

LITTLE BOOKHAM MANOR HOUSE SCHOOL

England & Wales · Charity number 312063

Details

Other names	LITTLE BOOKHAM MANOR HOUSE SCHOOL EDUCATIONAL TRUST LIMITED, MANOR HOUSE SCHOOL
Status	Registered
Legal form	Charitable company
Company number	00719947
Registered	1962-08-29
Register	View on the Charity Commission register

Contact

Address	Manor House School Manor House Lane Bookham Leatherhead KT23 4EN
Phone	01372458538
Email	admin@manorhouseschool.org
Website	www.manorhouseschool.org

Activities

Objects: THE ADVANCEMENT OF EDUCATION AND IN PARTICULAR, BUT WITHOUT LIMITATION, THE PROMOTION AND OPERATION OF MANOR HOUSE SCHOOL, LITTLE BOOKHAM, SURREY, OR ANY OTHER SCHOOLS, COLLEGES, NURSERIES, OR OTHER EDUCATIONAL FACILITIES FOR THE EDUCATION OF GIRLS, AND, IF THOUGHT FIT, FOR THE EDUCATION OF BOYS, WHERE THEY MAY OBTAIN A GENERAL EDUCATION OF THE HIGHEST STANDARD, TOGETHER WITH PHYSICAL, MORAL AND RELIGIOUS TRAINING, SUCH RELIGIOUS TRAINING TO BE PROVIDED IN ACCORDANCE WITH THE SPIRIT AND ETHOS OF THE CHURCH OF ENGLAND BUT CONSISTENT WITH OTHER CREEDS;ANY OTHER CHARITABLE PURPOSES CONNECTED WITH MANOR HOUSE SCHOOL, LITTLE BOOKHAM, SURREY, (OR ANY OTHER SCHOOL, COLLEGE, NURSERY OR OTHER EDUCATIONAL FACILITY, AS PROVIDED FOR IN 3.1) THAT ARE APPROVED BY THE GOVERNORS IN THEIR ABSOLUTE DISCRETION; AND PURPOSES INCIDENTAL OR ANCILLARY TO THE OBJECTS.

Activities: Manor House School is a selective GSA independent day school for girls aged 2 - 16 years located in Little Bookham, Surrey. We deliver strong academic results alongside a provision of highly

individualised learning and pastoral care in a smaller friendly school setting. Our supportive approach to teaching is renowned for building confidence and thereby achieving academic success for our pupils.

Classification

- **How:** Makes Grants To Individuals, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** Education/training
- **Who:** Children/young People

Geography

- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£4,638,439	£5,093,792	£3,020,842	84
2024-08-31	£4,520,222	£4,765,895	£3,476,195	87
2023-08-31	£4,548,652	£4,581,109	£3,721,868	88
2022-08-31	£4,337,540	£4,181,040	£3,754,325	84
2021-08-31	£4,071,682	£4,124,041	£3,597,825	94
2020-08-31	£4,058,163	£4,149,023	£3,650,184	93

Trustees

Name	Role	Appointed
MRS G SIMS-BRASSETT	Chair	2014-06-20
Adrian Ross		2024-01-01
Canon Paul Thompson		2023-09-01
Carys Dalton		2024-09-01
Ms M Kieran		2018-04-30
Sally Hayes		2023-09-01

Accounts



Little Bookham Manor House School

Annual Report and Accounts

For the Year Ended 31 August 2025



Company Number: 00719947
Charity Number: 312063

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2025

Governors, Directors and Charity Trustees

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors during the year and up to the date of signing are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)	Extended on 16 June 2023			■	*	■	■
Mrs S Hayes	Appointed 1 September 2023				*		■
Ms M Kieran	Re-appointed 30 April 2022	■			*		■
Mr A Ross (Safeguarding)	Appointed 31 December 2023	■			■		■
Mr P Thompson	Appointed 1 September 2023				*	■	■
Mrs C Dalton	Appointed 1 September 2024	■			*		■
Mrs P Taylor	Appointed 3 March 2025	■			*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Mr Ross is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

Officers

Mr AM Ellison

Clerk to the Governors, Company Secretary

Executive Officers

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Principal address and registered office

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

Auditors

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG.

Bankers

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4E

Health and safety

Assurity Consulting Limited, 26 Redkiln Way, Horsham, West Sussex RH13 5QH

Websites and social media

www.manorhouseschool.org

www.twitter.com/manorhouseschool

www.facebook.com/manorhouseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2025

Little Bookham Manor House School became a subsidiary of the Effingham Schools Trust (comprising Cranmore and St Teresa's Independent Schools) on 31 August 2023. The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ending 31 August 2025 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

Reference and administrative information

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063.

The School is currently a selective independent day school for girls aged 4 to 16 with a co-educational nursery and lower prep school. Details of the members of the Governing Body, together with the School's officers and principal advisers are provided on pages 1 and 2.

Structure, Governance and Management

Governing documents

The School continues to be governed by a Memorandum of Association and Articles of Association. These were amended on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School. The Memorandum of Association and Articles of Association were amended on 31 August 2023 to facilitate the 'merger' between Little Bookham Manor House School and the Effingham Schools Trust.

Governing Body

The Governing Body continues to be self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence, expertise and the needs of the Board and the School.

Recruitment and training of Governors

New Governors are interviewed by the Chair of Governors and other available Governors. They are appointed by the Board and inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Designated Safeguarding Lead provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment. Nominations for new governors are continually sought to add to the pool of skills and experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year.

The School's governance structure in 2024/25 was as follows:

- **Education Committee:** This Committee was suspended on 1 September 2023 following the merger with the Effingham Schools Trust, with its responsibilities incorporated into the business of the Board of Governors. The Committee was reinstated on 8 October 2024 and is currently chaired by Mrs M Kieran.
- **Finance and Estates Committee:** This Committee was suspended on 1 September 2023 following the merger with the Effingham Schools Trust, with its responsibilities incorporated into the business of the Board of Governors.
- **Health and Safety Committee:** This Committee was chaired by Mrs G Sims-Brassett and its primary objective was to monitor and ensure the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and first aid training, as well as reports from the School's external advisers were reviewed at meetings held once each term. Teaching and non-teaching staff were represented on this Committee.
- **Child Protection and Safeguarding Officers:** Mr A Ross was the Board's appointed Child Protection and Safeguarding Governor. All Governors are required to be up to date on Child Protection and Safeguarding matters.
- **Nominations and Remuneration Committee:** The Chair of Governors and at least one other Governor from the Board of Governors considered nominations for Governorship, interviewed candidates and made recommendations to the Governing Body for its approval. The Chair of the Board and one other Governor (Mr P Thompson) reviewed the remuneration of the School's senior managers and they monitored the general effectiveness of the School's remuneration practices and policy.
- **Board:** The Board was responsible for strategic planning, risk management, educational matters, finance, the future development of the School, and the approval of policies reserved to the Board. The Board met at least 3 times during the year, and it fulfilled the roles of the Finance and Estates Committees, which was suspended following the merger with the Effingham Schools Trust. The timing of the Manor House Board meetings was sequenced to occur between the Effingham Schools Trust's Finance and General Purposes Committee and the Trust's Board meetings. The Manor House Board has representation on both the aforementioned Trust meetings. The sub-Committee structure remaining at Manor House has meant that the reduced number of Governors have each actively contributed to and overseen the school's performance.

The day-to-day running of the School continues to be delegated to the Headteacher who is supported by a Senior Leadership Team comprising in 2024/25 the Deputy Headteacher, the Head of Prep School, the Heads of Key Stages 3 and 4, the Head of Careers and Examinations Officer, the Head of Well-being and Extra-Curricular and the Director of Marketing. The Headteacher attended all Committee meetings and was invited to attend the Nominations and Remuneration Committee. The Deputy Headteacher attended the Health and Safety Committee meetings and was invited to attend all the Board Meetings with the exception of the Nominations and Remuneration Committee. The Director of Finance from the Trust attended all the Board meetings, and the Director of Operations from the Trust attended all Governors meetings either as a Trust executive and/or as Clerk to the Governors and Company Secretary.

The Headteacher and members of the Senior Leadership Team or staff were required to serve on any other committees set up by the Board from time to time. The Headteacher continues to be an active member of the Girls' Schools Association (GSA), the School remains a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Director of Operations was the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration is reviewed annually as part of the budgeting process and included a comparison, where possible, with other independent schools to ensure that the School remained sensitive to the broader issues of pay and employment conditions and, more importantly, remained capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose was primarily dependent on key management personnel, and staff costs remained the largest single element of charitable expenditure.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Related parties

The School is a subsidiary of the Effingham Schools Trust and there was one other related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School continues to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale, which is applied consistently according to qualification and experience, but on occasion, additional responsibility points may be awarded in order to recruit and retain teachers in key subjects.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Director of Finance for the Trust writes to staff about salary increases and to parents about fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise.

Charitable objectives, aims and activities

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are 'the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Mission statement

The School's current mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent pupils' education
- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity
- To prepare the pupils for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

Public benefit

The Governors recognise the duty imposed upon them by Section 17 of the Charities Act 2011 and also the requirement to have due regard to the general guidance provided by the Charity Commission in connection with Public Benefit. Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in its pupils an understanding of and willingness to assist those less fortunate than themselves.

In 2024/25 the School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers cleaning and administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- The school's netball courts are used by the county Netball league. There are normally 12 fixtures over the season and at least 500 girls from across Surrey play at each fixture.
- The Womens' Institute use the school premises for its meetings and for sporting and social events.
- The local Rugby Club use the school car park for their tournament events.
- We currently hire our premises and grounds during the school holidays to a company providing activity holiday camps for children from across the local community.
- We offer art workshops, dance and drama workshops and tennis coaching during the holidays for children in the local community.
- A local community choir, Soundbytes, held two performance and a workshop in our large hall.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

- The school participates in a number of community events such as Heritage Day, and it opens its gardens annually to be enjoyed by the wider public. Community activities and events held at the Tithe barn across the road are frequent and visitors use the school car park to attend the events.
- Other activities run for public benefit include:
 - Scouts Explorer use the facilities for presentations
 - Cherry Trees Charity held and Outside Opera on our lawn during the summer which was extremely well attended.
 - Last year we hosted Stage Stars Shows/holiday workshop in addition to Dance Shack performances and rehearsals
 - Cook Stars Academy run courses in our Food Technology room attended by both internal and external children and also run clubs for younger children.
 - Shutter School Photography held holiday workshops.

The Board views bursaries awarded to those who would not otherwise be able to afford a Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £195,336 were awarded to 18 girls (2024: £186,676 to 18 girls) with the value of individual bursaries ranging between 20% and 75% of the basic tuition fee (average of 45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £728,712 (13.5% of gross fee income) and benefitted 138 girls (2024: £646,107 to 113 girls at 13.3% of gross fee income).

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from a Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools.



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

STRATEGIC REPORT

Review of achievements and performance for the year

Examination performance

Table 1: Y11 GCSE Results 2019-2025

20% of all grades awarded at the top grade 9 •

35% of grades at 9–8 •

53% of grades at 9–7 •

76% of grades at 9–6 •

97% of grades at 9–4 (National Average is 64.7%)

	2025	2024	2023	2022	2021	2020	2019
9	21%	19%	9%	13%	24%	21%	16%
9-8	35%	35%	28%	33%	48%	42%	38%
9-7	54%	59%	51%	52%	65%	65%	56%
9-6	76%	79%	72%	78%	85%	86%	73%
9-5	90%	96%	87%	93%	96%	96%	88%
9-4	98%	99%	96%	99%	100%	100%	97%
9-3	100%	100%	99%	100%	100%	100%	100%

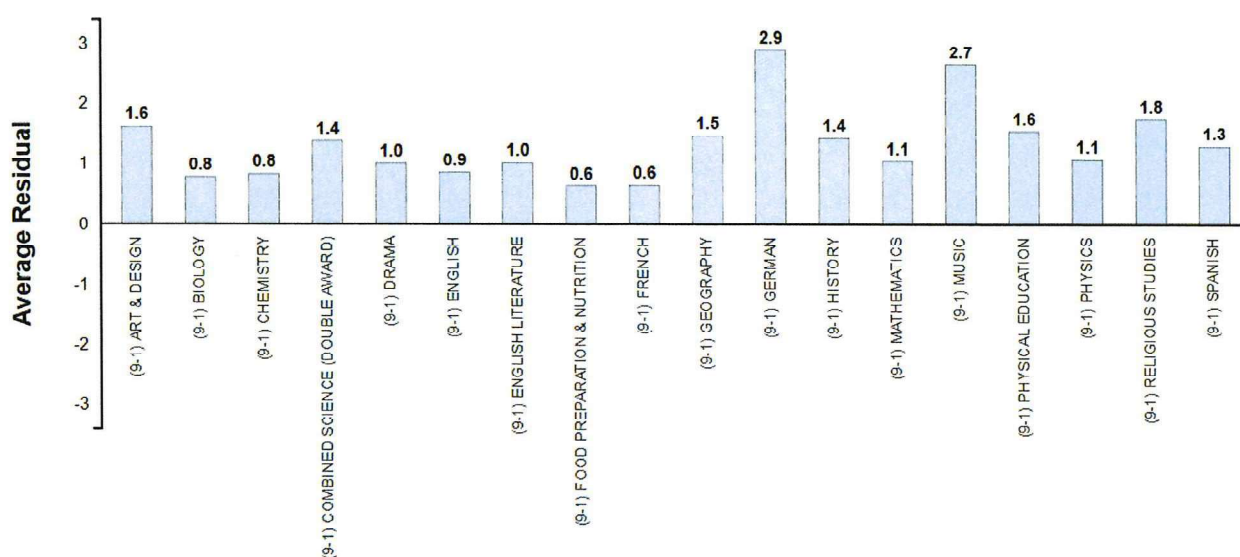
Year 11 pupils achieved an excellent set of results overall. 54% of results were 7 or above.

Manor House School GCSE & Equivalent Results 2023-2025 ²															
GCSE / Level 2 Equiv. Subjects	cohort	2023 MHS (39)		+/- 2023 Nat Av		cohort	2024 MHS (31)		+/- 2024 Nat Av		cohort	2025 MHS (45)		+/- 2025 Nat Av	
		9-7 / A*-A	9-4 / A*-C	9-7 / A*-A	9-4 / A*-C		9-7 / A*-A	9-4 / A*-C	9-7 / A*-A	9-4 / A*-C		9-7 / A*-A	9-4 / A*-C	9-7 / A*-A	9-4 / A*-C
Art and Design	12	75%	100%	51%	24%	14	71%	100%	47%	24%	20	70%	100%	46%	23%
Biology	18	88%	100%	46%	11%	14	57%	100%	15%	11%	20	70%	100%	27%	11%
Chemistry	18	67%	100%	23%	10%	14	79%	100%	34%	9%	20	80%	100%	34%	9%
Child Development ¹	0					4	150%	100%			0				
Classical Civilisation	14	29%	95%	-5%	7%	11	36%	100%	-3%	17%	5	80%	100%	40%	18%
Creative iMedia ¹	10	130%				9	133%	89%			14	150%	80%		
Drama	11	64%	100%	38%	24%	9	44%	100%	17%	23%	17	44%	100%	17%	22%
English Language	39	26%	97%	10%	33%	31	48%	100%	32%	38%	45	48%	98%	33%	38%
English Literature	19	41%	92%	20%	18%	11	45%	100%	25%	26%	45	45%	100%	25%	26%
Food and Nutrition	6	33%	100%	14%	34%	0					4	0%	100%	-21%	32%
French	14	64%	100%	38%	30%	0					16	31%	97%	1%	24%
Further Maths	9	44%	78%			3	100%	100%			9	78%	100%		
Geography	22	64%	100%	40%	35%	19	61%	100%	36%	34%	32	63%	100%	38%	35%
German	4	75%	100%	47%	23%	6	83%	100%	51%	22%	3	100%	100%	66%	20%
History	10	70%	100%	45%	37%	7	100%	100%	74%	35%	12	58%	100%	32%	36%
Latin						4	100%	100%	29%	7%	2	100%	100%	22%	3%
Mathematics	39	51%	95%	34%	34%	31	48%	100%	31%	40%	45	44%	96%	28%	38%
Music	2	50%	100%	17%	24%	4	50%	100%	16%	23%	3	67%	100%	34%	24%
Physical Education	20	45%	90%	22%	18%	11	64%	91%	40%	18%	11	55%	100%	32%	27%
Physics	18	72%	100%	29%	10%	14	79%	100%	35%	10%	20	70%	100%	25%	9%
Religious Studies	12	75%	100%	44%	28%	15	73%	100%	42%	27%	19	74%	100%	42%	27%
Science (Combined Double Award)	21	29%	95%	21%	38%	17	53%	100%	44%	43%	25	44%	100%	35%	42%
Spanish	3	100%	100%	74%	31%	4	75%	100%	48%	30%	9	56%	100%	29%	29%

¹ These courses are graded Pass, Merit and Distinction rather than 9-1 with Nat Av not available. A Merit is broadly equivalent to a 6.

² Level 2 nationally accredited GCSE equivalent qualifications, include GCSE, iGCSE, Cambridge National Certificate and 12 Functional Skills

Table 2: School Level Value Added Outcomes 2025 (Source: CEM)



- Value added shows the difference between externally assessed (CEM) predicted performance, calculated through Yellis assessments, and actual outcomes in the exams. A value-added score of 2.0 indicates pupils gained on average 2 grades higher than others of a similar ability nationally in that subject. Value added therefore is a good measure of progress regardless of ability.
- The graph shows our value-added data for the GCSE examinations 2025. All results were very positive and the analysis of different groups shows the following:
- Analysis of the pupils with SEND also show very positive value added results - Wave 1 level of need – 0.62, Wave 2 level of need 0.76, Wave 3 level of need 2.8
- These results demonstrate our ability to add value across all levels of ability and across differing SEN needs.
- In terms of more able pupils, 80% of those identified as Gifted & Talented pupils displayed positive residuals overall. Gifted & Talented pupils achieved on average 0.91 grade points higher than their predicted GCSE scores. The G&T cohort for 2025 achieved 100% grades 9-7. The median was grade

Prep School Evaluation and Development Summary

Attainment

2024-25 EYFS results vs National

4 pupils

	MHS (Cohort:6)	National	South East
Good level of development	100%	68.3%	70.7%
Children at expected level across all early learning goals	100%	66.9%	68.8%

National results not published until November 2025

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

EYFS Attainment trends

	2021		2022		2023		2024		2025	
	Cohort	%GLD	Cohort	%GLD	Cohort	%GLD	Cohort	%GLD	Cohort	%GLD
MHS	-	-	6	97%	4	50%	6	67%	4	100%
National	-	-	-	65%	-	67%	-	67%	tbc	

NB Very small cohorts

2024-25 KS2 Results vs National

	MHS (cohort 21)	National
Reading/Writing/Maths	96%	62%
Reading	100%	75%
Grammar, punctuation, spelling	100%	73%
Writing	95%	72%
Maths	95%	74%

KS2 Attainment trends

Reading, Writing, Mathematics combined

	2021 Cohort: 20	2022 Cohort: 21	2023 Cohort: 17	2024 Cohort: 20	2025 Cohort: 21
MHS	91%	76%	94%	90%	96%
National	-	59%	59%	61%	62%

Reading

	2021 Cohort: 20	2022 Cohort: 21	2023 Cohort: 17	2024 Cohort: 20	2025 Cohort: 21
MHS	91%	76%	94%	100%	100%
National	-	74%	73%	74%	75%

Writing

	2021 Cohort: 20	2022 Cohort: 21	2023 Cohort: 17	2024 Cohort: 20	2025 Cohort: 21
MHS	91%	76%	94%	100%	95%
National	-	69%	71%	72%	72%

Mathematics

	2021 Cohort: 22	2022 Cohort: 21	2023 Cohort: 17	2024 Cohort: 20	2025 Cohort: 21
MHS	91%	81%	94%	90%	95%
National	-	71%	73%	73%	74%

EYFS

- July 2025 Attainment above national and local levels
- Trend - since 2019 most pupils have attained a Good Level of Development, showing close focus on individual development and interventions are swiftly put in place if we think there is need.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

End of Key Stage Two

- July 2025 Attainment in Reading/Writing/Maths combined is above national levels (Teacher Assessment and External Assessments)
- Trend – Analysis of trends show that since 2019 Manor House Attainment is consistently above national average results.

Prep results Excellent 'attainment is well above that of the national average for maintained schools.'

Extra-curricular activities

In our second year as part of the Effingham Schools Trust, we enjoyed collaborating with colleagues from the other two schools. We benefitted from the use of additional facilities and shared expertise.

Our Science Department continues to inspire innovation through the TeenTech Awards, where we achieved Gold, Silver, and Bronze. The Bronze team reached the national finals in the Future of Transport category and we are proud to be recognised as a Silver TeenTech Centre of Innovation once again. And in the Astronomy Challenge, pupils achieved three Silver and twenty-five Bronze medals. In the UK Biology Challenge, and in the Intermediate and Junior Physics Challenges, Year 9 and 10 pupils earned an incredible eighty-one medals in total.

Reflecting on future skills, the Math Department instil confidence in digital mastery and comfort with data handling on a daily basis. Our pupils excelled in the Maths challenge competitions, and this year we saw our highest number of entries at Further Maths GCSE.

The English Department has nurtured confident speakers and writers this year. The intermediate debate team triumphed in both the EST Trust and Rotary competitions, and our writers swept the Rotary Club's Young Writer awards, securing first, second, and third places. In June, we received a letter from Oxford University informing us that one of our pupils had received a commendation in the Anthea Bell Translation competition. With over 22000 entries, this is truly a remarkable award for our Deputy Head Girl.

It was also a vibrant year for Creative Arts. The team once again took centre stage with remarkable school productions dazzling audiences with a spectacular performance of Guys and Dolls, alongside a range of other performance that showcased talent, dedication, and love for theatre. And the festive season was beautifully marked by our Christmas Carol Concert at St Martin's Church in Dorking.

Our commitment to well-being deepened significantly over the year. Pupil-led well-being days were organised and it was particularly rewarding to see this work recognised at a national level and we proudly received the Gold Award for Pupil Wellbeing from the School Impact Awards—an affirmation of our efforts to place emotional health and resilience at the heart of everything we do.

Sporting life is a key element to our school. Once again, the PE Department delivered a full and varied programme of clubs and fixtures, with both team and individual athletes achieving excellent results and representing the School with pride. This year's athletics results were outstanding — with multiple District medals and record-breaking performances. A Year 10 pupil, who not only broke long-standing records but went on to win gold at English Schools becoming the current U17 world number one in the 300m and UK number one in the U17 indoor 100m.

