assets**

**Group**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2019	12,734,126	377,268	3,488,568	16,599,962
Additions	643,085	-	24,310	667,395
Disposals	(320,000)	-	-	(320,000)
At 31 August 2020	<u>13,057,211</u>	<u>377,268</u>	<u>3,512,878</u>	<u>16,947,357</u>
<b>Depreciation</b>				
At 1 September 2019	2,259,639	241,513	3,185,910	5,687,062
Charge for the year	260,313	2,890	181,642	444,845
On disposals	(19,200)	-	-	(19,200)
At 31 August 2020	<u>2,500,752</u>	<u>244,403</u>	<u>3,367,552</u>	<u>6,112,707</u>
<b>Net book value</b>				
At 31 August 2020	<u>10,556,459</u>	<u>132,865</u>	<u>145,326</u>	<u>10,834,650</u>
At 31 August 2019	<u>10,474,487</u>	<u>135,755</u>	<u>302,658</u>	<u>10,912,900</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**13. Tangible fixed assets (continued)**

**Group (continued)**

**Company**

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 September 2019	12,734,126	371,550	3,488,568	16,594,244
Additions	643,085	-	24,310	667,395
Disposals	(320,000)	-	-	(320,000)
At 31 August 2020	<u>13,057,211</u>	<u>371,550</u>	<u>3,512,878</u>	<u>16,941,639</u>
<b>Depreciation</b>				
At 1 September 2019	2,259,639	235,795	3,185,910	5,681,344
Charge for the year	260,313	2,890	181,642	444,845
On disposals	(19,200)	-	-	(19,200)
At 31 August 2020	<u>2,500,752</u>	<u>238,685</u>	<u>3,367,552</u>	<u>6,106,989</u>
<b>Net book value</b>				
At 31 August 2020	<u>10,556,459</u>	<u>132,865</u>	<u>145,326</u>	<u>10,834,650</u>
At 31 August 2019	<u>10,474,487</u>	<u>135,755</u>	<u>302,658</u>	<u>10,912,900</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**14. Fixed asset investments**

	<b>Unlisted investments £</b>
<b>Group</b>	
<b>Cost or valuation</b>	
At 1 September 2019	50
<b>At 31 August 2020</b>	<u>50</u>
<b>Net book value</b>	
<b>At 31 August 2020</b>	<u>50</u>
<i>At 31 August 2019</i>	<u>50</u>

	<b>Investments in subsidiary companies £</b>	<b>Unlisted investments £</b>	<b>Total £</b>
<b>Company</b>			
<b>Cost or valuation</b>			
At 1 September 2019	600	50	650
<b>At 31 August 2020</b>	<u>600</u>	<u>50</u>	<u>650</u>
<b>Net book value</b>			
<b>At 31 August 2020</b>	<u>600</u>	<u>50</u>	<u>650</u>
<i>At 31 August 2019</i>	<u>600</u>	<u>50</u>	<u>650</u>

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**15. Stocks**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
Consumables	<b>35,441</b>	48,085	<b>35,441</b>	47,605

**16. Debtors**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
<b>Due within one year</b>				
Trade debtors	<b>2,980,562</b>	3,019,423	<b>2,975,502</b>	2,983,726
Amounts owed by group undertakings	-	-	-	23,464
Other debtors	<b>19,037</b>	1,076,926	<b>13,340</b>	1,064,742
Prepayments and accrued income	<b>280,268</b>	338,116	<b>260,474</b>	320,516
	<b>3,279,867</b>	4,434,465	<b>3,249,316</b>	4,392,448

Autumn term fees are included within trade debtors.

**LANGLEY SCHOOL (1960) LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**17. Creditors: Amounts falling due within one year**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
Bank loans	-	919,802	-	919,802
Trade creditors	<b>272,669</b>	246,992	<b>263,218</b>	228,197
Amounts owed to group undertakings	-	-	<b>24,142</b>	-
Other taxation and social security	<b>468,503</b>	164,691	<b>457,594</b>	160,839
Obligations under finance lease and hire purchase contracts	<b>45,927</b>	45,926	<b>45,927</b>	45,926
Other creditors	<b>197,898</b>	212,328	<b>168,462</b>	181,544
Accruals and deferred income	<b>3,696,389</b>	3,955,403	<b>3,688,889</b>	3,955,403
	<b><u>4,681,386</u></b>	<u>5,545,142</u>	<b><u>4,648,232</u></b>	<u>5,491,711</u>

**Deferred Income**

The table below includes both amounts due within one year (Note 16) and after more than one year (Note 17):

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
Deferred income at 1 September 2019	<b>4,087,470</b>	4,728,601	<b>4,087,470</b>	4,728,601
Resources deferred during the year (due with one year)	<b>3,279,466</b>	3,542,741	<b>3,279,466</b>	3,542,741
Resources deferred during the year (due after more than one year)	<b>458,409</b>	544,729	<b>458,409</b>	544,729
Amounts released from previous periods	<b>(4,087,470)</b>	(4,728,601)	<b>(4,087,470)</b>	(4,728,601)
	<b><u>3,737,875</u></b>	<u>4,087,470</u>	<b><u>3,737,875</u></b>	<u>4,087,470</u>

Deferred income includes autumn term fees invoiced in advance of the year end.