Adventure and challenge has also featured heavily in our co-curricular calendar. Pupils in Years 9 and 10 braved chilly nights and testing conditions on their Duke of Edinburgh expeditions, demonstrating resilience, determination, and camaraderie. Our Combined Cadet Force (CCF) also continues to thrive, with a growing number of pupils participating each week. We now have the first Lance Corporal in Year 10. Well done Lexie Hayman.

A major milestone for our community across the trust was the launch of the EST Sixth Form, offering our pupils a new and exciting pathway post-16. Collaboration across the Trust, included shared events like film nights, Collabor8, swimming galas and curriculum enrichment bringing pupils together for fun, fellowship and learning.

While there is much to celebrate, we also acknowledge the challenges we have faced —particularly the financial pressures arising from the introduction of VAT on school fees.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

FINANCIAL REVIEW

Results for the year

Following the implementation of VAT on schools fees, net school fees increased by 4.04% during the year (2023/24: increase 4.4%), which supported a universal pay award of 2% for staff (2023/24: 5%).

Whilst the School recorded a post-depreciation deficit of £318,393 on 31 August 2025 (depreciation was £136,960) (2024: £245,673 (depreciation was £131,511)), the Board has concluded that the school is well placed to meet the economic and financial challenges that will persist over the next few years. Its recent partnership with the Effingham Schools Trust, will enable the Board to consider a range of options when responding to the challenges that have arisen following the abolition of business rates relief, the addition of VAT on school fees and an increase in the rate of employers' national insurance contributions.

The School's bursary and scholarship offerings remain significant. The Bursary awards provide some girls with the opportunity to receive an independent education that their parents would otherwise be unable to afford, whereas the scholarship policy aims to retain gifted and talented Manor House girls and to attract top scholars from other state and independent schools. The total discounts offered by the School including bursary awards, scholarships, staff fee remissions and other discounts was £728,712 in 2024/25 (2023/24: £646,107). This represents an increase over the previous year as staff remissions and sibling discounts were brought into line with Effingham Schools Trust policy. The discounts awarded in 2024/25 were 13.5% of gross fee income (2023/24: 13.3%).

Levels of Reserves, Reserves Policy and Financial Viability

The School's total reserves at the end of the year amounting to £3,020,842 (2024: £3,476,195), were all unrestricted in nature. Owing to the trading loss in the year, free reserves were negative £212,836 (2024: positive £178,719) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements). The School's reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. In the absence of free reserves, the Trust will support the School in meeting its short-term financial obligations.

Principal Risks and Uncertainties

The most significant risks to the Charity are a substantial fall in pupil numbers and safeguarding and compliance issues, with specific fire, pedestrian and traffic safety risks. These risks are mitigated by a wide-ranging set of control measures and particular attention is afforded to the Independent Schools Inspection compliance criteria with specific policies in place for compliance standards.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School is currently following the recommendations contained in both a Safe School Assessment and a Fire Risk Assessment produced by its appointed experts Assurity Consultants. The Board is committed to ensuring that the School remains a safe environment for parents, pupils, staff and visitors.

The School's child protection and safeguarding policies are updated annually to reflect changes in the guidance, and regular training is given to staff and Governors alike. The Staff are alert to any possible signs, which may indicate the existence of any potential risk in this regard. The school continues to utilise professional counsellors who support the experienced and well-trained staff, and despite many challenges, no unmanageable incidents were reported during the year under review.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

In addition, the Governors are aware of the risks that are common to the independent education sector, in particular, the introduction of Value Added Tax (VAT) on school fees and the removal of business rates relief, and continue to develop plans to mitigate the impact of these changes.

The Governors are satisfied that adequate systems are in place to mitigate the school's exposure to current and future risks.

FUTURE PLANS

The School acknowledges the challenges it will face in 2025/26 and it recognises the need for a strategy that: monitors risk to financial health; continues to increase pupil numbers; mitigates the impact of VAT on fees; manages operational costs and discounts at a level consistent with the size of the School; and reduces unnecessary expenditure while delivering excellent support to the School.

As Manor House enters its third year as part of the Effingham Schools Trust, the current structure has been reviewed and the Board have reflected on the current financial and political climate, as well as ensuring stability in the education of our senior girls across the Schools in the Trust. From September 2026, all senior girls at Manor House will transition and be educated on the neighboring St Teresa's site. This strategic consolidation will be carefully managed to ensure the continuity, stability and a positive transition for all pupils – particularly those moving from their current location.

In addition, planned investment at the Manor House site will enable it to become a dedicated environment for lower and upper prep pupils, providing an exceptional setting tailored to pupils at this stage of their education.

Manor House School will focus on the following areas of its current Development Plan:

- Increase capacity in the co-ed Nursery and Lower Prep to support growth.
- Improve facilities across the site.
- Maintaining academic excellence and positive progress and achievement measures across all phases of the school.
- Utilise facilities across the trust to widen opportunities and broaden curriculum experiences.
- Continue to develop a comprehensive well-being provision responding to needs as they change.
- Reshape the curriculum so that it prepares pupils for a future world.
- Enhance educational experiences with cutting edge technology.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

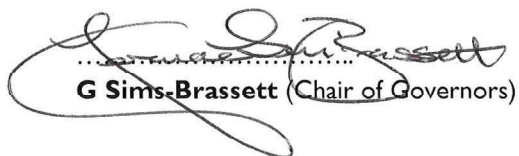
- select the most appropriate accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any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

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

Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 10 March 2026, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



G Sims-Brassett (Chair of Governors)

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2025



INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 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.

Other information

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

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

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

Opinions on other matters prescribed by the Companies Act 2006

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

the information given in the Governors' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- adequate accounting records have not been kept by the parent charitable company; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17 the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the independent school regulations, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and Companies Act 2006 and consider other factors such as payroll tax.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

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

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

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

Use of our report

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



.....
Lee Stokes (Senior Statutory Auditor)
for and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: **17 March 2026**

LITTLE BOOKHAM MANOR HOUSE SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2025

INCOME AND EXPENDITURE

	Notes	Unrestricted Funds	
		2025	2024
		£	£
INCOME FROM			
Charitable activities			
Tuition fees	2	4,321,158	4,206,162
Other educational income	3	251,620	309,984
Trading activities			
Lettings	4	44,550	2,917
Investment:			
Bank interest	5	20,409	-
Donations			
General	6	702	1,159
Total income		<u>4,638,439</u>	<u>4,520,222</u>
EXPENDITURE ON			
Expenditure on Charitable Activity			
Trust operating cost:			
Teaching costs	7	2,524,705	2,538,159
Welfare	7	810,160	616,924
Premises	7	987,185	928,833
Support costs and governance	7	769,988	680,844
Raising funds			
Finance costs		1,754	1,135
Total expenditure		<u>5,093,792</u>	<u>4,765,895</u>
Net expenditure		(455,353)	(245,673)
Transfer between funds		-	-
Net movement in funds		(455,353)	(245,673)
Balance brought forward at 1 September		3,476,195	3,721,868
Balance carried forward at 31 August		<u>3,020,842</u>	<u>3,476,195</u>

The Statement of Financial Activities contains all the income and expenditure recognised in the current and preceding year. All of the School's activities during the above two financial years derived from continuing activities.

The accompanying notes form part of these financial statements.

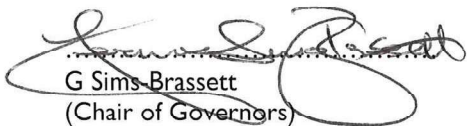
LITTLE BOOKHAM MANOR HOUSE SCHOOL

BALANCE SHEET

YEAR ENDED 31 AUGUST 2025

	Notes	2025 £	2024 £
FIXED ASSETS			
Tangible assets	9	3,233,678	3,297,476
		<u>3,233,678</u>	<u>3,297,476</u>
CURRENT ASSETS			
Debtors - receivable within one year	10	1,176,394	233,521
Cash and bank balances		911,452	1,937,663
		<u>2,087,846</u>	<u>2,171,184</u>
CREDITORS - amounts falling due within one year	11	(2,152,776)	(1,589,532)
		<u>(64,930)</u>	<u>581,652</u>
NET CURRENT (LIABILITIES) / ASSETS			
TOTAL ASSETS LESS CURRENT LIABILITIES		3,168,748	3,879,128
CREDITORS - amounts falling due after more than one year	12	(147,906)	(402,933)
		<u>3,020,842</u>	<u>3,476,195</u>
FUNDS			
General unrestricted funds		3,020,842	3,476,195
Restricted funds		<u>3,020,842</u>	<u>3,476,195</u>

The financial statements were approved and authorised for issue by the Governors on 10 March 2026 and were signed below on their behalf by:


G Sims-Brassett
 (Chair of Governors)

Registered company number: 00719947

The accompanying notes form part of these financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
Reconciliation of net expenditure to net cash flow from operating activities		
Net expenditure	(455,353)	(245,673)
Depreciation	136,960	131,511
Bank interest received	(20,409)	-
Bank interest paid	1,754	1,135
(Increase)/(decrease) in debtors	(942,873)	24,554
Increase in creditors	762,530	188,160
(Decrease)/increase in parent deposits and fees in advance	(454,313)	867,293
<i>Net cash (used in)/ provided by operating activities</i>	<i>(971,704)</i>	<i>966,980</i>
Cash flows from investing activities		
Purchase of tangible fixed assets	(73,162)	(220,708)
<i>Net cash used in investing activities</i>	<i>(73,162)</i>	<i>(220,708)</i>
Cash flows from financing activities		
Bank interest received	20,409	-
Bank interest paid	(1,754)	(1,135)
<i>Net cash provided by / (used in) financing activities</i>	<i>18,655</i>	<i>(1,135)</i>
(Decrease)/increase in cash	(1,026,211)	745,137
Cash and cash equivalents at 1 September	1,937,663	1,192,526
Cash and cash equivalents at 31 August	911,452	1,937,663

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Cash at bank	911,452	1,937,663

ANALYSIS OF CHANGES IN NET DEBT

	At 1 September 2024	Cash flows	At 31 August 2025
	£	£	£
Cash	1,937,663	(1,026,211)	911,452
Total	1,937,663	(1,026,211)	911,452

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

Little Bookham Manor House School is a charitable company incorporated in England and Wales. The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

I. ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice Accounting and Reporting by Charities (Second Edition), the Companies Act 2006 and FRS 102 the financial reporting standard applicable in the UK and the Republic of Ireland.

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

Having reviewed the School's potential challenges in the future, the funding facilities available to the School, and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future, and consider that there are no material uncertainties over the School's financial viability in the short term. Accordingly, the Board of Governors continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 17.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

b) Fees receivable and similar income

Tuition fees are stated after deducting allowances for awards and other remissions. Other educational income comprises income from school outings, activities and other related income. These sources of income are included in the accounts when the likelihood of the receipt is probable and their value can be measured with reasonable certainty.

c) Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

d) Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

e) Expenditure

Expenditure is accrued as necessary. Charitable activity costs comprises all expenditure directly related to the objectives of the School including direct staff costs attributable to each activity. Support costs included within the charitable activity comprise the costs of all resources utilised to directly support the School's primary activities. Governance costs are those costs incurred in connection with the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

I. ACCOUNTING POLICIES (continued)

f) Pension costs

Retirement benefits to employees of the School are provided through three defined contribution pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

- (a) The Aviva Pension Trust for Independent Schools: This scheme is a defined contribution group personal pension plan for the School's teachers. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.
- (b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.
- (c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

g) Operating Leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

h) Fixed assets

All items of a capital nature with a value of over £3,000 are capitalised at cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight-line basis over the expected useful economic lives of the assets concerned. The principal rates used are:

Freehold Property:	
Buildings	- 2%
Swimming Pool	- 10%
Tennis/Netball courts	- 7.3%
Plant and equipment	- 10%
Motor vehicles	- 20%
Computer Equipment	- 33.33%

Assets under construction are not depreciated until they are complete and brought into use. Land is not depreciated.

i) Debtors

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

The School has updated its accounting policy in respect of tuition fees billed during the financial year that relate to the following academic year. Previously, where tuition fees for the Autumn Term were billed at the end of the preceding financial year, those fees were not included within fee debtors as they were not yet due for payment. The fee debtors are now recognised at the point they are invoiced, with a corresponding deferred income in creditors for any fees that relate to the following year

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

I. ACCOUNTING POLICIES (continued)

j) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

k) Creditors and Provisions

Creditors and provisions are recognised where the Trust has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term creditors are measured at their transaction price. Other financial liabilities, including bank loans, are measured at amortised cost using the effective interest method.

l) Financial instruments

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note h) above.

The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

m) Fund accounting

The funds of the School are accounted for as unrestricted or restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted Funds are funds applied at the discretion of the Governors in furtherance of the objects of the Trust. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Designated Funds are a particular from of unrestricted funds consisting of amounts, which have been allocated or designated for specific purposes by the Governors. The use of designated funds remain at the discretion of the Governors.

Restricted Funds are subject to specific conditions imposed by donors.

n) Critical sources of estimation uncertainty and accounting judgements

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

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

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

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

2. FEES RECEIVABLE	2025	2024
	£	£
Fees receivable consists of:		
Tuition fees	5,049,871	4,852,269
Less: Bursaries, grants and allowances	(728,713)	(646,107)
	<u>4,321,158</u>	<u>4,206,162</u>
	=====	=====

3. OTHER EDUCATIONAL INCOME	2025	2024
	£	£
Student transport	77,235	92,864
Extras	169,592	208,332
Registration and exam fees	4,793	8,788
	<u>251,620</u>	<u>309,984</u>
	=====	=====

Scholarships (44 pupils), bursaries (18 pupils) and allowances (64 pupils) were awarded to 126 pupils (2023: 113). The means-tested bursaries totalled £195,336 for 18 pupils (2024: £186,676 for 18 pupils).

4. TRADING ACTIVITIES	2025	2024
	£	£
Hire of facilities	44,550	2,917
	<u>44,550</u>	<u>2,917</u>
	=====	=====

5. INVESTMENTS	2025	2024
	£	£
Bank interest	20,409	-
	<u>20,409</u>	<u>-</u>
	=====	=====

6. DONATIONS AND LEGACIES	2025	202
	£	£
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	702	1,159
	<u>702</u>	<u>1,159</u>
	=====	=====

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

7. TOTAL EXPENDITURE

	Staff Costs £	Other £	Depreciation £	Total 2025 £
Charitable Activity				
Teaching costs	2,246,288	240,090	38,327	2,524,705
Welfare	380,083	429,566	511	810,160
Premises	398,055	491,349	97,781	987,185
Support costs	523,608	246,039	341	769,988
Raising funds				
Finance costs	-	1,754	-	1,754
Trading expenditure	-	-	-	-
	<u>3,548,034</u>	<u>1,408,798</u>	<u>136,960</u>	<u>5,093,792</u>

Prior year

	Staff Costs £	Other £	Depreciation £	Total 2024 £
Charitable Activity				
Teaching costs	2,208,987	292,164	37,008	2,538,159
Welfare	216,574	399,839	511	616,924
Premises	418,232	416,950	93,651	928,833
Support costs	383,519	296,984	341	680,844
Raising funds				
Finance costs	-	1,135	-	1,135
	<u>3,227,312</u>	<u>1,407,072</u>	<u>131,511</u>	<u>4,765,895</u>

	2025 £	2024 £
Included in expenditure is:		
Auditor's remuneration		
- Audit of the financial statements	15,100	16,800
- Other non-audit services	600	-
Interest payable	1,754	1,135
Operating leases	<u>40,547</u>	<u>62,422</u>

No travel or other expenses were claimed by any Governors in their capacity as Governors (2024: £nil).

8. STAFF COSTS

	2025 £	2024 £
Wages and salaries	2,899,538	2,736,490
Social security costs	417,591	277,101
Other pension costs	230,905	213,721
	<u>3,548,034</u>	<u>3,227,312</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

8. STAFF COSTS (Continued)

	2025	2024
The number of employees whose emoluments exceeded £60,000 were:		
£60,001 - £70,000	2	2
£70,001 - £80,000	-	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1
	<u>4</u>	<u>4</u>

Key management personnel comprises the School Heads and the Senior Leadership team. Key management personnel received remuneration of £249,951 (2024: £228,865).

Neither the Governors nor persons connected to them received remuneration or other benefits from Little Bookham Manor House School. Governors are reimbursed reasonable travel expenses.

Contributions were made into a money purchase pension scheme for four (2024: four) of the higher paid employees. Total contributions were £28,020 (2024: £27,734).

Staff received an aggregate termination benefit during the year of £20,000 (2024: £nil).

9. TANGIBLE FIXED ASSETS

	Freehold Property	Plant and Machinery	Motor Vehicles	Computer Equipment	Total
COST	£	£	£	£	£
At 1 September 2024	4,708,562	398,970	145,202	376,524	5,629,258
Additions	22,836	33,232	-	17,094	73,162
Disposals	-	-	(36,759)	-	(36,759)
At 31 August 2025	<u>4,731,398</u>	<u>432,202</u>	<u>108,443</u>	<u>393,618</u>	<u>5,665,661</u>
DEPRECIATION					
At 1 September 2024	1,575,015	273,038	145,202	338,527	2,331,782
Charge for the year	82,579	25,857	-	28,524	136,960
Disposals	-	-	(36,759)	-	(36,759)
At 31 August 2025	<u>1,657,594</u>	<u>298,895</u>	<u>108,443</u>	<u>367,051</u>	<u>2,431,983</u>
NET BOOK VALUE					
At 31 August 2025	<u>3,073,804</u>	<u>133,307</u>	<u>-</u>	<u>26,567</u>	<u>3,233,678</u>
At 31 August 2024	<u>3,133,547</u>	<u>125,932</u>	<u>-</u>	<u>37,997</u>	<u>3,297,476</u>

Land with a value of £425,000 (2024: £425,000), which is included in freehold property is not depreciated.

All tangible fixed assets are held for use on charitable activities.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

10. DEBTORS

	2025	2024
	£	£
Receivable within one year:		
Fees and extras	1,073,611	161,157
Other debtors	12,675	6,445
Prepayments and accrued income	90,108	65,919
	<u>1,176,394</u>	<u>233,521</u>

All debtors are due within one year with the exception of £6,445 (2024: £6,445) in other debtors which are due after more than one year

11. CREDITORS

	2025	2024
	£	£
Deposits from parents (see note below)	204,200	234,100
Fees received from parents in advance of term (see note 13)	277,874	447,260
Trade creditors	8,607	190,701
Taxation and social security	235,188	57,121
Amounts owed to group undertakings	71,399	96,013
Pensions	20,887	21,692
Provision for leave due but not taken	3,943	3,943
Other creditors	59,223	8,967
Accruals and deferred income	1,271,455	529,735
	<u>2,152,776</u>	<u>1,589,532</u>

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £178,650 (2024: £197,300) are likely to fall due within a period which is greater than one year.

12. CREDITORS: amounts falling due after more than one year

	2025	2024
	£	£
Fees received from parents in advance of term (see note 13)	147,906	402,933
	<u>147,906</u>	<u>402,933</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

13. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards the tuition fees for up to five years. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain with the Trust, fees in advance will be applied as follows:

	2025 £	2024 £
Balance as at 1 September	850,193	-
New contracts	-	937,742
Amounts used to pay fees	(424,413)	(87,549)
Balance as at 31 August	<u>425,780</u>	<u>850,193</u>

14. PENSION COMMITMENTS

Retirement benefits to the School's employees are provided through three defined contribution schemes, which are funded by employer (the School) and employees' contributions.

The Aviva Pension Trust for Independent Schools

This scheme is a defined contribution group personal pension plan for teachers in independent schools. The school joined this scheme following its withdrawal from TPS on 31 August 2020. The basic contributions are 6% for the employee and 9% for the employer. The employee can pay additional voluntary contributions up to 100% of salary. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £146,130 (2024: £148,574) and at year-end there was £22,328 (2024: £23,327) accrued in respect of contributions to this scheme.

The People's Pension

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. All eligible support staff can join this scheme. Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £47,723 (2024: £45,672) and at year-end there was £6,164 (2024: £7,014) accrued in respect of contributions to this scheme.

The National Employment Savings Trust

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £3,191 (2024: £2,946) and at year-end £570 (2024: £528) accrued in respect of contributions to the scheme.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

15. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery and Motor Vehicles:

	2025 £	2024 £
Amounts due:		
Within one year	33,906	40,528
Between 1 and 5 years	31,672	76,507
	<u>65,578</u>	<u>117,035</u>

16. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

17. SUMMARY OF MOVEMENTS ON FUNDS

	At 31 August 2024 £	Income £	Expenditure £	Gains and Losses £	Transfer Between Funds £	At 31 August 2025 £
General funds	3,476,195	4,638,439	(5,093,792)	-	-	3,020,842
Restricted funds	-	-	-	-	-	-
Total funds	<u>3,476,195</u>	<u>4,638,439</u>	<u>(5,093,792)</u>	<u>-</u>	<u>-</u>	<u>3,020,842</u>

PRIOR YEAR

	At 31 August 2023 £	Income £	Expenditure £	Gains and Losses £	Transfer Between Funds £	At 31 August 2024 £
General funds	3,721,868	4,520,222	(4,765,895)	-	-	3,476,195
Restricted funds	-	-	-	-	-	-
Total funds	<u>3,721,868</u>	<u>4,520,222</u>	<u>(4,765,895)</u>	<u>-</u>	<u>-</u>	<u>3,476,195</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2025

18. RELATED PARTIES

At the year end, the School had an amount due to its parent undertaking, the Effingham Schools Trust, totalling £71,399 (prior year: £96,013). The balance relates to recharges of shared costs and is unsecured, interest-free and repayable on demand. The parent company is a related party by virtue of its controlling interest in the School.

The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils. The Friends donated £62,394 in 2024/25 and has pledged to give further significant donations in 2025/26 (2024: £1,159).

19. CONTROLLING PARTY

As at 31 August 2025, the ultimate controlling party was the Effingham Schools Trust, a charitable company incorporated in England and Wales (company registration number 04509623). Its registered office is Effingham Schools Trust, Effingham, Surrey, RH5 6ST. The accounts of Effingham Schools Trust are available from the Charity Commission.

Accounts



Little Bookham Manor House School

Annual Report and Accounts For the Year Ended 31 August 2024



Company Number: 00719947
Charity Number: 312063

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2024

Governors, Directors and Charity Trustees

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors during the year and up to the date of signing are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)	Extended on 18 June 2023			■	*	■	■
Mrs S Hayes	Appointed 1 September 2023				*		■
Ms M Kieran	Re-appointed 30 April 2022				*		■
Ms C Owen (Safeguarding)	Resigned 31 December 2023				■		■
Mr A Ross (Safeguarding)	Appointed 31 December 2023				■		■
Canon P Thompson	Appointed 1 September 2023				*	■	■
Mrs S Woodward	Resigned 31 August 2024			■	*		■
Carys Dalton	Appointed 1 September 2024				*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Dr Richardson is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

Officers

Mr AM Ellison

Clerk to the Governors, Company Secretary

Executive Officers

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Principal address and registered office

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

Auditors

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG.

Bankers

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4E

Health and safety

Assurity Consulting Limited, 26 Redkiln Way, Horsham, West Sussex RH13 5QH

Websites and social media

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2024

Little Bookham Manor House School became a subsidiary of the Effingham Schools Trust (comprising Cranmore and St Teresa's Independent Schools) on 31 August 2023. The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ending 31 August 2024 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

Reference and administrative information

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063.

The School is currently a selective independent day school for girls aged 4 to 16 with a co-educational nursery and lower prep school. Details of the members of the Governing Body, together with the School's officers and principal advisers are provided on pages 1 and 2. There has been a reduction in the number of Governors serving on the Governing Body in 2023/24 and these changes are reflected in the Governors table on page 1.

Structure, Governance and Management

Governing documents

The School continues to be governed by a Memorandum of Association and Articles of Association. These were amended on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School. The Memorandum of Association and Articles of Association were amended on 31 August 2023 to facilitate the 'merger' between Little Bookham Manor House School and the Effingham Schools Trust.

Governing Body

The Governing Body continues to be self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence, expertise and the needs of the Board and the School.

Recruitment and training of Governors

New Governors are interviewed by the Chair of Governors and other available Governors. They are appointed by the Board and inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Designated Safeguarding Lead provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment. Nominations for new governors are continually sought to add to the pool of skills and experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development. A new Governor was appointed on 1 September 2023 to assume the role of the Safeguarding Governor on 31 December 2023. Another new Governor was appointed on 1 September 2024 to replace a Governor who retired on 31 August 2024.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year.

The School's governance structure in 2023/24 was as follows:

- **Education Committee:** This Committee was suspended on 1 September 2023 following the merger with the Effingham Schools Trust. The Committee's work was incorporated into the business of the Board of Governors. The Committee was reinstated on 8 October 2024 and the Committee is currently chaired by Mrs M Kieran.
- **Finance and Estates Committee:** This Committee was suspended on 1 September 2023 following the merger with the Effingham Schools Trust. The Committee's work was incorporated into the business of the Board of Governors.
- **Health and Safety Committee:** This Committee was chaired by Mrs S Woodward and its primary objective was to monitor and ensure the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and first aid training, as well as reports from the School's external advisers were reviewed at meetings held once each term. Teaching and non-teaching staff were represented on this Committee.
- **Child Protection and Safeguarding Officers:** Ms C Owen was the Board's appointed Child Protection and Safeguarding Governor until 31 December 2023, when Mr A Ross assumed the role on Ms Owen's retirement. All Governors are required to be up to date on Child Protection and Safeguarding matters.
- **Nominations and Remuneration Committee:** The Chair of Governors and at least one other Governor from the Board of Governors considered nominations for Governorship, interviewed candidates and made recommendations to the Governing Body for its approval. The Chair of the Board and one other Governor (Canon P Thompson) reviewed the remuneration of the School's senior managers and they monitored the general effectiveness of the School's remuneration practices and policy.
- **Board:** The Board was responsible for strategic planning, risk management, educational matters, finance, the future development of the School, and the approval of policies reserved to the Board. The Board met at least 3 times during the year, and it fulfilled the roles of both the Education and Finance Committees, which were suspended following the merger with the Effingham Schools Trust. The timing of the Manor House Board meetings was sequenced to occur between the Effingham Schools Trust's Finance and General Purposes Committee and the Trust's Board meetings. The Manor House Board has representation on both the aforementioned Trust meetings. The sub-Committee structure remaining at Manor House has meant that the reduced number of Governors have each actively contributed to and overseen the school's performance.

The day-to-day running of the School continues to be delegated to the Headteacher who is supported by a Senior Leadership Team comprising in 2023/24 the Deputy Headteacher, the Head of Prep School, the Heads of Key Stages 3 and 4, the Head of Careers and Examinations Officer, the Head of Well-being and Extra-Curricular and the Director of Marketing. The Headteacher attended all Committee meetings and was invited to attend the Nominations and Remuneration Committee. The Deputy Headteacher attended the Health and Safety Committee meetings and was invited to attend all the Board Meetings with the exception of the Nominations and Remuneration Committee. The Director of Finance from the Trust attended all the Board meetings, and the Director of Operations from the Trust attended all Governors meetings either as a Trust executive and/or as Clerk to the Governors and Company Secretary.

The Headteacher and members of the Senior Leadership Team or staff were required to serve on any other committees set up by the Board from time to time. The Headteacher continues to be an active member of the Girls' Schools Association (GSA), the School remains a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Director of Operations was the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration is reviewed annually as part of the budgeting process and included a comparison, where possible, with other independent schools to ensure that the School remained sensitive to the broader issues of pay and employment conditions and, more importantly, remained capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose was primarily dependent on key management personnel, and staff costs remained the largest single element of charitable expenditure.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Related parties

The School is a subsidiary of the Effingham Schools Trust and there was one related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School continues to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale, which is applied consistently according to qualification and experience, but on occasion, additional responsibility points may be awarded in order to recruit and retain teachers in key subjects.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Director of Finance for the Trust writes to staff about salary increases and to parents about fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise.



Charitable objectives, aims and activities

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are 'the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Mission statement

The School's current mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent pupils' education
- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity
- To prepare the pupils for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

Public benefit

The Governors recognise the duty imposed upon them by Section 17 of the Charities Act 2011 and also the requirement to have due regard to the general guidance provided by the Charity Commission in connection with Public Benefit. Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in its pupils an understanding of and willingness to assist those less fortunate than themselves.

In 2023/24 the School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers cleaning and administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- The school's netball courts are used by the county Netball league. There are normally 12 fixtures over the season and at least 500 girls from across Surrey play at each fixture.
- The Womens' Institute use the school premises for its meetings and for sporting and social events.
- The local Rugby Club use the school car park for their tournament events.
- We currently hire our premises and grounds during the school holidays to a company providing activity holiday camps for children from across the local community.
- We offer art workshops and tennis coaching during the holidays for children in the local community.
- A local community choir, Soudbytes, held two performance and a workshop in our large hall.
- The school allows local organisations (e.g. the scouts and the organisers of Bookham Open Gardens) to use the school minibuses to support their events.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

- The school participates in a number of community events such as Heritage Day, and it opens its gardens annually to be enjoyed by the wider public. Community activities and events held at the Tithe barn across the road are frequent and visitors use the school car park to attend the events.

The Board views bursaries awarded to those who would not otherwise be able to afford a Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £186,676 were awarded to 18 girls (2023: £162,545 to 1618 girls) with the value of individual bursaries ranging between 20% and 75% of the basic tuition fee (average of 45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £646,107 (13.3% of gross fee income) and benefitted 113 girls (2023: £504,234 to 104 girls at 10.8% of gross fee income).

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from a Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

STRATEGIC REPORT

Review of achievements and performance for the year

Examination performance

Table 1: Y11 GCSE Results 2019-2024

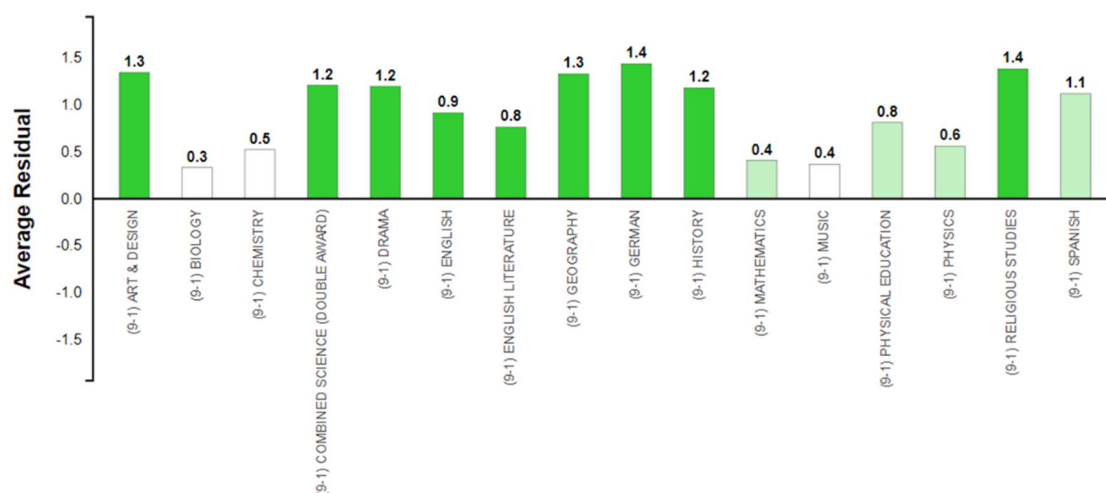
	2024	2023	2022	2021	2020	2019
9	19%	9.1%	13%	24%	21%	16%
9-8	35%	27.7%	33%	48%	42%	38%
9-7	59%	50.9%	52%	65%	65%	56%
9-6	79%	71.7%	78%	85%	86%	73%
9-5	96%	87.1%	93%	96%	96%	88%
9-4	99%	96.3%	99%	100%	100%	97%
9-3	100%	99.4%	100%	100%	100%	100%
9-2	100%	99.4%	100%	100%	100%	100%

- Year 11 pupils achieved an excellent set of results overall. 59% of results were 7 or above, more than double the national average.

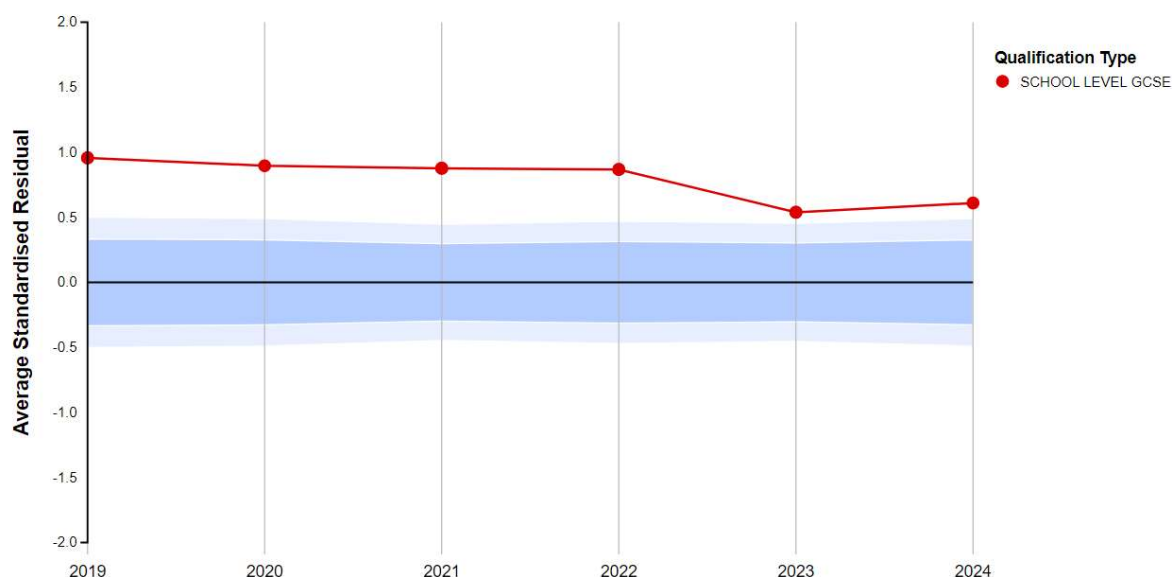


LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2024

Table 2: School Level Value Added Outcomes 2019-2024 (Source: CEM)



- Value added shows the difference between externally assessed (CEM) predicted performance, calculated through Yellis assessments, and actual outcomes in the exams. A value-added score of 2.0 indicates pupils gained on average 2 grades higher than others of a similar ability nationally in that subject. Value added therefore is a good measure of progress regardless of ability.
- Positive value-added outcomes in all subjects, with particular strengths in languages and Art/Drama.
- Improvement in VA in Maths compared to the previous year
- Biggest change from last year was a fall in value added in separate sciences subjects, which have historically performed well at Manor House. There has been no changes in personnel over the past few years. Curriculum time in the separate sciences is tight and this is an area for review



Prep School Attainment Summary

End of Key Stage Two

- July 2024 Attainment in Reading/Writing/Maths combined is above national levels (Teacher Assessment and External Assessments)
- Trend – Analysis of trends show that since 2019 Manor House Attainment is consistently above national average results.

2023 -24 KS2 Results vs National

	MHS (cohort 20)	National
Reading/Writing/Maths	90%	61%
Reading	100%	74%
Grammar, punctuation, spelling	100%	72%
Writing	100%	72%
Maths	90%	73%

KS2 Attainment trends

Reading, Writing, Mathematics combined

	2020 Cohort: 36	2021 Cohort: 20	2022 Cohort: 21	2023 Cohort: 17	2024 Cohort: 20
MHS	58%	91%	76%	94%	90%
National	-	-	59%	59%	61%

EYFS Attainment trends

END OF EYFS (RECEPTION - 6 pupils)

GLD (Good Level of Development – achieved Emerging or Expected for the Early Learning Goals)	
All Areas	67% achieved 'no concerns'
Prime Areas	67% achieved 'no concerns'
Specific Areas	100% achieved 'no concerns'

Prime Areas	% Achieved Emerging or Expected
Communication and Language	83%% achieved no concerns
Personal, Social and Emotional	100% achieved no concerns
Physical	83% achieved no concerns
Specific Areas	% Achieved Emerging or Expected
Literacy	100% achieved no concerns
Mathematics	100% achieved no concerns
Understanding the World	100% achieved no concerns
Expressive Arts and Design	100% achieved no concerns

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

As our first year as part of the Effingham Schools Trust, we enjoyed collaborating with colleagues from the other two schools. We benefitted from the use of additional facilities, we refurbished much of the main house and co-ordinated transport across the trust enabling more pupils to access facilities and opportunities.

Extra-curricular activities

2023-2024 has been a fantastic year for Music. A new Director of music joined the team last year and inspired many to join choirs, take up instruments and perform out of our comfort zones in concerts and recitals.

Pupils have had more performance opportunities than ever to showcase their talents, including recitals featuring string players, woodwind players, vocalists, brass players from both the Prep and Senior School. Music Scholars and Year 10 and 11 pupils also performed at the annual Scholars and GCSE pupil's recital.

Our Choirs in the Prep and Senior School have sung at prestigious school events and celebrations such as the Remembrance Service and Easter Service, and all music ensembles were featured at our Carol Service. Additionally, Year 6 took part in the largest children's choir in the world as part of Young Voices at the O2.

Pupils loved being a part of new events on the music calendar, such as the Night at the Musicals concert, and Rock and Pop Concert – hosted for the first time at Leatherhead Theatre. We have enjoyed guest visitors, such as an ex-pupil returning to speak to GCSE pupils about her experience composing for video games, and pupils in the Prep School have had demonstrations from our wonderful team of Visiting Music Teachers, even taking up the opportunity to have a free trial lesson on a new instrument.

Manor House girls thoroughly enjoyed collaborating with other schools in the trust. Selected orchestral players rehearsed and performed with the St Teresa's Chamber Orchestra at their Opera Showcase, and string players were invited to attend and perform at a Stringfever workshop at Cranmore.

In February, artists ventured to St Ives in Cornwall for a very inspiring Art trip where they engaged with a range of workshops and experienced all that the Cornish weather could muster. Trips to Art galleries in London and Guildford were also planned for senior pupils.

Within Performing Arts, we enjoyed another successful year of musical theatre and drama. We were transported over the rainbow and along the yellow brick road for our senior school production, The Wizard of Oz which brought comedy, colour and courage to the stage. Over 100 girls took part in the stunning performance which included a backstage team, costumes and lighting. We also enjoyed a wonderful Shakespeare performance of A Midsummer's Night and the Drama club shared some of their work at the well-attended performance.

The school ski trip went to the Dolomites in Italy with 39 pupils and 4 members of staff. With over half the party being beginners, they soon conquered the nursery slopes and enjoyed all that the mountain had to offer.

The Head of Classics pioneered a new trip to Italy, to explore the ancient civilisations of Rome and the Bay of Naples which included a hike up Vesuvius. Thankfully seismic activity is carefully monitored in the area, so they safely enjoyed the opportunity to just gaze into the crater at Pompeii. The Humanities and MFL Department, combined forces to lead a GCSE History and German trip to Berlin where girls enjoyed an eclectic contrast of experiences. Later in the year, KS3 also visited Germany for a full immersive experience as well as practising their linguistic skills.

In March, we were informed that the independent schools inspection team would arrive the next day. The inspection went exceptionally well and we were very pleased with the final report which reflected the many qualities which make Manor House so unique.

The English Department organised a memorable book week developing a passion for literature and the written word. Winners of the Rotary writing competition this year included a Year 10 pupil in the Senior Competition and a Year 8 pupil was runner up in the intermediates. At District Level, a year 10 pupil was highly commended.

Crest awards, STEM projects and Teen Tech Awards were all schemes run last year to broaden science and leadership skills. We were particularly proud to offer the UK Biology challenge and the Intermediate and Junior Physics challenge to Year 9 and 10. Thirty-three students gained medals which is an amazing achievement and we had 2 Gold medal winners

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

in Year 10. Using Technology Skills continues to be popular throughout the school. Food technology remains a very popular subject developing excellent life skills.

In Maths, girls worked really hard to achieve their potential in a subject that some find quite challenging. Three girls decided to study Further Maths alongside their Maths GCSE and achieved top grades. Junior Maths Challenge had many girls receiving certificates with the best in school award going to a Year 8 pupil. In the intermediate Maths challenge a year 10 pupil got invited to participate in the follow on "Kangaroo" round.

Once again we entered the GAIN (Girls Are INvestors) Challenge, and received wonderful feedback from the judges.

Our well-being programme included appointing well-being ambassadors and talking to pupils about how to enhance their happiness. The ambassadors organised a pupil led well-being day.

We introduced a therapy dog to the well-being programme.



We enjoyed a very successful year in sport and fielded numerous teams across a range of sports. Our Junior Team came 2nd in the District Athletics. 5 girls qualified for the Surrey Schools championships where a Year 9 pupil secured PBs winning Gold in both the 200m and 300m events. Having competed at the nationals, the pupil was ranked 3rd in the Country. In the 1500m, a year 8 pupil also set a new PB with her silver medal win and in Cross-Country, was ranked in the top 6 runners across Surrey.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2024



A year 11 pupil made impressions on women's cricket by being selected once again for the Surrey U16 women's team. In swimming, 3 pupils swim at county and national level.

The Duke of Edinburgh scheme, continues to flourish and last year we gained numerous bronze and silver awards.

The FOMHS worked hard on fund raising activities and their proceeds were used to replace the Adventure playground.

We aimed to raise the profile of different careers. Interesting talks from guest speakers were enjoyed. One such inspiring assembly led to a female leader becoming a new school Governor and we welcomed the Head of Player Care at Chelsea Football Club.

Across the Trust, pupils enjoyed a range of combined activities. Our scholars joined the Global Scholars Cup programme and Music scholars from Manor House were invited to perform in a combined orchestra and Opera Strings.

Year 8 pupils showed resilience and character by joining the Combined Cadet Force and attended a camp at RAF Wittering in the summer term, where they experienced military aircraft among other adventurous activities.





LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

FINANCIAL REVIEW

Results for the year

Following a sustained period of inflation, school fees increased by 7.9% on 1 September 2023 (1 September 2022: 4.4%), which supported a universal pay award of 5% for staff (2023: 3%).

Whilst the School recorded a post-depreciation deficit of £245,673 on 31 August 2024 (depreciation was £131,511) (2023: £32,457 (depreciation was £123,499)), the Board has concluded that the school is well placed to meet the economic and financial challenges that will persist over the next few years. Its recent partnership with the Effingham Schools Trust, will enable the Board to consider a range of options when responding to the challenges that have arisen following the abolition of business rates relief, the addition of VAT on school fees and an increase in the rate of employers' national insurance contributions.

The School's bursary and scholarship offerings remain significant. The Bursary awards provide some girls with the opportunity to receive an independent education that their parents would otherwise be unable to afford, whereas the scholarship policy aims to retain gifted and talented Manor House girls and to attract top scholars from other state and independent schools. The total discounts offered by the School including bursary awards, scholarships, staff fee remissions and other discounts was £646,107 in 2023/24 (2022/23: £504,234). This represents an increase over the previous year as staff remissions and sibling discounts were brought into line with Effingham Schools Trust policy. The discounts awarded in 2023/24 were 13.3% of gross fee income (2022/23: 10.8%).

Levels of Reserves, Reserves Policy and Financial Viability

The School's total reserves at the end of the year amounting to £3,476,195 (2023: £3,721,868). These were all unrestricted in nature with free reserves of £178,719 (2023: £513,589) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements). The School's reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. The free reserves provide cover for up to 0.45 months' (2023: 1.4 months') operating costs but the future target is for one term's (3 months) operating costs.

Principal Risks and Uncertainties

The most significant risks to the Charity are a substantial fall in pupil numbers and safeguarding and compliance issues, with specific fire, pedestrian and traffic safety risks. These risks are mitigated by a wide-ranging set of control measures and particular attention is afforded to the Independent Schools Inspection compliance criteria with specific policies in place for compliance standards.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School is currently following the recommendations contained in both a Safe School Assessment and a Fire Risk Assessment produced by its appointed experts Assurity Consultants. The Board is committed to ensuring that the School remains a safe environment for parents, pupils, staff and visitors.

The School's child protection and safeguarding policies are updated annually to reflect changes in the guidance, and regular training is given to staff and Governors alike. The Staff are alert to any possible signs, which may indicate the existence of any potential risk in this regard. The school continues to utilise professional counsellors who support the experienced and well-trained staff, and despite many challenges, no unmanageable incidents were reported during the year under review.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

In addition, the Governors are aware of the risks that are common to the independent education sector, in particular, the introduction of Value Added Tax (VAT) on school fees and the removal of business rates relief, and continue to develop plans to mitigate the impact of these changes.