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**18. Creditors: Amounts falling due after more than one year**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
Bank loans	<b>4,400,830</b>	1,684,318	<b>4,400,830</b>	1,684,318
Net obligations under finance lease and hire purchase contracts	-	34,444	-	34,444
Accruals and deferred income	<b>458,409</b>	544,729	<b>458,409</b>	544,729
	<b><u>4,859,239</u></b>	<u>2,263,491</u>	<b><u>4,859,239</u></b>	<u>2,263,491</u>

Included within the above are amounts falling due as follows:

	<b>Group 2020 £</b>	<i>Group 2019 £</i>	<b>Company 2020 £</b>	<i>Company 2019 £</i>
<b>Between one and two years</b>				
Bank loans	<b>96,654</b>	198,993	<b>96,654</b>	198,993
<b>Between two and five years</b>				
Bank loans	<b>4,304,176</b>	579,499	<b>4,304,176</b>	579,499
<b>Over five years</b>				
Bank loans	-	905,826	-	905,826

The loan is secured by a legal charge over land and buildings at Langley School, Langley Park, Loddon and land and buildings at Taverham Hall School, Taverham Park, Taverham.

The bank loan is provided up to £5m, of which £4.4m had been drawn down at 31 August 2020. The first installment is due for payment in August 2021. Interest is charged at 2.25% above base rate and the loan is due for repayment in the year ending 31 August 2025.

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**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2019 £	Income £	Expenditure £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>				
Revenue reserve	6,576,371	11,518,209	(11,882,818)	6,211,762
<b>Restricted funds</b>				
Taverham Hall bursary	96,284	(60,215)	-	36,069
Taverham Hall roof repair	1,064,742	-	(1,064,742)	-
	<u>1,161,026</u>	<u>(60,215)</u>	<u>(1,064,742)</u>	<u>36,069</u>
<b>Total of funds</b>	<u><u>7,737,397</u></u>	<u><u>11,457,994</u></u>	<u><u>(12,947,560)</u></u>	<u><u>6,247,831</u></u>

Following the merger with Taverham Hall Educational Trust Limited in 2017 a restricted fund was established in order to meet the anticipated costs of discounts relating to fee matching commitments agreed for the preparatory pupils transferring to Langley Preparatory School at Taverham Hall. The reduction in the restricted fund balance of £60,215 reflects the costs of fee discounts borne in the year.

A restricted fund has been established following the sale of a parcel of land at Langley Prep at Taverham Hall. The proceeds of the sale are to be utilised to improve the structure of the main hall, in particular the roof of the main hall.

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**19. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 August 2019 £</i>
<b>Unrestricted funds</b>				
Revenue reserve	6,592,993	12,476,895	(12,493,517)	6,576,371
<b>Restricted funds</b>				
Taverham Hall bursary	172,628	(76,344)	-	96,284
Taverham Hall roof repair	-	1,064,742	-	1,064,742
	<u>172,628</u>	<u>988,398</u>	<u>-</u>	<u>1,161,026</u>
<b>Total of funds</b>	<u><u>6,765,621</u></u>	<u><u>13,465,293</u></u>	<u><u>(12,493,517)</u></u>	<u><u>7,737,397</u></u>

**20. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	10,834,650	-	10,834,650
Fixed asset investments	50	-	50
Current assets	4,917,687	36,069	4,953,756
Creditors due within one year	(4,681,386)	-	(4,681,386)
Creditors due in more than one year	(4,859,239)	-	(4,859,239)
<b>Total</b>	<u><u>6,211,762</u></u>	<u><u>36,069</u></u>	<u><u>6,247,831</u></u>

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**20. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior period**

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	10,912,900	-	10,912,900
Fixed asset investments	50	-	50
Current assets	3,472,054	1,161,026	4,633,080
Creditors due within one year	(5,545,142)	-	(5,545,142)
Creditors due in more than one year	(2,263,491)	-	(2,263,491)
<b>Total</b>	<b>6,576,371</b>	<b>1,161,026</b>	<b>7,737,397</b>

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

	<b>Group 2020 £</b>	<b>Group 2019 £</b>
Net income/expenditure for the period (as per Statement of Financial Activities)	<b>(1,489,566)</b>	971,776
<b>Adjustments for:</b>		
Depreciation charges	444,845	483,833
Interest received	(14,031)	(4,963)
Profit on the sale of fixed assets	(505)	(1,069,742)
Decrease/(increase) in stocks	12,644	(29,422)
Decrease/(increase) in debtors	1,114,127	(800,923)
Decrease in creditors	(30,275)	(273,801)
<b>Net cash provided by/(used in) operating activities</b>	<b>37,239</b>	<b>(723,242)</b>