The Governors are satisfied that adequate systems are in place to mitigate the school's exposure to current and future risks.

FUTURE PLANS

The School acknowledges the challenges it will face in 2024/25 and it recognises the need for a strategy that: monitors risk to financial health; continues to increase pupil numbers; mitigates the impact of VAT on fees; manages operational costs and discounts at a level consistent with the size of the School; and reduces unnecessary expenditure while delivering excellent support to the School.

Manor House School will focus on the following areas of its current Development Plan:

- Increase capacity in the Nursery and Lower Prep to support growth.
- Retain Year 11 pupils in the EST Sixth Form
- Maintaining academic excellence and positive progress and achievement measures across all phases of the school.
- Utilise facilities across the trust to widen opportunities and broaden curriculum experiences.
- Continue to develop a comprehensive well-being provision responding to needs as they change.
- Reshape the curriculum so that it prepares pupils for a future world.
- Co-ordinate a change to a cross-trust management system. (ISAMS)
- Enhance educational experiences with cutting edge technology.
- Improve facilities within the senior school.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

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

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

Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 11 March 2025, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



.....
G Sims-Brassett (Chair of Governors)

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2024



INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 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.

Other information

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

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

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

Opinions on other matters prescribed by the Companies Act 2006

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

the information given in the Governors' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- adequate accounting records have not been kept by the parent charitable company; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17 the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the independent school regulations, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and Companies Act 2006 and consider other factors such as payroll tax.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF LITTLE BOOKHAM MANOR HOUSE SCHOOL

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

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

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

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

Use of our report

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



.....
Lee Stokes (Senior Statutory Auditor)
for and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

28/03/2025
.....

LITTLE BOOKHAM MANOR HOUSE SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2024

INCOME AND EXPENDITURE

	Notes	Unrestricted Funds 2024 £	2023 £
INCOME FROM			
Charitable activities			
Tuition fees	2	4,206,162	4,171,150
Other educational income	3	309,984	334,913
Trading activities			
Lettings	4	2,917	13,332
Investment:			
Bank interest	5	-	3,092
Donations			
General	6	1,159	26,165
Total income		<u>4,520,222</u>	<u>4,548,652</u>
EXPENDITURE ON			
Expenditure on Charitable Activity			
Trust operating cost:			
Teaching costs	7	2,538,159	2,561,869
Welfare	7	616,924	529,416
Premises	7	928,833	921,416
Support costs and governance	7	680,844	566,747
Raising funds			
Finance costs		1,135	1,661
Total expenditure		<u>4,765,895</u>	<u>4,581,109</u>
Net expenditure		(245,673)	(32,457)
Transfer between funds		-	-
Net movement in funds		(245,673)	(32,457)
Balance brought forward at 1 September		3,721,868	3,754,325
Balance carried forward at 31 August		<u><u>3,476,195</u></u>	<u><u>3,721,868</u></u>

The Statement of Financial Activities contains all the income and expenditure recognised in the current and preceding year. All of the School's activities during the above two financial years derived from continuing activities.

The accompanying notes form part of these financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

BALANCE SHEET

YEAR ENDED 31 AUGUST 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	9	3,297,476	3,208,279
		<u>3,297,476</u>	<u>3,208,279</u>
CURRENT ASSETS			
Debtors - receivable within one year	10	233,521	258,075
Cash and bank balances		1,937,663	1,192,526
		<u>2,171,184</u>	<u>1,450,601</u>
CREDITORS - amounts falling due within one year	11	(1,589,532)	(937,012)
		<u>581,652</u>	<u>531,589</u>
NET CURRENT ASSETS			
		<u>3,879,128</u>	<u>3,721,868</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>3,879,128</u>	<u>3,721,868</u>
CREDITORS - amounts falling due after more than one year	12	(402,933)	-
		<u>3,476,195</u>	<u>3,721,868</u>
FUNDS			
General unrestricted funds		3,476,195	3,721,868
Restricted funds		-	-
		<u>3,476,195</u>	<u>3,721,868</u>

The financial statements were approved and authorised for issue by the Governors on 11 March 2025 and were signed below on their behalf by:



.....
G Sims-Brassett
(Chair of Governors)

The accompanying notes form part of these financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2024

	2024		2023	
	£	£	£	£
Reconciliation of net expenditure to net cash flow from operating activities				
Net expenditure	(245,673)		(32,457)	
Depreciation	131,511		123,500	
Bank interest received	-		(3,092)	
Bank interest paid	1,135		1,661	
Decrease/(increase) in debtors	24,554		(89,897)	
Increase/(decrease) in creditors	188,160		(35,185)	
Increase/(decrease) in parent deposits and fees in advance	867,293		(6,870)	
<i>Net cash provided by/(used in) operating activities</i>		966,980		(42,340)
Cash flows from investing activities				
Investment income			3,092	
Purchase of tangible fixed assets	(220,708)		(119,792)	
<i>Net cash used in investing activities</i>		(220,708)		(116,700)
Cash flows from financing activities				
Bank interest paid	(1,135)		(1,661)	
<i>Net cash used in financing activities</i>		(1,135)		(1,661)
Decrease in cash		745,137		(160,701)
Cash and cash equivalents at 1 September		1,192,526		1,353,227
Cash and cash equivalents at 31 August		1,937,663		1,192,526

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash at bank	1,937,663	1,192,526

ANALYSIS OF CHANGES IN NET DEBT

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash	1,192,526	745,137	1,937,663
Total	1,192,526	745,137	1,937,663

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

Little Bookham Manor House School is a charitable company incorporated in England and Wales. The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

I. ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice Accounting and Reporting by Charities (Second Edition), the Companies Act 2006 and FRS 102 the financial reporting standard applicable in the UK and the Republic of Ireland.

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

Having reviewed the School's potential challenges in the future, the funding facilities available to the School, its recent merger with the Effingham Schools Trust and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future, and consider that there are no material uncertainties over the School's financial viability in the short term. Accordingly, the Board of Governors continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 17.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

b) Fees receivable and similar income

Tuition fees are stated after deducting allowances for awards and other remissions. Other educational income comprises income from school outings, activities and other related income. These sources of income are included in the accounts when the likelihood of the receipt is probable and their value can be measured with reasonable certainty.

c) Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

d) Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

e) Expenditure

Expenditure is accrued as necessary. Charitable activity costs comprises all expenditure directly related to the objectives of the School including direct staff costs attributable to each activity. Support costs included within the charitable activity comprise the costs of all resources utilised to directly support the School's primary activities. Governance costs are those costs incurred in connection with the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

I. ACCOUNTING POLICIES (continued)

f) Pension costs

Retirement benefits to employees of the School are provided through three defined contribution pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

- (a) The Aviva Pension Trust for Independent Schools: This scheme is a defined contribution group personal pension plan for the School's teachers. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.
- (b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.
- (c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

g) Operating Leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

h) Fixed assets

All items of a capital nature with a value of over £3,000 are capitalised at cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight-line basis over the expected useful economic lives of the assets concerned. The principal rates used are:

Freehold Property:

Buildings	- 2%
Swimming Pool	- 10%
Tennis/Netball courts	- 7.3%

Plant and equipment	- 10%
Motor vehicles	- 20%
Computer Equipment	- 33.33%

Assets under construction are not depreciated until they are complete and brought into use. Land is not depreciated.

i) Debtors

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

j) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

I. ACCOUNTING POLICIES (continued)

k) Creditors and Provisions

Creditors and provisions are recognised where the Trust has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term creditors are measured at their transaction price. Other financial liabilities, including bank loans, are measured at amortised cost using the effective interest method.

l) Financial instruments

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note h) above.

The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

m) Fund accounting

The funds of the School are accounted for as unrestricted or restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted Funds are funds applied at the discretion of the Governors in furtherance of the objects of the Trust. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Designated Funds are a particular from of unrestricted funds consisting of amounts, which have been allocated or designated for specific purposes by the Governors. The use of designated funds remain at the discretion of the Governors.

Restricted Funds are subject to specific conditions imposed by donors.

n) Critical sources of estimation uncertainty and accounting judgements

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

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

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

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

2. FEES RECEIVABLE	2024	2023
	£	£
Fees receivable consists of:		
Tuition fees	4,852,269	4,675,384
Less: Bursaries, grants and allowances	(646,107)	(504,234)
	4,206,162	4,171,150

3. OTHER EDUCATIONAL INCOME	2024	2023
	£	£
Student transport	92,864	89,302
Extras	208,332	235,561
Registration and exam fees	8,788	10,050
	309,984	334,913

Scholarships (37 pupils), bursaries (18 pupils) and allowances (58 pupils) were awarded to 113 pupils (2023: 104). The means-tested bursaries totalled £186,676 for 18 pupils (2023: £162,545 for 18 pupils).

4. TRADING ACTIVITIES	2024	2023
	£	£
Hire of facilities	2,917	13,332
	2,917	13,332

5. INVESTMENTS	2024	2023
	£	£
Bank interest	-	3,092
	-	3,092

6. DONATIONS AND LEGACIES	2024	2023
	£	£
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	1,159	26,165
	1,159	26,165

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

7. TOTAL EXPENDITURE

	Staff Costs £	Other £	Depreciation £	Total 2024 £
Charitable Activity				
Teaching costs	2,208,987	292,164	37,008	2,538,159
Welfare	216,574	399,839	511	616,924
Premises	418,232	416,950	93,651	928,833
Support costs	383,519	296,984	341	680,844
Raising funds				
Finance costs	-	1,135	-	1,135
Trading expenditure				
	<u>3,227,312</u>	<u>1,407,072</u>	<u>131,511</u>	<u>4,765,895</u>

Prior year

	Staff Costs £	Other £	Depreciation £	Total 2023 £
Charitable Activity				
Teaching costs	2,069,594	462,675	29,600	2,561,869
Welfare	145,275	382,412	1,729	529,416
Premises	401,547	428,039	91,830	921,416
Support costs	389,372	177,034	341	566,747
Raising funds				
Finance costs	-	1,661	-	1,661
	<u>3,005,788</u>	<u>1,451,821</u>	<u>123,500</u>	<u>4,581,109</u>

	2024 £	2023 £
Included in expenditure is:		
Auditor's remuneration		
- Audit of the financial statements	16,800	21,600
- Other non-audit services	-	4,687
Interest payable	1,135	1,661
Operating leases	62,422	40,468
	<u>78,357</u>	<u>68,416</u>

No travel or other expenses were claimed by any Governors in their capacity as Governors (2023: £nil).

8. STAFF COSTS

	2024 £	2023 £
Wages and salaries	2,736,490	2,600,980
Social security costs	277,101	218,444
Other pension costs	213,721	186,364
	<u>3,227,312</u>	<u>3,005,788</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

8. STAFF COSTS (Continued)

The number of employees whose emoluments exceeded £60,000 were:

£60,001 - £70,000	2	-
£70,001 - £80,000	-	1
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-
£100,000 - £110,000	1	1
	<u>4</u>	<u>3</u>

No Governors received remuneration, reimbursement or other benefits from Little Bookham Manor House School.

The aggregate amount of employee benefits of key management personnel comprising the School's Senior Leadership Team (Headteacher, Deputy Headteacher, Heads of Prep, Head of Key Stages 3 & 4, Heads of Mathematics, Head of Admissions & Marketing, Head of Digital Learning and the Bursar) amounted to £592,404 (2022: £589,297). One member of staff received a termination benefit during the year of £nil (2023: £1,980). Pension contributions to a defined contribution pension scheme in respect of four employees (2023: three) who earned in excess of £60,000 during the year amounted to £27,734 (2023: £22,030). The average number of School employees during the year was 87 (2023: 88).

9. TANGIBLE FIXED ASSETS

	Freehold Property	Plant and Machinery	Motor Vehicles	Computer Equipment	Total
COST	£	£	£	£	£
At 1 September 2023	4,518,506	383,908	145,202	360,934	5,408,550
Additions	190,056	15,062	-	15,590	220,708
At 31 August 2024	<u>4,708,562</u>	<u>398,970</u>	<u>145,202</u>	<u>376,524</u>	<u>5,629,258</u>
DEPRECIATION					
At 1 September 2023	1,488,535	255,714	144,878	311,144	2,200,271
Charge for the year	86,480	17,324	324	27,383	131,511
At 31 August 2024	<u>1,575,015</u>	<u>273,038</u>	<u>145,202</u>	<u>338,527</u>	<u>2,331,782</u>
NET BOOK VALUE					
At 31 August 2024	<u>3,133,547</u>	<u>125,932</u>	<u>-</u>	<u>37,997</u>	<u>3,297,476</u>
At 31 August 2023	<u>3,029,971</u>	<u>128,194</u>	<u>324</u>	<u>49,790</u>	<u>3,208,279</u>

Land with a value of £425,000 (2023: £425,000), which is included in freehold property is not depreciated.

All tangible fixed assets are held for use on charitable activities.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

10. DEBTORS

	2024	2023
	£	£
Receivable within one year:		
Fees and extras	161,157	163,812
Other debtors	6,445	6,445
Prepayments and accrued income	65,919	87,818
	<u>233,521</u>	<u>258,075</u>

All debtors are due within one year with the exception of £6,445 (2023: £6,445) in other debtors which are due after more than one year

11. CREDITORS

	2024	2023
	£	£
Deposits from parents (see note below)	234,100	217,000
Fees received from parents in advance of term (see note 13)	447,260	-
Trade creditors	190,701	146,538
Taxation and social security	57,121	57,848
Amounts owed to group undertakings	96,013	-
Pensions	21,692	35,252
Provision for leave due but not taken	3,943	3,943
Other creditors	8,967	4,139
Accruals and deferred income	529,735	472,292
	<u>1,589,532</u>	<u>937,012</u>

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £197,300 (2023: £188,800) are likely to fall due within a period which is greater than one year.

12. CREDITORS: amounts falling due after more than one year

	2024	2023
	£	£
Fees received from parents in advance of term (see note 13)	402,933	-
	<u>402,933</u>	<u>-</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

13. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards the tuition fees for up to five years. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain with the Trust, fees in advance will be applied as follows:

	2024	2023
	£	£
Balance as at 1 September	-	-
New contracts	937,742	-
Amounts used to pay fees	(87,549)	-
Balance as at 31 August	850,193	-

14. PENSION COMMITMENTS

Retirement benefits to the School's employees are provided through three defined contribution schemes, which are funded by employer (the School) and employees' contributions.

The Aviva Pension Trust for Independent Schools

This scheme is a defined contribution group personal pension plan for teachers in independent schools. The school joined this scheme following its withdrawal from TPS on 31 August 2020. The basic contributions are 6% for the employee and 9% for the employer. The employee can pay additional voluntary contributions up to 100% of salary. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £148,574 (2023: £137,352) and at year-end there was £23,327 (2023: £21,623) accrued in respect of contributions to this scheme.

The People's Pension

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. All eligible support staff can join this scheme. Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £45,672 (2023: £47,649) and at year-end there was £7,014 (2023: £13,002) accrued in respect of contributions to this scheme.

The National Employment Savings Trust

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £2,946 (2023: £3,285) and at year-end £528 (2022: £618) accrued in respect of contributions to the scheme.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

15. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery and Motor Vehicles:

	2024 £	2023 £
Amounts due:		
Within one year	40,528	40,468
Between 1 and 5 years	76,507	97,494
	<u>117,035</u>	<u>137,962</u>

16. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

17. SUMMARY OF MOVEMENTS ON FUNDS

	At 1 September 2023 £	Income £	Expenditure £	Gains and Losses £	Transfer Between Funds £	At 31 August 2024 £
General funds	3,721,868	4,520,222	(4,765,895)	-	-	3,476,195
Restricted funds	-	-	-	-	-	-
Total funds	<u>3,721,868</u>	<u>4,520,222</u>	<u>(4,765,895)</u>	<u>-</u>	<u>-</u>	<u>3,476,195</u>

PRIOR YEAR

	At 1 September 2022 £	Income £	Expenditure £	Gains and Losses £	Transfer Between Funds £	At 31 August 2023 £
General funds	3,754,325	4,548,652	(4,581,109)	-	-	3,721,868
Restricted funds	-	-	-	-	-	-
Total funds	<u>3,754,325</u>	<u>4,548,652</u>	<u>(4,581,109)</u>	<u>-</u>	<u>-</u>	<u>3,721,868</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31 AUGUST 2024

18. RELATED PARTIES

The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils. The Friends donated £1,159 in 2023/24 and has pledged to give further significant donations in 2023/24 (2023: £26,165).

19. CONTROLLING PARTY

On 31 August 2023, Little Bookham Manor House School became a subsidiary of the Effingham Schools Trust. The ultimate controlling party during the period under review was the Effingham Schools Trust, a charitable company incorporated in England and Wales (company registration number 04509623). Its registered office is Effingham Schools Trust, Effingham, Surrey, RH5 6ST. The accounts of Effingham Schools Trust are available from the Charity Commission. The company has taken advantage of the exemptions included in FRS 102, Section 33 from disclosing transactions with the controlling party.

Accounts

Company No. 00719947
Registered in England
Charity No. 312063



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023



**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

Contents	Page
Governors, Officers and Advisers	1
Annual Report of the Governors	3
Strategic Report	9
Statement of Governors' Responsibilities	18
Independent Auditor's Report	21
Statement of Financial Activities incorporating an Income and Expenditure Account	25
Balance Sheet	26
Cash Flow Statement	27
Notes to the Financial Statements	29

LITTLE BOOKHAM MANOR HOUSE SCHOOL
GOVERNORS, OFFICERS AND ADVISERS
YEAR ENDED 31 AUGUST 2023

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors between 1 September 2022 and 31 August 2023 are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)		■			*	■	■
Mr C Forbes	Resigned 31 August 2023		■	■	*		■
Mr DA Harris	Resigned 31 August 2023		■		*		■
Mrs S Hayes	Appointed 1 September 2023						■
Ms M Kieran		■			*		■
Ms C Owen	Resigned 31 December 2023	■			*		■
Dr MJ Richardson	Resigned 12 June 2023	■			■		■
Mr A Ross (Safeguarding)	Appointed 1 September 2023						■
Canon P Thompson							■
Mrs S Woodward			■		*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Dr Richardson is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

OFFICERS

Mr AM Ellison

Clerk to the Governors, Company Secretary

EXECUTIVE OFFICERS

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

Mr AM Ellison

Bursar

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

PRINCIPAL ADDRESS AND REGISTERED OFFICE

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

AUDITORS

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW.

BANKERS

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4E

HEALTH AND SAFETY

Assurity Consulting Limited, 26 Redkiln Way, Horsham, West Sussex RH13 5QH

WEBSITES AND SOCIAL MEDIA

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL ANNUAL REPORT OF THE GOVERNORS YEAR ENDED 31 AUGUST 2023

Little Bookham Manor House School became a subsidiary of the Effingham Schools Trust (comprising Cranmore and St Teresa's Independent Schools) on 31 August 2023. The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ending 31 August 2023 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063.

The School is currently a selective independent day school for girls aged 4 to 16 with a co-educational nursery. Details of the members of the Governing Body, together with the School's officers and principal advisers are provided on pages 1 and 2. There has been a reduction in the number of Governors serving on the Governing Body in 2023/24 and these changes are reflected in the Governors table on page 1.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The School continues to be governed by a Memorandum of Association and Articles of Association. These were amended on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School. The Memorandum of Association and Articles of Association were amended on 31 August 2023 to facilitate the 'merger' between Little Bookham Manor House School and the Effingham Schools Trust

Governing Body

The Governing Body continues to be self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence, expertise and the needs of the Board and the School.

Recruitment and training of Governors

New Governors are interviewed by the Chair of Governors and other available Governors. They are appointed by the Board and inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Headteacher provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment. Nominations for new governors are continually sought to add to the pool of skills and experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development.

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year.

The work of overseeing and implementing Governors' policies was carried out in 2022/23 by various sub-Committees of the Board, which met separately in advance of each Board meeting. The Board either took recommendations from each Committee's Chair or it noted the decisions taken by the Committees that were within its delegated authority.

The School's governance structure in 2022/23 was as follows:

- **Education Committee:** This Committee was chaired by Mrs M Kieran. It received a detailed report from the Headteacher at least three times during the year and it scrutinised all educational matters including any child protection and safeguarding concerns. The members on this Committee had a background predominantly in education or child protection and safeguarding.
- **Finance and Estates Committee:** This Committee was chaired by Mr D Harris. It received a detailed report from the Bursar at least 3 times during the year and it met on more than 3 occasions. The Committee scrutinised the School's finances each financial quarter and recommended the budget and capital expenditure to the Board. The responsibility for supervising and finalising the Statements of Financial Accounts for approval by the Board fell to this Committee. In addition, the Committee considered applications for means tested benefits and reviewed the award of scholarships and other discounts for 2023/24. The members on this Committee had a background predominantly in finance and investment.
- **Health and Safety Committee:** This Committee was chaired by Mr C Forbes and its primary objective was to monitor and ensure the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and first aid training, as well as reports from the School's external advisers were reviewed at meetings held once each term. Teaching and non-teaching staff were represented on this Committee.
- **Child Protection and Safeguarding Officers:** Ms C Owen was the Board's appointed Child Protection and Safeguarding Governor during 2022/23, but all Governors were required to be up to date on Child Protection and Safeguarding matters.
- **Nominations and Remuneration Committee:** The Chair of Governors and at least one other Governor from the Board of Governors considered nominations for Governorship, interviewed candidates and made recommendations to the Governing Body for its approval. The Chair of the Board and the Chair of Finance reviewed the remuneration of the School's

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

senior managers and they monitored the general effectiveness of the School's remuneration practices and policy.

- **Board:** The Board was responsible for strategic planning, risk management, and the future development of the School. The Board met at least 3 times during the year and the sub-Committee structure has meant that all Governors have each actively contributed to and overseen the school's performance.

The day-to-day running of the School continues to be delegated to the Headteacher who is supported by a Senior Leadership Team comprising in 2022/23 the Deputy Headteacher, the Head of Early Years and Key Stage 1, the Heads of Key Stages 2, 3 and 4, the Head of Digital Learning, the Director of Marketing and the Bursar. The Headteacher attended all Committee meetings and was invited to attend the Nominations and Remuneration Committee. The Deputy Headteacher attended the Health and Safety Committee meetings and was invited to attend all Committee and Board Meetings with the exception of the Nominations and Remuneration Committee. The Bursar attended all the Governors' meetings in the capacity of Clerk to the Governors.

The Headteacher and members of the Senior Leadership Team or staff were required to serve on any other committees set up by the Board from time to time. The Headteacher continues to be an active member of the Girls' Schools Association (GSA), the School remains a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Bursar was the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration was set by the Board in 2022/23, with particular attention to providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. Remuneration was reviewed annually as part of the budgeting process and included a comparison, where possible, with other independent schools to ensure that the School remained sensitive to the broader issues of pay and employment conditions and, more importantly, remained capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose was primarily dependent on key management personnel, and staff costs remained the largest single element of charitable expenditure.

Related parties

The School had no subsidiaries in 2022/23, and there was one related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School continues to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale, which is applied consistently according to qualification and experience, but on occasion, additional responsibility points may be awarded in order to recruit and retain teachers in key subjects. One-off

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

payments (honoraria) are used to recognise successfully completed short-term projects or responsibility engagements, which are a product of the School Development Plan.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Chair of the Board writes to staff about salary increases and to parents about fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise. This was evident during the reporting period. When meetings were held to discuss the energy crisis and rising inflation.



CHARITABLE OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are 'the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

Mission statement

The School's current mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent girls' education
- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity
- To prepare the girls for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

Public benefit

Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in its pupils an understanding of and willingness to assist those less fortunate than themselves.

Despite some significant economic and financial challenges in 2022/23 the School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers cleaning and administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- The school's netball courts are used by the county Netball league. There are normally four fixtures over the season and at least 500 girls from across Surrey play at each fixture.
- The Womens' Institute use the school premises for its meetings and for sporting and social events.
- Other local schools hire the school's facilities for a variety of events.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

- We currently hire our premises and grounds during the school holidays to a company providing activity holiday camps for children from across the local community.
- We offer art workshops and tennis coaching during the holidays for children in the local community.
- Action Theatre stage its Christmas performances by local children in the school's main hall.
- Dorking Girls Football Club use the school's football pitch for 'home' matches.
- St Mary's Church, Fetcham holds its Family Away Day in the school grounds.
- The school allows local organisations (e.g. the scouts and the organisers of Bookham Open Gardens) to use the school minibuses to support their events.
- The school participates in a number of community events such as Heritage Day, and it opens its gardens annually to be enjoyed by the wider public.

The Board views bursaries awarded to those who would not otherwise be able to afford a Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £162,545 were awarded to 18 girls (2022: £135,076 to 16 girls) with the value of individual bursaries ranging between 15% and 75% of the basic tuition fee (average of 45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £504,234 (10.8% of gross fee income) and benefitted 104 girls (2022: £491,476 to 91 girls at 10.7% of gross fee income).

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from a Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT

Review of achievements and performance for the year

Examination performance

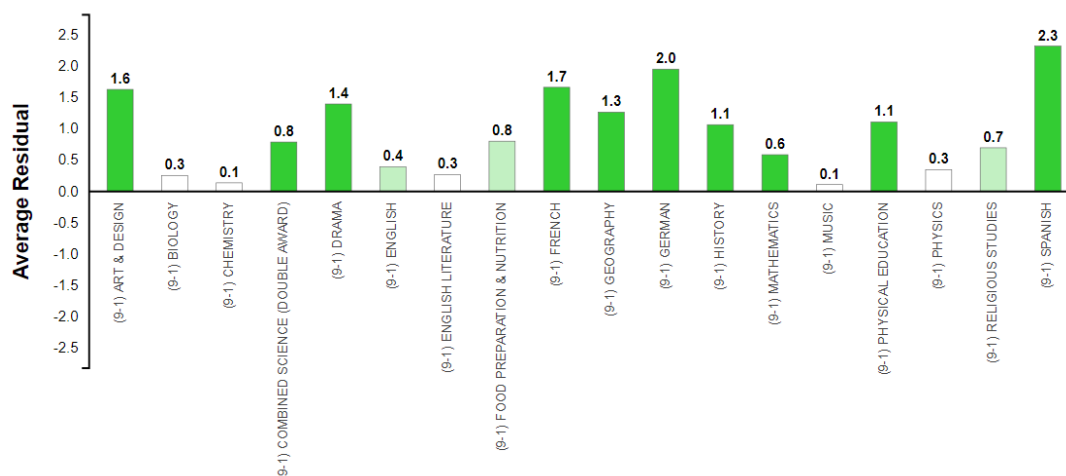
Table 1: Y11 GCSEs 2019-2023

	2023	2022	2021	2020	2019
9	9%	13%	24%	21%	16%
9-8	28%	33%	48%	42%	38%
9-7	51%	52%	65%	65%	56%
9-6	72%	78%	85%	86%	73%
9-5	87%	93%	96%	96%	88%
9-4	96%	99%	100%	100%	97%
9-3	99%	100%	100%	100%	100%
9-2	100%	100%	100%	100%	100%

- Year 11 pupils achieved a solid set of results overall. There was a fall in the % of top grades (9 & 8), explained in part by the recalibration of boundaries to pre-pandemic levels however the percent of 9-7 grades were unchanged from last year and were in line with 2019.

Table 2: 2023 Value Added Outcomes by subject (Source: CEM)

Exam Year: 2023 | Show: National (Raw) | Year of Assessment: 2021 - 2022: Year 10 |
Qualification: GCSE (9-1) | Subject(s): (multiple values) | Gender(s): Female



- Value added shows the difference between externally assessed (CEM) predicted performance, calculated through Yellis assessments, and actual outcomes in the exams. A value-added score of 2.0 indicates pupils gained on average 2 grades higher than

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2023

others of a similar ability nationally in that subject. Value added therefore is a good measure of progress regardless of ability.

- Positive value-added outcomes were seen in all subjects, with strengths in languages and Art/Drama.
- The overall pattern of value-added outcomes remains strong at Manor House, with pupils on average gaining around 1 GCSE higher than girls of a similar ability national across their subjects. This fell to two-thirds of a grade higher in 2023. This is being tackled through focusing on accuracy of teacher predictions to drive a program of targeted intervention to ensure a return of VA to previous levels.
-

Table 3: School Level Value Added Outcomes 2019-2023 (Source: CEM)

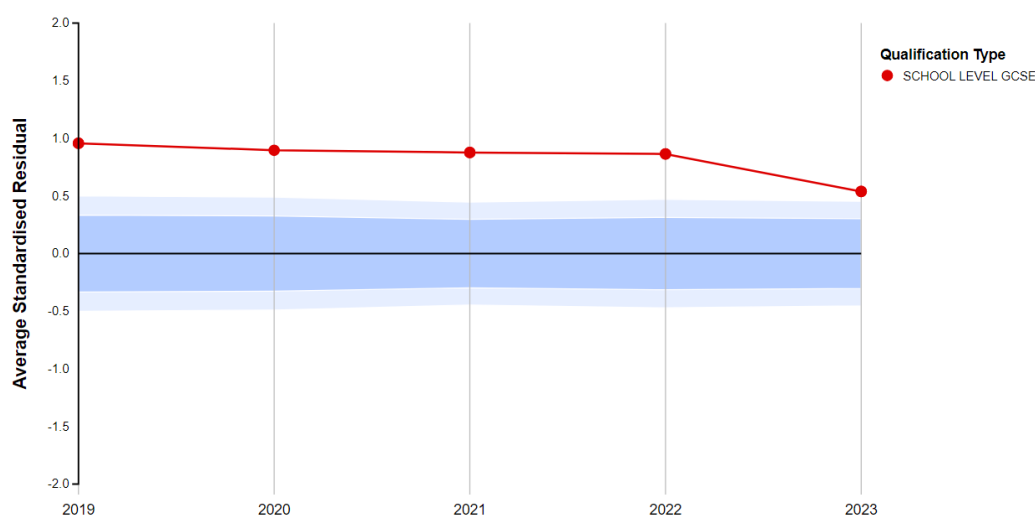


Table 4: Value Added Outcomes by Groups (SEND & EAL)

Average VA for whole cohort	+0.74
Average VA for cohort not including SEND	+1.01
Average VA for cohort with SEND	+ 0.14
Median VA for cohort with SEND	+ 0.72

Pupils with SEND achieved VA outcomes but at a lower level than their peers. However, this SEND group was not homogeneous, with pupils of very different needs and indeed outcomes. The pupil with the lowest VA joined MHS in year 10, had very low attendance, had average predicted grades of just below a 9 and received significant input towards trying to achieve this. The median score of 0.72 is arguably a better representation of the success of this cohort overall.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

Prep School Attainment Summary

End of Key Stage Two

- July 2023 Attainment in Reading/Writing/Maths combined is above national levels (Teacher Assessment and External Assessments)
- Trend – Analysis of trends show that since 2019 Manor House Attainment is consistently above national average results.

End of Key Stage Two	MHS (cohort 17)	National
Reading/Writing/Maths	94%	59%
Reading	94%	73%
Grammar, punctuation, spelling	94%	72%
Writing	94%	71%
Maths	94%	73%

EYFS Attainment trends

	2019		2020		2022		2023	
	Cohort	%GLD	Cohort	%GLD	Cohort	%GLD	Cohort	%GLD
MHS	9	78%	4	100%	6	96.6%	4	50%
National		71.8%		-		65.2%		N/A

2022-23 EYFS results vs National

NB 1 pupil joined during the Summer Term, this was their first experience of full-time education, this impacted our results in a very small cohort of 4.

Extra-curricular activities

Within Music, 23 girls have completed grades across a range of instruments. Last year, we enjoyed several concerts and musical evenings, showcasing both individual and group musicians. The Rock and Pop Gig was a highlight of the summer term.

One Year 9 pupil was selected as one of 60 musicians across London to play with the Philharmonic Orchestra in the London String Festival alongside Sheku Kanneh-Mason at the Royal Festival Hall. She toured the Rhine Valley with the Sutton Youth Symphony Orchestra and spent a week over the summer at the European Youth Summer School, playing in a variety of orchestras and small ensembles.

Within Performing Arts, over 100 girls took part in the stunning performance of Chitty- Chitty-Bang-Bang, our Senior Production. The performance was polished, moving and spectacular in equal measure. We also enjoyed a wonderful Shakespeare performance of a Midsummer's night and the Drama club shared some of their work at an evening performance.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

Regular trips to Art galleries also helped to inspire creativity within the Art department and this year, three pupils won scholarships to study Art 'A' level in their chosen sixth forms. The Rotary Photography competition has become an annual event and significantly grown in popularity. Last year we entered 72 students for the Rotary Club Photography competition. In the local heat for Bookham & Horsley, one pupil was highly commended in the Junior category and two pupils were highly commended in the Intermediate Category. One pupil was highly commended in the Senior category. A Year 8 pupil won the Intermediate local heat for Bookham & Horsley Rotary and her photo of inside the Familia Sagrada, in Barcelona went on to win the District competition.

In the language department, the language mentor programme has flourished, and the mentors worked hard with the younger pupils which is lovely to see. They also entered an online 'Business Language champions' competition in all three languages which was a brilliant experience. In January our keen Francophones travelled across the channel to Northern France where they immersed themselves in French culture.



The Science department entered a new competition called the 'The Teen Tech' Awards. This is a national competition where children aged 11 to 18 are challenged to create a scientific innovative solution to make the world a better place. This year nearly 10,000 pupils applied and only 180 made it to the final competition in London. As well as winning an award for "Thinking Outside of the Box", our girls were the overall winners in the Transport category with their design for a 3-way charging electric wheelchair.

As a Maths enrichment, we took part in 'GAIN' (Girls Are Investors). This is an Investment Challenge and was open to girls in Years 10 to 13. They were given a company "stock" to

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

research and then present the risks that investing in this company would bring. The competition was more experienced on this occasion but nevertheless, a brilliant experience for all involved.

Our English department inspire some amazing creative writing across all year groups, and we have enjoyed National Book Day, National Poetry Day, met authors and entered competitions. This year we were both winners and runners up in the intermediate and senior sections of the Rotary Creative Writing competition. There were also several highly commended entries at district level.

Public speaking is a skill for life and our debate club produces some excellent speakers. This Year we were runners up in the intermediate and senior Youth Speaks debate competitions.

The Humanities department took Year 10 and 11 girls to Iceland for an unforgettable and enriching Geography experience.

Sport plays a large part in the life of Manor House. Popularity for our Tennis Academy has spread to the parent body and parents receive coaching during the week as well as pupils. Netballers played internationally for the first time this year. A tour to Holland was a great opportunity to improve both skills and match play. As well as fielding strong teams across a range of team sports, this year has seen some individual highlights. In Athletics, two year 11 girls qualified for the English Schools competition for the second year in a row at the national Combined Championships where they came 3rd and 7th in their events and won the best county Team of the day. A Year 7 pupil had a phenomenal season and broke the 300m record at the Prep School finals. This along with her medal winning performance in 100m secured her the Cordon cup for the outstanding performance of the championship. A Year 7 pupil was selected for the surrey schools' elite cross-country squad and is also representing her county in the inter-counties' competitions.

On the water, two year 11 pupils reached 3rd in the national sailing squad and one of the girls was placed 1st in the London and SE Topper competition. A year 11 pupil who is in the Surrey Schools Gym Squad came 3rd place in the U19 competition and a year 9 pupil is training on the Talented athlete programme in Hockey. This year also saw girls enjoying taking part in a range of other sports including Rock Climbing, golf, trampolining and show jumping. The Duke of Edinburgh scheme continues to flourish and last year overnight expeditions were once again possible.

Our FOMHS committee, organised social and fundraising events including a hot chocolate morning, the Christmas Fayre, a Prep Disco, a Mufti Day and the Friends also manage and run the second-hand uniform shop which raises funds as well as benefitting our community.

During the year we focussed on joining the Effingham Schools Partnership which was achieved at the end of August. This partnership will bring new and exciting opportunities for all our pupils, staff and families across all three schools. We will be able to offer high quality

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

independent education to boys and girls of all ages from 2 to 18 years old including a sixth form for our pupils.



FINANCIAL REVIEW

Results for the year

The School recorded a post-depreciation deficit of £32, 457 on 31 August 2023 (depreciation was £123,499). The Board has assessed this outcome as a satisfactory performance, given the political, economic and financial challenges faced across the world in 2022/23, and acknowledging the energy crisis, which resulted from Russia's invasion of Ukraine, continues to impact business operations. Although the school has been protected against the full impact of rising energy prices by fixed gas and electricity contracts, the rising cost of fuel has been significant, and the school's overheads have increased in line with inflation, which piqued during the year at over 11%. The fact that the school has not ended the year with a significant pre-depreciation deficit is testament to the sound financial management of the Charity by the Board.

The Board's aspiration last year was to return a trading surplus each year, ensure the staff received an annual cost-of-living pay rise, and school fees are set annually that represent value for money to all parents. Notwithstanding the unprecedented challenges faced during the year, the Board is satisfied that it has delivered against its aspirations. School fees increased by 4.4% on 1 September 2022, which supported a universal pay award of 3%. While a school fee increase of 7.9% from 1 September 2023 might seem high, this increase was kept as low as possible and only covers forecast increases in the school's overheads, including a universal cost-of-living pay award of 5% with effect from 1 September 2023. Indeed, the Board has concluded that the school is well placed to meet the economic and financial challenges that will persist

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

over the next few years, and with its recent partnership with the Effingham Schools Trust, the Board will be able to consider a range of options to respond to political challenges that could see independent schools lose their current business rates relief or the addition of VAT to school fees.

The school experienced a small reduction in additional income during 2022/23, primarily due to a reduction in additional tuition fees and a fall in the number of pupils attending the holiday activity camps. The reduction in additional tuition fees could be an indication that parents are feeling the financial “pinch” although holiday club numbers were impacted by a post-COVID national trend in favour of overseas holidays. The school did benefit from a significant donation from the Friends of Manor House School and further donations are anticipated throughout the next financial year.

The Board has stated in previous reports that the School’s discounts must be commensurate with the size of the School. Nevertheless, the School’s bursary and scholarship offerings remain significant. The Bursary awards provide some girls with the opportunity to receive an independent education that their parents would otherwise be unable to afford, whereas the scholarship policy aims to retain gifted and talented Manor House girls and to attract top scholars from other state and independent schools. The total discounts offered by the School including bursary awards, scholarships, staff fee remissions and other discounts was £504, 234 in 2022/23. The Board has previously agreed to reduce discounts to 10% of gross fee income by 2025, but affordable and sustainable discounts will remain an important element of the School’s offer. The discounts awarded in 2022/23 were 10.8% of gross fee income.

Levels of Reserves, Reserves Policy and Financial Viability

The School’s total reserves at the end of the year amounting to £3,721,868 (2022: £3,754,325). These were all unrestricted in nature with free reserves of £513,589 (2022: £542, 339) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements). The School’s reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. The free reserves provide cover for up to 1.4 months’ (2022: 1.6 months’) operating costs but the future target is for one term’s (3 months) operating costs.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board has reviewed the School’s risk register, and it identifies an unexpected fall in pupil numbers and a failure to control its employment costs as the two risks likely to result in a failure to deliver a trading surplus in 2023/24 and beyond. In addition, the Governors are very conscious of the risk of any damage to the School’s good reputation and other risks, which are common to the independent education sector, such as the introduction of Value Added Tax (VAT) onto school fees and the removal of charitable status granted currently to independent schools.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

The Board is actively seeking to increase pupil numbers and to reduce expenditure over the next 2 years. The Board is conscious of threats to the School's reputation and it will look to mitigate these promptly and effectively. The Board is aware of the Labour Party's commitment to remove the charitable status of independent schools, and it will use the School's membership of the various independent schools' organisations to lobby against such a move. The Board believes a loss of business rate relief will be a reality in the near future, and it has identified how it might address this eventuality when it occurs. The rapidly increasing cost of living has resulted in significant increases in the School's operational costs, which cannot continue to be absorbed. The School increased basic tuition fees in 2023/24 by 7.9%, and pay rose universally by 5% from 1 September 2023. A further increase in basic tuition fees and charges from 1 September 2024, and a staff pay award to mitigate the increasing cost of living are inevitable, although inflation has fallen and energy markets are stabilising. Therefore, the Board does not anticipate increases to be as high as in 2023/24.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School is currently following the recommendations contained in both a Safe School Assessment and a Fire Risk Assessment produced by its appointed experts Assurity Consultants. The Board is committed to ensuring that the School remains a safe environment for parents, pupils, staff and visitors and these reports will be updated in the next 2 years. Notwithstanding one accident that was reported under RIDDOR, there were no serious Health and Safety issues during 2021/22.

The School's child protection and safeguarding policies are updated annually to reflect changes in the guidance, and regular training is given to staff and Governors alike. The Staff are alert to any possible signs, which may indicate the existence of any potential risk in this regard. The school continues to utilise professional counsellors who support the experienced and well-trained staff, and despite many challenges, no unmanageable incidents were reported during the year under review.

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

The Governors are satisfied that adequate systems are in place to mitigate the School's exposure to current and future risks.

FUTURE PLANS

The School acknowledges the challenges it will face in 2023/24 and it recognised the need for a strategy that: monitors risk to health; continues to increase pupil numbers; mitigates the impact of a potential economic downturn; manages operational costs and discounts at a level consistent with the size of the School; and reduces unnecessary expenditure while delivering excellent support to the School. The Board decided during its formal review of its strategy to seek a partnership agreement with like-minded independent schools, and in June 2023 it agreed to become a subsidiary of the Effingham Schools Trust from 1 September 2023. This 3-school partnership is currently developing its strategy and the plans necessary to deliver its vision. In the meantime, Manor House School will focus on the following areas of its current Development Plan:

- Maintaining academic excellence and positive progress and attainment measures across all phases of the school. This is being achieved through robust tracking and use of appropriate intervention strategies. Smaller class sizes and excellent teaching facilitates the achievement of these objectives.
- Ensuring that the curriculum meets the needs of the current cohort and prepares girls for the future world into which they will emerge. This includes the use of digital technology as a tool for learning and a platform to enable creativity and solution focussed approaches.
- Developing skills required to operate in a post pandemic world including flexibility, adaptability and resilience.
- Supporting positive mental health and well-being.
- Re-establishing competitive sporting opportunities and adapting to restrictions and changes to competitive match play.
- Maintaining the scholarship provision to include a bespoke programme for the academically gifted and talented pupils, a sports performance programme for the Sports scholars and opportunities for scholars to interact with similar pupils in other schools through competitions and collaboration.
- Further consolidate the development of opportunities for activities during holidays such as activity camps.
- Increasing opportunities for students and staff to participate in enrichment and leadership opportunities will enable us to prepare future leaders.

Going Concern

The Board has noted the School's satisfactory performance in 2022/23 and it attributes this to sound financial management and sustained support from its parent body. The Board believes it has entered a partnership with the Effingham Schools Trust that will provide the school with added financial security (combined assets of £50M) and a collective ability to meet the potential

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

political challenges it may face in the future, in particular, the potential loss of business rate relief and the addition of VAT onto school fees.

The Board acknowledges that forecast pupil numbers in the Early Years were becoming a concern, but the Board will now work hard within the partnership with the Effingham Schools Trust to deliver a vision that will see education provision increased across the 3 schools with a commensurate increase in pupil numbers at each school. The Board is aware that maintaining pupil numbers will remain a challenge for several years, and the Board has agreed to offer financial incentives in the form of non-means tested bursaries in the Early Years (Reception to Year 2) to increase pupil numbers in this area for the September 2023 intake. It is anticipated that the partnership with the Effingham School Trust will reduce the need to offer similar financial incentives in the future as pupil numbers in the Early Years will be consolidated.

The Board will continue to contribute to the strategic vision of the partnership with the Effingham Schools Trust through combined strategy days, and it is under no illusions about the scale of the challenges it faces in the future. Notwithstanding these challenges, the Board believes it is now better placed to face challenges as part of a bigger, stronger and like-minded body of schools. The Board has concluded there are currently no material uncertainties about the School's ability to continue as a going concern in its own right, and it neither expects to borrow money from the Trust in support of its operations, nor does it expect either of the two schools in the Trust (Cranmore and St Teresa's) to become a financial burden on Manor House.

Post Balance Sheet Events

Manor House School merged with the Effingham Schools Trust at 23.59 on 31 August 2023. This agreement should result in an increase in pupil numbers at the school as the Trust moves its Nursery and Early Years provision from Cranmore School to Manor House over the next 2 academic years. The Trust also intends to transfer its educational offer to Prep pupils from St Teresa's School to Manor House over the next 3 academic years. This will increase the size of the Prep at Manor House from a single form entry Prep to a 2-form entry Prep with an associated increase in pupil numbers.