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**22. Analysis of cash and cash equivalents**

	<b>Group 2020 £</b>	<i>Group 2019 £</i>
Cash in hand	1,638,448	150,530
<b>Total cash and cash equivalents</b>	<b>1,638,448</b>	<i>150,530</i>

**23. Analysis of changes in net debt**

	<b>At 1 September 2019 £</b>	<b>Cash flows £</b>	<b>At 31 August 2020 £</b>
Cash at bank and in hand	150,530	1,487,918	1,638,448
Debt due within 1 year	(919,802)	919,802	-
Debt due after 1 year	(1,684,318)	(2,716,512)	(4,400,830)
Finance leases	(80,370)	34,443	(45,927)
	<b>(2,533,960)</b>	<b>(274,349)</b>	<b>(2,808,309)</b>

**24. Pension commitments**

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, unfunded, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

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**24. Pension commitments (continued)**

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis — these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

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

The previous actuarial valuation was carried out as at 31 March 2012 and determined the contributions for the period, which were paid at a rate of 16.48%. This rate has been paid since September 2015.

The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2016. As a result of this valuation TPS employers will pay an increased contribution rate of 23.68% from September 2019 (this includes the administration levy of 0.8%).

The employer's pension costs paid to TPS in the period amounted to £1,021,640 (2019: £701,390). Contributions totalling £117,837 (2019: £79,202) were payable at the year end and are included in creditors.

A copy of the latest valuation report can be found on the Teachers' Pension Scheme website.

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

Scheme changes

The arrangements for a reformed Teachers' Pension Scheme, in line with the recommendations made by Lord Hutton, in particular the introduction of a Career Average Revalued Earnings (CARE) scheme, were implemented from 1 April 2015.

In December 2018, the Court of Appeal held that transitional protection provisions contained in the reformed judicial and firefighter pension schemes, introduced as part of public service pension reforms in 2015, gave rise to direct age discrimination and were therefore unlawful. The Supreme Court, in a decision made in June 2019, have rejected the Government's application for permission to appeal the Court of Appeal's ruling. The case will now be referred to an Employment Tribunal for a decision regarding the remedy which will need to be offered to those members of the two schemes who were subject of the age discrimination.

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**24. Pension commitments (continued)**

HM Treasury are clear that the ruling has implications for the other public service schemes, including the Teachers' Pension Scheme. Those implications are currently being considered and any impact on scheme costs is expected to be looked at within the next scheme valuation, which is currently scheduled to be based on April 2020 data and implemented in April 2023.

**25. Operating lease commitments**

At 31 August 2020 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group</b> <b>2020</b> £	<i>Group</i> <i>2019</i> £	<b>Company</b> <b>2020</b> £	<i>Company</i> <i>2019</i> £
Not later than 1 year	<b>30,736</b>	<i>146,084</i>	<b>26,850</b>	<i>72,934</i>
Later than 1 year and not later than 5 years	<b>13,134</b>	<i>43,408</i>	<b>13,134</b>	<i>39,522</i>
	<b>43,870</b>	<i>189,492</i>	<b>39,984</b>	<i>112,456</i>

**26. Related party transactions**

Seven Governors during the period, M Newnham, J H Miller, C Paine, J Barnwell, D Stanbridge, R Buxton and Dr H M Nearney were fee paying parents. Fees paid by parent Governors are at the same rates applicable to all pupils.

M Newnham is a partner of Birketts LLP. During the year services were purchased from Birketts LLP amounting to £2,513 (2019: £9,379).

S Brown is a partner of Real Consulting (Cost and Project Management) LLP. During the year services were purchased from Real Consulting amounting to £24,360 (2019: £18,420).

J Barnwell is a Director of Barnwell Print Ltd. During the year purchases were made from Barnwell Print Ltd amounting to £751 (2019: £nil).

During the year purchases made from Crown House Flowers, a business owned by M Nicholas' wife, amounted to £280 (2019: £1,051).

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**14. Fixed asset investments (continued)**

**27. Principal subsidiaries**

The following were subsidiary undertakings of the Company:

**Names**

Subsidiary Name	Langley School Developments Limited
Company registration number	06639289
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2020	£85,492
Total liabilities as at 31 August 2020	(£85,392)
Total equity as at 31 August 2020	(£100)
Turnover for the year ended 31 August 2020	£482,632
Expenditure for the year ended 31 August 2020	(£482,632)
Result for the year ended 31 August 2020	£-

Subsidiary name	Taverham Hall Enterprises Limited
Company registration number	03078333
Basis of control	Wholly owned
Equity shareholding %	100%
Total assets as at 31 August 2020	£500
Total liabilities as at 31 August 2020	£-
Total equity as at 31 August 2020	(£500)
Turnover for the year ended 31 August 2020	£-
Expenditure for the year ended 31 August 2020	£-
Result for the year ended 31 August 2020	£-