Manor House has already commenced some of the work necessary to deliver the Trust vision and the next few years will witness many changes to its governance and operational processes, but it will retain its own ethos, values and traditions. The school will retain its Company and Charity registrations and Department of Education school number. All changes will be captured in future Trustees Reports and Statement of Financial Accounts.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

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

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

Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 19 April 2024, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



G Sims-Brassett
(Chair of Governors)

24 April 2024

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023**



Independent Auditor's Report to the Trustees of Little Bookham Manor House School

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion: adequate and proper accounting records have not been kept; or the financial statements are not in agreement with the accounting records and returns; or certain disclosures of trustees' remuneration specified by law are not made; or we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities,

including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, General Data Protection Regulation (GDPR), Health and safety legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Board of Governors about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-

compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest

extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tina Allison
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

29 April 2024

LITTLE BOOKHAM MANOR HOUSE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2023

		Unrestricted Funds	
		2023	2022
	Notes	£	£
Income and endowments from:			
Donations and legacies	2	26,165	929
Charitable activities	3	4,506,063	4,301,879
Other trading activities	4	13,332	34,324
Investments	5	3,092	408
Total		4,548,652	4,337,540
 Expenditure on:			
Raising funds	6 & 7	(1,661)	(1,568)
Charitable activities	6	(4,579,448)	(4,179,472)
Total		(4,581,109)	(4,181,040)
 Net expenditure/income		(32,457)	156,500
Transfer between funds	15	-	-
Net movement in funds		(32,457)	156,500
 Reconciliation of funds:			
Total funds brought forward		3,754,325	3,597,825
Total funds carried forward		3,721,868	3,754,325

The Statement of Financial Activities, incorporating an Income and Expenditure Account, represents the total unrestricted and restricted income and expenditure and its presentation is required under the Companies Act 2006.

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
BALANCE SHEET
AS AT 31 AUGUST 2023

	Notes	2023 £	2022 £
Fixed assets:			
Tangible assets	9	3,208,279	3,211,986
Total fixed assets		3,208,279	3,211,986
Current assets:			
Debtors	10	258,075	168,178
Cash at bank and in hand		1,192,526	1,353,227
Total current assets		1,450,601	1,521,405
Liabilities:			
Creditors: Amounts falling due within one year	11	(937 012)	(979,066)
		513,589	542,339
Total assets less current liabilities		3,721,868	3,754,325
Creditors: Amounts falling due after one year	11	-	-
Total net assets		3,721,868	3,754,325
The funds of the charity:			
Restricted funds	15	-	-
Unrestricted funds	15	3,721,868	3,754,325
Total charity funds		3,721,868	3,754,325

These financial statements were approved by the Governing Body on 28 November 2023 and were signed on its behalf by:



G Sims-Brassett

(Chair of Governors)

Little Bookham Manor House School - Company No. 00719947

24 April 2024

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2023

	2023	2022
£	£	£
Cash flows from operating activities:		
Net cash used/generated in operating activities		
(i)	<u>(44,001)</u>	<u>156,035</u>
Cash flows from investing activities:	(119,792)	(216,001)
Payments for tangible fixed assets		
Proceeds on sale of tangible fixed assets	0	0
Investment income and bank interest received	<u>3,092</u>	<u>408</u>
Net cash used in investing activities	<u>(116,700)</u>	<u>(215,593)</u>
Cash flows from financing activities:		
Finance costs paid	<u>-</u>	<u>-</u>
Net cash used in financing activities	<u>-</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period	(160,701)	(59,558)
Cash and cash equivalents at the beginning of the reporting period	1,353,227	1,412,785
Cash and cash equivalents at the end of the reporting period	(ii) <u>1,192,526</u>	<u>1,353,227</u>

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2023

(i) Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net expenditure for the reporting period (as per the statement of financial activities)	(32,457)	156,500
Adjustments for:		
Depreciation charges	123,500	122,491
Finance costs paid	0	0
Investment income and bank interest	(3,092)	(408)
(Profit)/Loss on sale of fixed assets	0	0
Decrease/(Increase) in debtors	(89,897)	12,794
(Decrease)/Increase in trade and other creditors	(35,185)	(131,906)
Increase in parents' deposits	(6,870)	(3,436)
(Decrease)/Increase in provision for leave due but not taken	<u>-</u>	<u>-</u>
	<u>(11,544)</u>	<u>(465)</u>
Net cash used in operations	<u>(44,001)</u>	<u>156,035</u>

	2023 £	2022 £
Cash at bank and in hand	<u>1,192,526</u>	<u>1,353,227</u>

(iii) Analysis of Net Debt

Cash at bank and in hand 1 September 2022	1,353,227
Cash Flows	(44,001)
Cash at bank and in hand 31 August 2023	<u>1,192,526</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 2015.

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

The accounts are drawn up on the historical cost basis of accounting.

Having reviewed the School's potential challenges in the future, the funding facilities available to the School, its recent merger with the Effingham Schools Trust, the potential increased demand for pupil places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future, and consider that there are no material uncertainties over the School's financial viability in the short term. Accordingly, the Board of Governors continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

1.1 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees are accounted for in the period in which the service is provided.

1.2 Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

1.3 Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

1.4 Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expenditure to which it relates. Expenditure is allocated to specific cost categories. Should the need arise, expenditure attributable to more than one cost category in the SOFA would be apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate.

1.5 Tangible fixed assets

Expenditure on the acquisition of fixed assets with an individual cost in excess of £3,000 is capitalised and carried in the balance sheet at historical cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred.

1.6 Depreciation

Depreciation is provided at annual rates designed to write off the cost of all relevant tangible fixed assets over their estimated useful lives. Rates used on the straight-line basis are:

Land	Nil
Freehold property	
Buildings	2.00%
Swimming pool	10.00%
Tennis/Netball courts	7.30%
Plant and machinery	10.00%
Motor vehicles	20.00%
Computer equipment	33.33%

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

1.7 Financial instruments

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

1.8 Financial leases/hire purchase agreements

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note 1.6 above. The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

1.9 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.10 Pension costs

Retirement benefits to employees of the School are provided through three defined contribution pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

(a) The Aviva Pension Trust for Independent Schools: This scheme is a defined contribution group personal pension plan for the School's teachers. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

(b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

(c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

	2023 £	2022 £
2. DONATIONS AND LEGACIES		
Grants, donations and sundry income		
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	26,165	929
	26,165	929
3. CHARITABLE ACTIVITIES		
Fees receivable		
School fees	4,675,384	4,561,095
Scholarships, bursaries and allowances	(504,234)	(491,476)
	4,171,150	4,069,619
Other income		
Commissions and other income	-	-
Extras	324,863	222,660
Other Grant Income (Furlough)	-	-
Registration fees	10,050	9,600
	334,913	232,260
	4,506,063	4,301,879

Scholarships (50 pupils), bursaries (18 pupils) and allowances (36 pupils) were awarded to 104 pupils (2022: 106). The means-tested bursaries totalled £162,545 for 18 pupils (2022: £135,074 for 16 pupils).

	2023 £	2022 £
4. OTHER TRADING ACTIVITIES		
Hire of facilities	13,332	34,324
Total	13,332	34,324
5. INVESTMENTS		
	2023	2022
	£	£
Bank and Other Interest		
Bank interest	3,092	408

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

6. ANALYSIS OF EXPENDITURE

	Staff costs (note 8) £	Depreciation (note 9) £	Other costs £	Total 2023 £	Total 2022 £
Raising funds					
Financing costs (note 7)	-	-	1,661	1,661	1,568
Total costs of raising funds	-	-	1,661	1,661	1,568
Charitable activities					
Education					
Teaching	2,069,594	29,600	462,675	2,561,869	2,345,404
Welfare	145,275	1,729	382,412	529,416	464,569
Premises and maintenance	401,547	91,830	428,039	921,416	832,484
Support costs and governance	389,372	341	177,034	566,747	537,015
Total expenditure on charitable activities	3,005,788	123,500	1,450,160	4,579,448	4,179,472
Total expended	3,005,788	123,500	1,451,821	4,581,109	4,179,472

	2023 £	2022 £
Governance included in support costs:		
Remuneration paid to auditor for audit services	21,600	17,060
Payments to the auditor for other services	4,687	3,555
	26, 287	20, 615

No travel or other expenses were claimed by any Governors in their capacity as Governors (2022: £0).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

	2023 £	2022 £
7. FINANCE AND OTHER COSTS		
Other costs	1,661	1,568
	<u>1,661</u>	<u>1,568</u>

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

Salaries	2, 600,980	2,417,070
National Insurance	218,444	218,444
Other pension Costs	186,364	182,251
	<u>3,005,788</u>	<u>2,817,765</u>

Number of higher paid employees in the bands of

£60,000 to £70,000	-	1
£70,001 to £80,000	1	1
£80,001 to £90,000	1	-
£90,001 to £100,000	-	1
£110,000 to £120,000	1	-

No Governors received remuneration, reimbursement or other benefits from Little Bookham Manor House School. The aggregate amount of employee benefits of key management personnel comprising the School's Senior Leadership Team (Headteacher, Deputy Headteacher, Head of Nursery and Early Years (Key Stage 1) Heads of Key Stages 2, 3 & 4, Head of Admissions & Marketing, Head of Digital Learning and the Bursar) amounted to £589,297 (2022: £569,938). One member of staff received a termination benefit during the year of £1,980 (2022: Nil). Pension contributions to a defined contribution pension scheme in respect of three employees who earned in excess of £60,000 during the year amounted to £22,030 (2022: £21,411). The average number of School employees during the year was 88 (2022: 84).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

9. TANGIBLE ASSETS

	Freehold Property £	Plant& Machinery £	Motor Vehicles £	Computer Equipment £	TOTAL £
Cost (or valuation)					
At 01/09/2022	4,480,723	339,842	145,202	322,991	5,288,758
Additions	37,783	44,066	-	37,943	119,792
At 31 August 2023	<u>4,518,506</u>	<u>383,908</u>	<u>145,202</u>	<u>360,934</u>	<u>5,408,550</u>
Depreciation					
At 01/09/2022	1,405,182	241,430	139,860	290,300	2,076,772
Charge for the year	83,353	14,284	5018	20,844	123,499
At 31 August 2023	<u>1,488,535</u>	<u>255,714</u>	<u>144,878</u>	<u>311,144</u>	<u>2,200,271</u>
Net book value					
At 31 August 2023	<u>3,029,971</u>	<u>128,194</u>	<u>324</u>	<u>49,790</u>	<u>3,208,279</u>
At 31 August 2022	<u>3,075,541</u>	<u>98,412</u>	<u>5,342</u>	<u>32,691</u>	<u>3,211,986</u>

Land with a value of £425,000 (2022: £425,000), which is included in freehold property is not depreciated.

The school continued its programme to replace old electrical lighting with more efficient and cost-effective LED lighting. It repainted the Main House and fully refurbished the Garden Block, which comprises 3 classrooms in total for Reception –Year 2 pupils. The school upgraded a variety of IT equipment, replaced a boiler and cooker in the Housekeepers flat and added mobile floodlights to the PE Inventory. The school is committed to refurbishing the Nursery playground at a cost of £89K and a £44K deposit was paid which will form part of the Capex in 2023/24

All tangible fixed assets are held for use on charitable activities.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

	2023 £	2022 £
10. DEBTORS		
Fees and extras	163,812	117,115
Other debtors	6,445	6,445
Other prepayments and accrued income	87,818	44,618
	<u>258,075</u>	<u>168,178</u>

All debtors are due within one year with the exception of £6,445 (2022: £6,445) in other debtors which are due after more than one year

	2023 £	2022 £
11. CREDITORS: amounts falling due within one year		
Deposits from parents (see note below)	217,000	223,870
Fees received from parents in advance of term	443,310	447,112
Trade creditors	146,538	158,361
Taxation and social security	57,848	59,982
Pensions	35,252	29,923
Provision for leave due but not taken	3,943	3,943
Other creditors	4,139	5,693
Accruals	28,982	50,182
	<u>937,012</u>	<u>979,066</u>

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £188,800 (2022: £191,870) are likely to fall due within a period which is greater than one year.

Summary of movements in deferred income:

	2023 £	2022 £
Fees received from parents in advance of term		
Balance at the beginning of the year	447,112	611,846
Recognised as income during the year	(447,112)	(611,846)
Received for 2023/24	443,310	447,112
Balance at the end of the year	<u>443,310</u>	<u>447,112</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

12. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery and Motor Vehicles:

	2023 £	2022 £
Within one year	40,468	40,468
Between two and five years	97,494	137,962
	<u>137,962</u>	<u>178,430</u>

Lease payments of £40,468 (2022: £22,072) were recognised as an expense during the year.

13. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

14. MOVEMENT IN FUNDS FOR THE YEAR

	Balance 01/09/2022 £	Income £	Expenditure £	Balance 31/08/2023 £
Restricted Funds	-	-	-	-
Unrestricted Funds	3,754,325	4,548,652	(4,581,109)	3,721,868
	<u>3,754,325</u>	<u>4,548,652</u>	<u>(4,581,109)</u>	<u>3,721,868</u>

	Balance 01/09/2021 £	Income £	Expenditure £	Balance 31/08/2022 £
Restricted Funds	-	-	-	-
Unrestricted Funds	3,597,825	4,337,540	(4,181,040)	3,754,325
	<u>3,597,825</u>	<u>4,337,540</u>	<u>(4,181,040)</u>	<u>3,754,325</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 31/08/2023
	£	£	£
Tangible fixed assets	-	3,208,279	3,208,279
Net current assets	-	513,589	513,589
	-	3,721,868	3,721,868
	Restricted	Unrestricted	Total 31/08/2022
	£	£	£
Tangible fixed assets	-	3,211,986	3,221,986
Net current assets	-	542,339	542,339
Long term liabilities	-	-	-
	-	3,754,325	3,754,325

16. PENSION SCHEMES

Retirement benefits to the School's employees are provided through three defined contribution schemes, which are funded by employer (the School) and employees' contributions.

The Aviva Pension Trust for Independent Schools

This scheme is a defined contribution group personal pension plan for teachers in independent schools. The school joined this scheme following its withdrawal from TPS on 31 August 2020. The basic contributions are 6% for the employee and 9% for the employer. The employee can pay additional voluntary contributions up to 100% of salary. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £137,352 (2022: £135,889) and at year-end there was £21,623 (2022: £23,539) accrued in respect of contributions to this scheme.

The People's Pension

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. All eligible support staff can join this scheme.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £47,649 (2022: £44,735) and at year-end there was £13,002 (2022: £5,815) accrued in respect of contributions to this scheme.

The National Employment Savings Trust

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £3,285 (2021: £3,062) and at year-end £618 (2022: £569) accrued in respect of contributions to the scheme.

17. SUBSIDIARIES AND RELATED PARTIES

The School has no subsidiaries. The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils. The Friends donated £26,165 in 2022/23 and has pledged to give further significant donations in 2023/24.

	2023	2022
Related party transactions during the year	£	£
Friends of Manor House School		
- Donations received	26,165	929



**A love of learning
Academic excellence
Unforgettable experiences**

**Happy and healthy
Individual challenge
Creative and collaborative**

Future leaders

"To Love is to Live"

Manor House School
A selective independent day school for girls aged 4-16 with co-educational nursery.

Manor House Lane, Little Bookham, Surrey KT23 4EN

Telephone: 01372 458538 Email: admin@manorhouseschool.org

www.manorhouseschool.org www.twitter.com/manorhshschool www.facebook.com/manorhshschool

Accounts

Company No. 00719947
Registered in England
Charity No. 312063



LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022



**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022**

Contents	Page
Governors, Officers and Advisers	1
Annual Report of the Governors	3
Strategic Report	9
Statement of Governors' Responsibilities	18
Independent Auditor's Report	21
Statement of Financial Activities incorporating an Income and Expenditure Account	25
Balance Sheet	26
Cash Flow Statement	27
Notes to the Financial Statements	29

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2022

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors during the year are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)		■			*	■	■
Mr C Forbes			■	■	*		■
Mr DA Harris			■		*		■
Ms M Kieran		■			*		■
Ms C Owen		■			*		■
Dr MJ Richardson		■			■		■
Mrs S Woodward			■		*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Dr Richardson is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

OFFICERS

Mr AM Ellison

Clerk to the Governors, Company Secretary

EXECUTIVE OFFICERS

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

Mr AM Ellison

Bursar

PRINCIPAL ADDRESS AND REGISTERED OFFICE

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

AUDITORS

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW.

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

BANKERS

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4ET

HEALTH AND SAFETY

Assurity Consulting Limited, 26 Redkiln Way, Horsham, West Sussex RH13 5QH

WEBSITES AND SOCIAL MEDIA

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2022

The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ended 31 August 2022 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063. The School is a selective independent day school for girls aged 4 to 16 with a co-educational nursery. Details of the members of the Governing Body, together with the School's officers and principal advisers, are provided on pages 1 and 2.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The School is governed by a Memorandum of Association and Articles of Association. These were amended last on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School.

Governing Body

The Governing Body is self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence and the expertise needs of the Board and School.

Recruitment and training of Governors

New Governors are interviewed by the Chair of Governors and other available Governors. They are appointed by the Board, and inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, director and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Headteacher provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment.

Nominations for new governors are continually sought to add to the pool of skills and experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year.

The work of overseeing and implementing Governors' policies is carried out by various sub-Committees of the Board, which meet separately in advance of each Board meeting. The Board either takes recommendations from each Committee's Chair or it notes the decisions taken by the Committees that are within its delegated authority.

The Schools governance structure is as follows:

- **Education Committee:** This Committee is chaired by Mrs M Kieran. It receives a detailed report from the Headteacher at least three times each year and it scrutinises all educational matters including any child protection and safeguarding concerns. The members on this Committee have a background predominantly in education or child protection and safeguarding.
- **Finance and Estates Committee:** This Committee is chaired by Mr D Harris. It receives a detailed report from the Bursar at least 3 times each year and it meets at least 4 times each year. The Committee scrutinises the School's finances each financial quarter and recommends the budget and capital expenditure to the Board annually. The responsibility for supervising and finalising the Statements of Financial Accounts for approval by the Board falls to this Committee. In addition, the Committee considers applications for means tested benefits and reviews the award of scholarships and other discounts. The members on this Committee have a background predominantly in finance and investment.
- **Health and Safety Committee:** This Committee is chaired by Mr C Forbes and its primary objective is monitoring and ensuring the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and first aid training, as well as reports from the School's external advisers are reviewed at a meeting held once each term. Teaching and non-teaching staff are represented on this Committee.
- **Child Protection and Safeguarding Officers:** Dr MJ Richardson was the Board's appointed Child Protection and Safeguarding Governor in 2021/22, but all Governors are required to be up to date on Child Protection and Safeguarding matters. Ms C Owen assumes the appointment of Safeguarding Governor in 2022/23.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

- **Nominations and Remuneration Committee:** The Chair of Governors and at least one other Governor from the Board of Governors consider nominations for Governorship, interview candidates and make recommendations to the Governing Body for its approval. The Chair of the Board and the Chair of Finance review the remuneration of the School's senior managers and they monitor the general effectiveness of the School's remuneration practices and policy.
- **Board:** The Board is responsible for strategic planning, risk management, and the future development of the School. The Board meets at least 3 times each year, but it can and often does meet on more than 3 occasions to deal with specific issues. The Board is small in number and Governors are divided equally between the various sub-Committees. Therefore, all Governors actively and frequently oversee the School's performance.

The day-to-day running of the School is delegated to the Headteacher who is supported by a Senior Leadership Team comprising in 2021/22 the Deputy Headteacher, the Head of Early Years and Key Stage 1, the Heads of Key Stages 2, 3 and 4, the Head of Digital Learning, the Director of Marketing and the Bursar. The Headteacher may attend all Committee meetings except the Nominations and Remuneration Committee, which individuals attend by invitation only. The Headteacher is required to attend the Education Committee, the Finance and Estates' Committee and Board meetings and is the lead in respect of Child Protection and Safeguarding. The Deputy Headteacher is invited to attend each of these meetings and is required to attend the Health and Safety Committee meetings. The Bursar attends all Governors meetings in the capacity of Clerk to the Governors.

The Headteacher and members of the Senior Leadership Team or staff are required to serve on any other committees set up by the Board from time to time. The Headteacher is an active member of the Girls' Schools Association (GSA), the School is a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Bursar is the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration is set by the Board, with particular attention to providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. Remuneration is reviewed annually as part of the budgeting process and includes a comparison, where possible, with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions and, more importantly, remains capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose is primarily dependent on key management personnel, and staff costs are the largest single element of charitable expenditure.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

Related parties

The School has no subsidiaries and there is one related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School aims to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale, which is applied consistently according to qualification and experience, but on occasion, additional responsibility points may be awarded in order to recruit and retain teachers in key subjects. One-off payments (honoraria) are used to recognise successfully completed short-term projects or responsibility engagements, which are a product of the School Development Plan.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Chair of the Board writes to staff about salary increases and to parents about fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise. This was evident during the COVID-19 pandemic.



LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

CHARITABLE OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are 'the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

Mission statement

The School's mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent girls' education
- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity
- To prepare the girls for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

Public benefit

Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in our pupils an understanding of and willingness to assist those less fortunate than themselves.

At the start of the academic year Covid -19 measures were still in place including lateral flow tests and the wearing of face coverings by pupils and staff. Slowly, as the year progressed, signs of normality returned to all aspects of school life and it was heartening to finally join the community together as one school. The School was able to open to the public on national Heritage Day at which we held a back-to-school picnic. Many alumni and former members of staff returned for what proved to be a fabulous community day.

The School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- We have offered our Netball courts for a local Netball league. There are normally four fixtures over the season and at least 500 girls from across Surrey play at each fixture.
- The Womens' Institute use the school premises for its meetings and for sporting and social events.
- Other local schools hire the school's main hall for a variety of events.
- We currently hire our premises and grounds during the school holidays to a company providing activity holiday camps for children from the local community.
- We offer art workshops during the holidays for children in the local community.

The Board views bursaries awarded to those who would not otherwise be able to afford a Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £135,076 were awarded to 16 girls (2021: £119,556 to 15 girls) with the value of individual bursaries ranging between 15% and 75% of the basic tuition fee (average of

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £491,476 (10.7% of gross fee income) and benefitted 91 girls (2021: £537,270 to 93 girls at 12.2% of gross fee income).

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from a Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

Year 11 were faced with the prospect of being the first of their peers to sit external examinations once again. Despite the uncertainty of what lay ahead and media expectations about the likelihood of grades dropping, Year 11 performed exceptionally well.



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2022

Results for each grade boundary returned to similar percentages as 2019 (the last externally assessed examinations). This was a small cohort (29 pupils) and the value-added scores were exceptional as shown below.

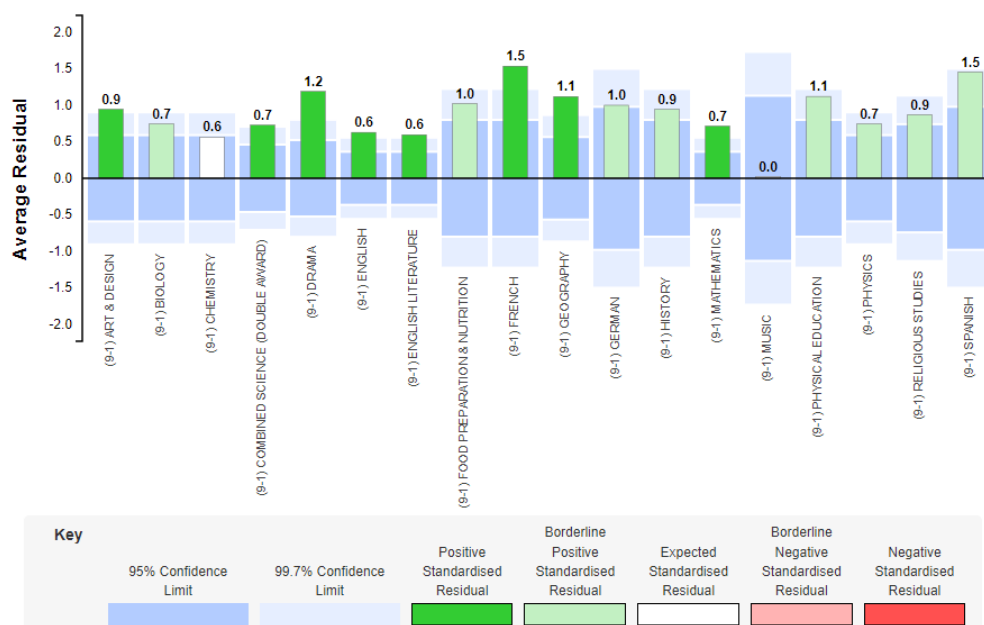
	2022	2021	2020	2019
9	13%	24%	21%	16%
9-8	33%	48%	42%	38%
9-7	52%	65%	65%	56%
9-6	78%	85%	86%	73%
9-5	93%	96%	96%	88%
9-4	99%	100%	100%	97%
9-3	100%	100%	100%	100%

Secondary: School Value Added [\[Help\]](#)

Exam Year: 2022 | Show: National Standardisation | Year of Assessment: 2020 - 2021: Year 10 |
Qualification: GCSE (9-1) | Subject(s): (multiple values) | Gender(s): Female

Report Controls

[Set Exam Year](#) | [Sort by](#) | [Filter By](#) | [Exports](#) | [Save](#)



Prep School End of Key Stage Results 2021-22

End of EYFS (Reception Class – 6 pupils)

GLD (Good Level of Development – achieved Emerging or Expected for the Early learning Goals)	
All Areas	
Prime Areas	94.3% achieved no concerns
Specific Areas	100% achieved no concerns

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

Prime Areas	% of girls achieving Emerging or Expected
Communication and Language	83.3% achieved no concerns
Personal, Social and Emotional	100% achieved no concerns
Physical	100% achieved no concerns
Specific Areas	% of girls achieving Emerging or Expected
Literacy	100% achieved no concerns
Mathematics	100% achieved no concerns
Understanding the World	100% achieved no concerns
Expressive arts and design	100% achieved no concerns

End of KS1 (Year 2)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	78%	33%
Reading	100%	44%
Writing	100%	11%
Grammar	78%	20%
85.71% of Year 1 girls passed the Phonics Screening Check This equates to one child who started during the Summer term.		

External Assessments for KS1 – PTE and PTM

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	100%	50%
Maths	88%	50%

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

End of KS2 (Year 6)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	81%	43%
Reading	76%	10%
Writing	76%	10%
Grammar	100%	33%

External Assessments for KS2 – PTE and PTM

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	76%	38%
Maths	71%	33%

House events took place over the year. These events contribute positively to the school ethos, particularly when the older pupils lead the younger pupils, developing positive relationships which endure throughout the year.

Music events returned to the school calendar and the school 'Rock and Pop' concert was a popular event which ran late into the evening with so many talented acts. Music Recitals in the church allowed soloists to showcase their skills and our Year 9 band competed in the Battle of the Bands at Priors Field school winning Highly Commended.

Unfortunately, Covid-19 cancelled the Christmas Carol Service which had to be reconfigured outside. Despite our disappointment, the occasion was still very enjoyable.

On the stage we returned to a live audience and the Seniors performed a remarkable and heart-warming performance of Annie. With unforgettable songs, clever choreography and a star guest as 'Sandy the dog' it was a remarkable show. The Prep school performed Matilda and once again the production was first class. Performing Arts are very important to the school calendar and to the development of our values 'Creative and Collaborative'. Of the 92 pupils who took LAMDA examinations this year, 95% scored distinctions, reflecting the high standard of performing arts achieved at Manor House.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

An Art exhibition was held not only for GCSE pieces but that of our Art scholars. A year 8 pupil won highly commended in the Rotary Club photography competition alongside a great number of commendable entries.

School trips and residential were welcomed back post pandemic and a long-awaited ski trip to Switzerland took place in February 2022. 66 girls and 8 staff went on the trip which was extremely successful. Pupils enjoyed visiting the Roman Baths as part of the Classics curriculum and a trip to Wintershall allowing pupils and staff to immerse themselves in the 'Life of Christ'.

Year 7 went glamping in Swanage and Year 6 & 7 had a private tour of the Big Cat Sanctuary. These excursions really enrich the curriculum, and we are grateful to all staff for organising so many opportunities for our pupils.

Creative writing and poetry competitions featured over the year and the high-quality work produced was impressive. Two girls won top places in the GSA writing competition. A year 8 pupil won the intermediate category in the Rotary Club's Young writer competition with a poignant and thought-provoking piece of creative writing on the topic of the environment.

In Science STEM club is so valuable in developing investigation and teamwork skills building our Scientists of the future.

The PE department were able to participate in more and more sports events and fixtures as the year went on. The Summer term was dominated by outstanding Athletic performances. Teams competed at District and Regional events and individuals went on to National finals. Two year 7 girls qualified to compete in the National finals in Birmingham where one girl took 3rd place in the 100m.



Both the U15 and U17 athletics teams excelled at the Districts and the U17 team won medals in 11 of the 13 events as well as smashing the 1982 Relay record. Wining 1st place

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

overall was well deserved and a highlight of the season. Two year 10 girls represented Surrey in the national finals and continue to compete in the upper echelons of Athletics. Cricket became a sport of choice for many and we developed links with Horsley and Send Cricket Club.

Many girls signed up for and completed their Duke of Edinburgh Awards in both Bronze and Silver. Overall, our girls gave 753 hours of voluntary community service as part of their awards.

The Senior School Council worked closely with the Wildlife trust becoming more Eco-Aware and focussed on improving the ecology of our beautiful grounds. Pupils made bird boxes which were placed in our trees, a new pond was made in the summer garden along with a wildlife meadow to attract more bees. Theme week was focussed on the late Queen's Jubilee, a fitting and enjoyable celebration of the first British Monarch to celebrate a *Platinum Jubilee*. We planted a tree as a lasting tribute in honour of the Queen's extraordinary service and the departing Year 11 gave a Willow tree which we have planted in the school grounds. Our FOMHS committee, organised social and fundraising events and we were delighted with the generous donation of new PCs and Macs which will really benefit pupils across the school.

FINANCIAL REVIEW

Results for the year

The Board forecast that the school would break even in 2021/22 after a period of financial uncertainty caused by the COVID pandemic. The school recommenced the refurbishment of the estate, and, most notably, it resurrected the final phase of its fire alarm replacement programme. Despite concerns about the affordability of an independent education for some parents, in particular, the early years, pupil numbers increased against 2021/22 forecasts with a resultant increase in income. The Easter and Summer holidays saw the return of the activity holiday club, which was extremely popular. This provided a further boost to the school's income and the school ended the year with a surplus of £156,500.

The School has assessed its financial performance as encouraging and the performance demonstrates that the school can return a healthy trading surplus. The Board's aspiration is that the school will return a trading surplus each year, ensure that staff receive an annual cost of living pay rise, and school fees are set annually that represent value for money to parents. The donations from the Friends of Manor House school were forecast to be low in 2021/22 due to limited opportunities for parents to socialise and fundraise during the pandemic. In addition, a changeover of personnel meant that many planned donations were not paid in year, which makes the school performance even more encouraging. These donations will be received in 2022/23

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

The Board has assessed that the School's discounts must be commensurate with the size of the School. Notwithstanding, the School's bursary and scholarship offerings are significant. The Bursary awards are intended to provide some girls with the opportunity to receive an independent education that their parents would otherwise be unable to afford. The scholarship policy aims to retain gifted and talented Manor House girls and to attract top scholars from other state and independent schools. The total discounts offered by the School including bursary awards, scholarships, staff fee remissions and other discounts was £491,476 in 2021/22. The Board has agreed to gradually reduce discounts to 10% of gross fee income by 2025, but affordable and sustainable discounts will remain an important element of the School's offer.

Levels of Reserves, Reserves Policy and Financial Viability

The School's total reserves of £3,754,325 (2021: £3,597,825) at the year-end were all unrestricted in nature with free reserves of £542,339 (2021: £479,349) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements). The School's reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. The free reserves provide cover for up to 1.6 months' (2021: 1.4 months') operating costs but the future target is for one term's (3 months) operating costs.

Going Concern

The Board has noted the School's encouraging performance in 2021/22 and it attributes this to both sound financial management and strong pupil numbers throughout the year. The Board believes it has the necessary strategies in place to cope with a further lockdown should this occur, and the Board's focus over the next 2 years will be on managing the School's operational costs and discounts at a level commensurate with the size of the School (i.e. maintain a set cost per pupil).

The Board acknowledges that pupil numbers were strong post the COVID pandemic and the Board will work hard to maintain pupil numbers in the future. The Board is aware that it will be a significant challenge to maintain pupil numbers given the potential impact of the cost of living crisis, which has been exacerbated by the increased cost of oil and gas following the outbreak of hostilities between Russia and Ukraine. However, the Board believes it can maintain pupil numbers in the School subject to inevitable fluctuations, and potentially increase pupil numbers in the Prep by expanding the service offered in the Nursery, which "feeds" the School. The Board has agreed to offer financial incentives in the form of non-means tested bursaries in the Early Years (Reception to Year 2) to increase pupil numbers in this area.

The Board continues to review its strategic options through planned strategy days, and it is under no illusions about the scale of the financial challenges it faces in the near future,

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

because of the rapidly increasing cost of living and the impact of increasing costs of the School's overheads. Notwithstanding these challenges, the Board believes there are currently no material uncertainties about the School's ability to continue as a going concern.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board has reviewed the School's risk register, and it identifies an unexpected fall in pupil numbers and a failure to control its employment costs as the two risks likely to result in a failure to deliver a trading surplus in 2022/23 and beyond. In addition, the Governors are very conscious of the risk of any damage to the School's good reputation and other risks, which are common to the independent education sector, such as the introduction of Value Added Tax (VAT) onto school fees and the removal of charitable status granted currently to independent schools.

The Board is actively seeking to increase pupil numbers and to reduce expenditure over the next 2 years. The Board is conscious of threats to the School's reputation and it will look to mitigate these promptly and effectively. The Board is aware of the Labour Party's commitment to remove the charitable status of independent schools, and it will use the School's membership of the various independent schools' organisations to lobby against such a move. The Board believes a loss of business rate relief will be a reality in the near future, and it has identified how it might address this eventuality when it occurs. The rapidly increasing cost of living has resulted in significant increases in the School's operational costs, which cannot continue to be absorbed. The School increased basic tuition fees in 2022/23 by 4.4%, and pay rose universally by 3% from 1 September 2022. A further increase in basic tuition fees and charges from 1 September 2023, and a staff pay award to mitigate the increasing cost of living are inevitable.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures, to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School appointed Assurity Consultants on 1 September 2020 and Assurity have already completed a Safe School Assessment and a Fire Risk Assessment which have informed the School's overall Health and Safety Policy. The Board is committed to ensuring that the School remains a safe environment for parents, pupils, staff and visitors. There were no serious Health and Safety issues during 2021/22.

The School's child protection and safeguarding policies have recently been updated to reflect changes in the guidance, and regular training is given to staff and Governors alike. The Staff are alert to any possible signs, which may indicate the existence of any potential risk in this regard. An "in-house" external expert recently retired but the School has a

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

robust safeguarding process involving Designated Safeguarding Leads, the staff and trained counsellors. The counsellors are available to the girls and staff, whenever required. Understandably, COVID-19 has impacted the wellbeing of pupils and staff and everyone has had to adapt to changing signs of risk. There have been many challenges but no serious incidents reported during the year under review.

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

The Governors are satisfied that adequate systems are in place to mitigate the School's exposure to these risks.

FUTURE PLANS

The School acknowledges the challenges it will face in 2022/23 and it recognises the need for a strategy that: monitors risk to health; continues to increase pupil numbers; mitigates the impact of a potential economic downturn; manages operational costs and discounts at a level consistent with the size of the School; and reduces unnecessary expenditure while delivering excellent support to the School. The Board has commenced formal review of the School strategy, which will be reissued towards the end of 2023. In the meantime, the School will focus on the following areas of the current Development Plan:

- Maintaining academic excellence and positive progress and attainment measures across all phases of the school. This is being achieved through robust tracking and use of appropriate intervention strategies. Smaller class sizes and excellent teaching facilitates the achievement of these objectives.
- Ensuring that the curriculum meets the needs of the current cohort and prepares girls for the future world into which they will emerge. This includes the use of digital technology as a tool for learning and a platform to enable creativity and solution focussed approaches.
- Developing skills required to operate in a post pandemic world including flexibility, adaptability and resilience.
- Supporting positive mental health and well-being.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

- Re-establishing competitive sporting opportunities and adapting to restrictions and changes to competitive match play.
- Maintaining the scholarship provision to include a bespoke programme for the academically gifted and talented pupils, a sports performance programme for the Sports scholars and opportunities for scholars to interact with similar pupils in other schools through competitions and collaboration.
- Further consolidate the development of opportunities for activities during holidays such as activity camps.
- Increasing opportunities for students and staff to participate in enrichment and leadership opportunities will enable us to prepare future leaders.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

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

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

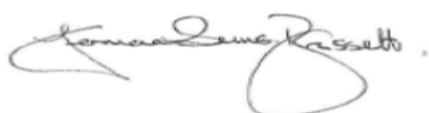
Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2022

relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 13 March 2023, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



G Sims-Brassett
(Chair of Governors)

15 March 2023



Independent Auditor's Report to the Trustees of Little Bookham Manor House School

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise

explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless

the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, General Data Protection Regulation (GDPR), Health and safety legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Estates Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Andrew Thomas

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

18 May 2023

LITTLE BOOKHAM MANOR HOUSE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2022

		Unrestricted Funds	
		2022	2021
		£	£
	Notes		
Income and endowments from:			
Donations and legacies	2	929	31,715
Charitable activities	3	4,301,879	4,030,637
Other trading activities	4	34,324	9,040
Investments	5	408	290
Total		4,337,540	4,071,682
 Expenditure on:			
Raising funds	6 & 7	(1,568)	(2,048)
Charitable activities	6	(4,179,472)	(4,121,993)
Total		(4,181,040)	(4,124,041)
 Net expenditure		156,500	(52,359)
Transfer between funds	15	-	-
Net movement in funds		156,500	(52,359)
 Reconciliation of funds:			
Total funds brought forward		3,597,825	3,650,184
Total funds carried forward		3,754,325	3,597,825

The Statement of Financial Activities, incorporating an Income and Expenditure Account, represents the total unrestricted and restricted income and expenditure and its presentation is required under the Companies Act 2006.

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL

BALANCE SHEET

AS AT 31 AUGUST 2022

	Notes	2022 £	2021 £
Fixed assets:			
Tangible assets	9	3,211,986	3,118,476
Total fixed assets		3,211,986	3,118,476
Current assets:			
Debtors	10	168,178	180,972
Cash at bank and in hand		1,353,227	1,412,785
Total current assets		1,521,405	1,593,757
Liabilities:			
Creditors: Amounts falling due within one year	11	(979,066)	(1,114,408)
		542,339	479,349
Total assets less current liabilities		3,754,325	3,597,825
Creditors: Amounts falling due after one year	11	-	-
Total net assets		3,754,325	3,597,825
The funds of the charity:			
Restricted funds	15	-	-
Unrestricted funds	15	3,754,325	3,597,825
Total charity funds		3,754,325	3,597,825

These financial statements were approved by the Governing Body on 13 March 2023 and were signed on its behalf by:



G Sims-Brassett

(Chair of Governors)

Little Bookham Manor House School - Company No. 00719947

15 March 2023

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	£	2022 £	2021 £
Cash flows from operating activities:				
Net cash used in operating activities	(i)		<u>156,035</u>	<u>737,192</u>
Cash flows from investing activities:		(216,001)	(149,094)	
Payments for tangible fixed assets				
Proceeds on sale of tangible fixed assets		0	0	
Investment income and bank interest received		<u>408</u>	<u>290</u>	
Net cash used in investing activities			<u>(215,593)</u>	<u>(148,805)</u>
Cash flows from financing activities:				
Finance costs paid		<u>-</u>	<u>(439)</u>	
Net cash used in financing activities			<u>-</u>	<u>(439)</u>
Change in cash and cash equivalents in the reporting period			(59,558)	(587,949)
Cash and cash equivalents at the beginning of the reporting period			1,412,785	824,836
Cash and cash equivalents at the end of the reporting period	(ii)		<u>1,353,227</u>	<u>1,412,785</u>

The notes on pages 28 to 39 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

(i) Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net expenditure for the reporting period (as per the statement of financial activities)	156,500	(52,359)
Adjustments for:		
Depreciation charges	122,491	133,121
Finance costs paid	0	439
Investment income and bank interest	(408)	(290)
(Profit)/Loss on sale of fixed assets	0	0
Decrease/(Increase) in debtors	12,794	(33,424)
(Decrease)/Increase in trade and other creditors	(131,906)	(604,257)
Increase in parents' deposits	(3,436)	18,600
(Decrease)/Increase in provision for leave due but not taken	0	0
	<u>(465)</u>	<u>(789,552)</u>
Net cash used in operations	<u>156,035</u>	<u>(737,192)</u>

(ii) Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	<u>1,353,227</u>	<u>1,412,785</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 2015.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates. The accounts are drawn up on the historical cost basis of accounting.

Having reviewed the funding facilities available to the School, its ongoing response to COVID-19, the revised pension scheme for the teachers, the expected on-going demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability in the short term. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES (CONTINUED)

1.1 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees are accounted for in the period in which the service is provided.

1.2 Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

1.3 Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

1.4 Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expenditure to which it relates. Expenditure is allocated to specific cost categories. Should the need arise, expenditure attributable to more than one cost category in the SoFA would be apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate.

1.5 Tangible fixed assets

Expenditure on the acquisition of fixed assets with an individual cost in excess of £3,000 is capitalised and carried in the balance sheet at historical cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred.

1.6 Depreciation

Depreciation is provided at annual rates designed to write off the cost of all relevant tangible fixed assets over their estimated useful lives. Rates used on the straight-line basis are:

Land	Nil
Freehold property	
Buildings	2.00%
Swimming pool	10.00%
Tennis/Netball courts	7.30%
Plant and machinery	10.00%

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

Motor vehicles	20.00%
Computer equipment	33.33%

1.7 Financial instruments

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

1.8 Financial leases/hire purchase agreements

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note 1.6 above.

The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

1.9 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.10 Pension costs

Retirement benefits to employees of the School are provided through three defined contribution pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

(a) The Aviva Pension Trust for Independent Schools: This scheme is a defined contribution group personal pension plan for the School's teachers. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

(b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

(c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

	2022	2021
	£	£
2. DONATIONS AND LEGACIES		
Grants, donations and sundry income		
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	929	31,715
Sundry Income and Small Donations	-	-
	929	31,715
3. CHARITABLE ACTIVITIES		
Fees receivable		
School fees	4,561,095	4,369,417
Scholarships, bursaries and allowances	(491,476)	(537,270)
	4,069,619	3,832,147
Other income		
Commissions and other income	-	-
Extras	222,660	148,846
Other Grant Income (Furlough)	-	40,945
Registration fees	9600	7,300
Profit/(Loss) on disposal of fixed assets	-	-
	232,260	198,490
	4,301,879	4,030,637

Scholarships (47 pupils), bursaries (16 pupils) and allowances (43 pupils) were awarded to 106 pupils (2021: 87). The means-tested bursaries totalled £135,074 for 16 pupils (2021: £119,556 for 15 pupils).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £
4. OTHER TRADING ACTIVITIES		
Hire of facilities	34,324	8,890
Rental income	0	150
Total	<u>34,324</u>	<u>9,040</u>

	2022 £	2021 £
5. INVESTMENTS		
Bank and Other Interest		
Bank interest	<u>408</u>	<u>290</u>

6. ANALYSIS OF EXPENDITURE

	Staff costs (note 8) £	Deprecia tion (note 9) £	Other costs £	Total 2022 £	Total 2021 £
Raising funds					
Cost of other activities	-	-	-	-	439
Financing costs (note 7)	-	-	1,568	1,568	1,609
Total costs of raising funds	<u>-</u>	<u>-</u>	<u>1,568</u>	<u>1,568</u>	<u>2,048</u>
Charitable activities					
Education					
Teaching	2,015,598	15,995	313,811	2,345,404	2,380,236
Welfare	109,108	6,318	349,143	464,569	407,871
Premises and maintenance	351,385	99,837	381,262	832,484	773,070
Support costs and governance	341,674	341	195,000	537,015	560,816
Total expenditure on charitable activities	<u>2,817,765</u>	<u>122,491</u>	<u>1,239,216</u>	<u>4,179,472</u>	<u>4,121,993</u>
Total expended	<u>2,817,765</u>	<u>122,490</u>	<u>1,239,216</u>	<u>4,179,472</u>	<u>4,121,993</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

	2022	2021
	£	£
Governance included in support costs:		
Remuneration paid to auditor for audit services	17,060	15,760
Payments to the auditor for other services	3,555	6,920
	<u>20, 615</u>	<u>22, 680</u>

No travel or other expenses were claimed by any Governors in their capacity as Governors (2021: £0).

The other payments to the auditor were for taxation compliance services and the audit and certification of the School's final return to the Teachers' Pension Scheme. All of these payments are inclusive of VAT.

	2022	2021
	£	£
7. FINANCE AND OTHER COSTS		
Finance charges – Hire purchase creditor(note 14)	-	439
Other costs	1,568	1609
	<u>1,568</u>	<u>2,048</u>

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

Salaries	2, 417,070	2,466,017
National Insurance	218,444	218,444
Other pension Costs	182,251	188,832
	<u>2,817,765</u>	<u>2,873,293</u>

Number of higher paid employees in bands of:

£60,001 to £ 70,000	1	1
£70,001 to £ 80,000	1	1
£80,001 to £ 90,000	0	0
£90,000 to £100,000	<u>1</u>	<u>1</u>

None of the Governors received any remuneration, reimbursement or other benefits from Little Bookham Manor House School. The aggregate amount of employee benefits of key management personnel comprising the School's Senior Leadership Team (Headteacher, Deputy Headteacher, Head of Nursery and Early Years (Key Stage 1) Heads of Key Stages 2, 3 & 4, Head of Admissions & Marketing, Head of Digital Learning and the Bursar) amounted to £569,938 (2021: £570,979). There were no termination payments effected during the year

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

(2021: Nil). Pension contributions to a defined contribution pension scheme in respect of three employees who earned in excess of £60,000 during the year amounted to £21,411 (2021: £21,565). The average number of the School's employees during the year was 84 (2021: 94).

9. TANGIBLE ASSETS

	Freehold Property £	Plant & Machinery £	Motor Vehicles £	Computer Equipment £	TOTAL £
Cost (or valuation)					
At 01/09/2021	4,365,181	268,648	166,667	293,726	5,094,222
Additions	115,542	71,194	-	29,265	216,001
Disposals	-	-	(21,465)	-	(21,465)
At 31 August 2022	4,480,723	339,842	145,202	322,991	5,288,758
Depreciation					
At 01/09/2021	1,324,551	224,411	150,375	276,409	1,975,746
Charge for the year	80,631	17,019	10,949	13,891	122,490
Disposals	-	-	(21,464)	-	(21,464)
At 31 August 2022	1,405,182	241,430	139,860	290,300	2,076,772
Net book value					
At 31 August 2022	3,075,541	98,412	5,342	32,691	3,211,986
At 31 August 2021	3,040,630	44,237	16,292	17,317	3,118,476

Land with a value of £425,000 (2021: £425,000), which is included in freehold property is not depreciated.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

The School completed the second and final phase of the fire alarm replacement. It resurfaced the reception car park, replaced windows and boilers in a number of blocks, installed a new industrial dishwasher in the kitchen and refurbished two tennis courts. The school continued its programme to replace old electrical lighting with more efficient and cost-effective LED lighting. The school replaced carpets and redecorated parts of Main Block following a flood.

All tangible fixed assets are held for use on charitable activities.

	2022	2021
	£	£
10. DEBTORS		
Fees and extras	117,115	111,963
Other debtors	6,445	6,445
Other prepayments and accrued income	44,618	62,564
	<u>168,178</u>	<u>180,972</u>

All debtors are due within one year with the exception of £6,445 (2021: £6,445) in other debtors which are due after more than one year

	2022	2021
	£	£
11. CREDITORS: amounts falling due within one year		
Deposits from parents (see note below)	223,870	227,306
Fees received from parents in advance of term	447,112	611,846
Trade creditors	158,361	149,825
Hire purchase creditors (note 13)	-	-
Taxation and social security	59,982	57,648
Pensions	29,923	30,507
Provision for leave due but not taken	3,943	3,943
Other creditors	5,693	1,224
Accruals	50,182	32,109
	<u>979,066</u>	<u>1,114,408</u>

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £191,870 (2021: £198,095) are likely to fall due within a period which is greater than one year.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

Summary of movements in deferred income:

	2022	2021
	£	£
Fees received from parents in advance of term		
Balance at the beginning of the year	611,846	64,352
Recognised as income during the year	(611,846)	(64,352)
Received for 2021/22	447,112	611,846
Balance at the end of the year	<u>447,112</u>	<u>611,846</u>

12. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery and Motor Vehicles:

	2022	2021
	£	£
Within one year	40,468	15,940
Between two and five years	137,962	55,790
	<u>178,430</u>	<u>71,730</u>

Lease payments of £22,072 (2021: £14,499) were recognised as an expense during the year.

13. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

14. MOVEMENT IN FUNDS FOR THE YEAR

	Balance 01/09/2021	Income	Expenditure	Balance 31/08/2022
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	3,597,825	4,337,540	(4,181,040)	3,754,325
	<u>3,597,825</u>	<u>4,337,540</u>	<u>(4,181,040)</u>	<u>3,754,325</u>

	Balance 01/09/2020	Income	Expenditure	Balance 31/08/2021
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	3,650,184	4,071,682	(4,124,041)	3,597,825
	<u>3,650,184</u>	<u>4,071,682</u>	<u>(4,124,041)</u>	<u>3,597,825</u>

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 31/08/2022
	£	£	£
Tangible fixed assets	-	3,211,986	3,211,986
Net current assets	-	542,339	542,339
Long term liabilities	-	-	-
	<u>-</u>	<u>3,754,325</u>	<u>3,754,325</u>

	Restricted	Unrestricted	Total 31/08/2021
	£	£	£
Tangible fixed assets	-	3,118,476	3,118,476
Net current assets	-	479,349	479,349
Long term liabilities	-	-	-
	<u>-</u>	<u>3,597,825</u>	<u>3,597,825</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

16. PENSION SCHEMES

Retirement benefits to the School's employees are provided through three defined contribution schemes, which are funded by employer (the School) and employees' contributions.

The Aviva Pension Trust for Independent Schools

This scheme is a defined contribution group personal pension plan for teachers in independent school. The school joined this scheme following its withdrawal from TPS on 31 August 2020. The basic contributions are 6% for the employee and 9% for the employer. The employee can pay additional voluntary contributions up to 100% of salary. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £135,889 (2021: £137,860) and at year-end there was £23,539 (2021: £23,802) accrued in respect of contributions to this scheme.

The People's Pension

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. All eligible support staff can join this scheme. Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £44,735 (2021: £48,709) and at year-end there was £5,815 (2021: £6,917) accrued in respect of contributions to this scheme.

The National Employment Savings Trust

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £3,062 (2021: £2,896) and at year-end £569 (2021: £0) accrued in respect of contributions to the scheme.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

17. SUBSIDIARIES AND RELATED PARTIES

The School has no subsidiaries. The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils. The Friends has pledged to give a significant donation to the School for 2021/22, but the donation has not yet been received due to a change of treasurer within the Charity.

	2022	2021
Related party transactions during the year	£	£
Friends of Manor House School		
- Donations received	929	31,715



**A love of learning
Academic excellence
Unforgettable experiences**

**Happy and healthy
Individual challenge
Creative and collaborative**

Future leaders

"To Love is to Live"

Manor House School
A selective independent day school for girls aged 4-16 with co-educational nursery.
Manor House Lane, Little Bookham, Surrey KT23 4EN
Telephone: 01372 458538 Email: admin@manorhouseschool.org
www.manorhouseschool.org www.twitter.com/manorhseschool www.facebook.com/manorhseschool

Accounts

Company No. 00719947
Registered in England
Charity No. 312063



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021



**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

Contents	Page
Governors, Officers and Advisers	1
Annual Report of the Governors	3
Strategic Report	8
Statement of Governors' Responsibilities	15
Independent Auditor's Report	18
Statement of Financial Activities incorporating an Income and Expenditure Account	21
Balance Sheet	22
Cash Flow Statement	23
Notes to the Financial Statements	25

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2021

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors during the year are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)		■			*	■	■
Miss SE Clare	Resigned August 2021		■		*		■
Mr C Forbes	Appointed August 2020		■	■	*		■
Mr DA Harris			■		*		■
Ms M Kieran		■			*		■
Ms C Owen		■			*		■
Dr MJ Richardson		■			■		■
Mrs S Woodward	Appointed August 2020		■		*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Dr Richardson is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

OFFICERS

Mr AM Ellison

Clerk to the Governors, Company Secretary

EXECUTIVE OFFICERS

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

Mr AM Ellison

Bursar

PRINCIPAL ADDRESS AND REGISTERED OFFICE

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

AUDITORS

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW.

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

BANKERS

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4ET

HEALTH AND SAFETY

Assurity Consulting Limited, 26 Redkirk Way, Horsham, West Sussex RH13 5QH

WEBSITES AND SOCIAL MEDIA

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2021

The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ended 31 August 2021 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063.

The School is a selective independent day school for girls aged 4 to 16 with a co-educational nursery. Details of the members of the Governing Body, together with the School's officers and principal advisers, are provided on pages 1 and 2.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The School is governed by a Memorandum of Association and Articles of Association. These were amended last on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School.

Governing Body

The Governing Body is self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence and the expertise needs of the Board and School.

Recruitment and training of Governors

New Governors are interviewed by the Chair of Governors and other available Governors. They are appointed by the Board, and inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, director and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Headteacher provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment.

Nominations for new governors are continually sought to add to the pool of skills and experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year.

The work of overseeing and implementing Governors' policies is carried out by various sub-Committees of the Board, which meet separately in advance of each Board meeting. The Board either takes recommendations from each Committee's Chair or it notes the decisions taken by the Committees that are within its delegated authority

The Schools governance structure is as follows:

- **Education Committee:** This Committee is chaired by Mrs M Kieran. It receives a detailed report from the Headteacher at least three times each year and it scrutinises all educational matters including any child protection and safeguarding concerns. The members on this Committee have a background predominantly in education or child protection and safeguarding.
- **Finance and Estates Committee:** This Committee is chaired by Mr D Harris. It receives a detailed report from the Bursar at least 3 times each year and it meets at least 4 times each year. The Committee scrutinises the School's finances each financial quarter and recommends the budget and capital expenditure to the Board annually. The responsibility for supervising and finalising the Statements of Financial Accounts for approval by the Board falls to this Committee. In addition, the Committee considers applications for means tested benefits and reviews the award of scholarships and other discounts.
- **Health and Safety Committee:** This Committee is chaired by Mr C Forbes and its primary objective is monitoring and ensuring the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and first aid training, as well as reports from the School's external advisers are reviewed at a meeting held once each term. Teaching and non-teaching staff are represented on this Committee.
- **Child Protection and Safeguarding Officers:** Dr MJ Richardson is the Board's appointed Child Protection and Safeguarding Governor, but all Governors are required to be up to date on Child Protection and Safeguarding matters.
- **Nominations and Remuneration Committee:** The Chair of Governors and at least one other Governor from the Board of Governors consider nominations for Governorship, interview candidates and make recommendations to the Governing Body for its approval. The Chair of the Board and the Chair of Finance review the remuneration of the School's senior managers and they monitor the general effectiveness of the School's remuneration practices and policy.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

- **Board:** The Board is responsible for strategic planning, risk management, and the future development of the School. The Board meets at least 3 times each year, but it can and often does meet on more than 3 occasions to deal with specific issues. The Board is small in number and Governors are divided equally between the various sub-Committees. Therefore, all Governors actively and frequently oversee the School's performance.

The day-to-day running of the School is delegated to the Headteacher who is supported by a Senior Leadership Team comprising the Deputy Headteacher, the Head of Early Years and Key Stage 1, the Heads of Key Stages 2, 3 and 4, the Head of Digital Learning, the Director of Marketing and the Bursar. The Headteacher may attend all Committee meetings except the Nominations and Remuneration Committee, which individuals attend by invitation only. The Headteacher is required to attend the Education Committee, the Finance and Estates' Committee and Board meetings and is the lead in respect of Child Protection and Safeguarding. The Deputy Headteacher is invited to attend each of these meetings and is required to attend the Health and Safety Committee meetings. The Bursar attends all Governors meetings in the capacity of Clerk to the Governors.

The Headteacher and members of the Senior Leadership Team or staff are required to serve on any other committees set up by the Board from time to time. The Headteacher is an active member of the Girls' Schools Association (GSA), the School is a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Bursar is the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration is set by the Board, with particular attention to providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. Remuneration is reviewed annually as part of the budgeting process and includes a comparison, where possible, with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions and, more importantly, remains capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose is primarily dependent on key management personnel, and staff costs are the largest single element of charitable expenditure.

Related parties

The School has no subsidiaries and there is one related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School aims to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale, which is applied consistently according to qualification and experience, but on occasion,

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

additional responsibility points may be awarded in order to recruit and retain teachers in key subjects. One-off payments (honoraria) are used to recognise successfully completed short-term projects or responsibility engagements, which are a product of the School Development Plan.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Chair of the Board writes to staff about salary increases and to parents about fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise. This has been evident during the ongoing COVID-19 pandemic.

CHARITABLE OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are 'the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

Mission statement

The School's mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent girls' education
- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

- To prepare the girls for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

Public benefit

Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in our pupils an understanding of and willingness to assist those less fortunate than themselves.

The COVID-19 pandemic has severely restricted the School's operations during the period of this report, and the School has been closed to external visitors for long periods. Nevertheless, the School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- We have offered our Netball courts for a local Netball league. There are normally four fixtures over the season and at least 500 girls from all across Surrey play at each fixture.
- We currently hire our premises and grounds during the school holidays to a company providing sports camps. The camps provide for children from the local community.

The School is hopeful that Government restrictions to control the spread of COVID-19 will be eased during the period of the next report and the School will be able to support a full programme of events.

The Board views bursaries awarded to those who would not otherwise be able to afford an Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £119,556 were awarded to 15 girls (2020: £120,273 to 18 girls) with the value of individual bursaries ranging between 15% and 75% of the basic tuition fee (average of 45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £537,270 (12.2% of gross fee income) and benefitted 93 girls (2020: £423,352 to 93 girls at 10.2% of gross fee income).

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from a Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools. The Board increased the value of

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

academic and other scholarships in 2017/18, and this increased level of scholarships has been maintained during the period of the report.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE



Review of achievements and performance for the year

Our Summer GCSE results were teacher assessed based on continual assessment throughout the year due to the impact of Covid-19. We conducted trial examinations and additional assessment examinations in May along with other teacher assessed work to create a basket of assessment data for each pupil. Each Year 11 pupil sat 23 hours of examinations in May. Samples from English, Maths and Geography were sent away for moderation and no changes were required. We were delighted with the results following the challenges we faced regarding the requirement to teacher assess and award grades internally. Pupils were also pleased, and we did not receive any appeals.

65% of all grades were 9-7

9% gained 8 or more GCSEs including English and Mathematics, Science

100% pass rate in English and Maths

100% 9-8 in Further Maths

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

	2021	2020	2019
9	24%	21%	16%
9-8	48%	42%	38%
9-7	65%	65%	56%
9-6	85%	86%	73%
9-5	96%	96%	88%
9-4	100%	100%	97%
9-3	100%	100%	100%

Prep School End of Key Stage Results 2020-21

End of EYFS (Reception)

GLD (Good Level of Development - achieved Expected or Exceeding for the Early learning Goals)	
All Areas	100%
Prime Areas	100%
Specific Areas	100%

Prime Areas	% of girls achieving Expected and Exceeding
Communication and Language	100%
Personal, Social and Emotional	100%
Physical	100%
Specific Areas	% of girls achieving Expected and Exceeding
Literacy	100%
Mathematics	100%
Understanding the World	100%
Expressive arts and design	100%

End of KS1 (Year 2)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	78%	33%
Reading	100%	45%
Writing	89%	33%

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

Grammar	89%	56%
100% of Year 1 girls passed the Phonics Screening Check		

External Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	100%	20%
Maths	100%	10%

End of KS2 (Year 6)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	91%	23%
Reading	91%	18%
Writing	89%	18%
Grammar	89%	32%

In the previous 12 months, we learned to switch seamlessly between live and online learning. Remote learning platforms were back up and running when needed and staff were supported with training and online meetings. When back in school, no pupil bubble had to isolate therefore live teaching and learning was maintained as much as possible.

Nursery and Key stage 1 children attended school throughout the year in line with the government directive.

Although we were unable to run our normal exciting school programme to the full, we were fortunate to enjoy a number of events and activities.

In the Autumn term, the clubs programme restarted, and the PE department made the most of after school sessions for developing skills and just enjoying sport. We then went into lockdown and switched to online activities. By the summer term we were able to recommence sports fixtures and clubs.

All Year 9 girls commenced the Duke of Edinburgh award. Expeditions went ahead without overnight stays and pupils took on volunteering roles.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

We were able to reopen the swimming pool and early morning and after school swim sessions recommenced. The swimming gala went ahead along with fun swim sessions. Sports Day was held without parent spectators.

Moving on to the Creative Arts department, we accomplished two Senior and Prep productions and the Shakespeare festival. All were performed with only small audiences as regulations allowed. A Rock and Pop concert was recorded and we created numerous virtual concerts and assemblies. We also held two Art exhibitions of impressive quality.

Commitment to charitable fund raising, whilst curtailed, also continued and we enjoyed cake sales, the annual Macmillan breakfast, mufti-days and our charity afternoon on the last day of term.

25 girls took the accredited leadership programme. They developed skills that they will use throughout life and enjoyed devising and leading activities for the younger pupils. House Arts in bubbles took place and enabled the Year 6 girls to step up to emulate their older counterparts as House Leaders stepping out of their comfort zones and doing a remarkable job.

A House debate competition took place which was most enjoyable and has become a feature on the House programme. The English department entered numerous girls into the Rotary writing competition and a number of girls were winners. They also created a wonderful lockdown learning book.

Science clubs are always very well attended, our social media platforms were full of Science experiments to try at home. Although overseas trips were cancelled, the languages and Humanities departments have continued to find creative ways for girls to practise language skills and learn about the wider world including writing to pen pals and entering competitions. Last but by no means least our Maths team enjoyed setting maths challenges and problem-solving activities.

Tennis coaching continued to be offered and music and Lamda lessons were run virtually.

The School has had no complaints about its fundraising activities and takes all necessary steps to protect vulnerable people from inappropriate fundraising approaches.

FINANCIAL REVIEW

Results for the year

The School expected 2020/21 to be the start of the financial recovery following the numerous challenges posed by the COVID pandemic in 2019/20. The Board forecast a deficit in excess of £130K, but its decision to withdraw from the Teachers' Pension Scheme (TPS), offer measured discounts only for COVID related school closures, take opportunities

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

to reduce employment cost and carefully manage parental debt have contributed positively to the schools financial performance. The school ended the year with a lower than expected deficit of £52K

The School has assessed its financial performance as satisfactory and it has been reassured that forecast reductions in pupil numbers and increased levels of parental debt did not materialise. The School has assisted some parents to overcome the financial shock caused by COVID-19 restrictions, but the majority of parents have overcome the financial challenges of the pandemic. The school did witness a reduction in some income streams due, in particular, to the cancellation of activity holiday clubs, performances and various social and charitable events. However, there was no reduction in pupil numbers during the year. Consequently, the school's main source of income, school fees, remained stable. The school did experience a government enforced closure during the spring term, but the School was able to transition quickly to online-learning, and discounts offered to parents subsequently were limited to operational savings made by the School. The FOMHS also recommenced its donations in 2020/21 and a higher-than-normal donation of £31,715 was gratefully received.

The Board continued to implement a scholarship policy, aimed at retaining Manor House girls and to attracting top scholars from other state and independent schools. This policy increased the overall costs of discounts offered by the School and discounts including scholarships, bursaries, staff fee remission and special awards totalled £537,270.00 or 12.2% of gross fee income. The Board will review its discounts policy during the academic year 2021/22 and, while discounts will remain an important element of the School's offer, it is acknowledged that discounts must be affordable and sustainable.

Levels of Reserves, Reserves Policy and Financial Viability

The School's total reserves of £3,597,825 (2020: £3,650,184) at the year-end were all unrestricted in nature with free reserves of £479,439 (2020: £548,165) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements). The School's reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. The free reserves provide cover for up to 1.4 months' (2020: 1.51 months') operating costs but the future target is for one term's (3 months) operating costs. In the interim, the Board is satisfied that the availability of external financing facilities provides an additional safety net, if required.

Going Concern

The Board has noted the School's satisfactory performance in 2020/21 despite reduced income and the ongoing financial challenges presented by the COVID-19 pandemic. The Board has developed strategies to cope with further lockdowns and it is aware of the need

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

to reduce its employment costs and discounts to a level commensurate with the size of the School.

The Board has noted that pupil numbers were maintained during the pandemic and during the early part of 2021/22 pupils numbers have increased significantly. Notwithstanding, the Board recognises that the school must consider all options for increasing pupil numbers and it will consider a number of these options during the academic year 2021/22.

The Board is under no illusions about the financial challenges it will face in the near future, not least because of the rapidly increasing cost of living and the impact of increasing costs of the school's overheads. Notwithstanding the challenges, the Board is optimistic for the future and it believes there are no material uncertainties about the School's current ability to continue as a going concern.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board has reviewed the School's risk register, and it identifies an unexpected fall in pupil numbers and a failure to control its employment costs as the two risks likely to result in a failure to deliver a trading surplus by 2022/23. In addition, the Governors are very conscious of the risk of any damage to the School's good reputation and other risks, which are common to the independent education sector, such as the introduction of Value Added Tax (VAT) onto school fees and the removal of charitable status granted currently to independent schools. The Board is actively seeking to increase pupil numbers and it will reduce employment costs and discounts over the next 2 years. The Board is conscious of threats to the School's reputation and it will look to mitigate these promptly and effectively. The Board will use the School's membership of the various independent schools' organisations to lobby against moves to introduce VAT on school fees or remove charitable status in the immediate to short term.

The School withdrew from TPS on 31 August 2020, which has had a positive effect on the schools finances. The Brexit decision has not impacted the school directly, but the rapidly increasing cost of living and the likelihood of further increases in the school's operational costs will undoubtedly influence the future funding strategies of the school. The School increased school fees by 2% from 1 September 2021 to cover forecast increases in inflation. A further increase in school fees and charges from 1 September 2022 and a staff pay award to mitigate the increases in the cost of living are inevitable.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures, to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School appointed Assurity Consultants on 1 September 2020 and Assurity have

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

already completed a Safe School Assessment and a Fire Risk Assessment which have informed the school's overall Health and Safety Policy. The Board is committed to ensuring that the School remains a safe environment for parents, pupils and staff.

The School subscribes to and uses the EduFocus developed Evolve system for evaluating the risks associated with trips, residential visits and visits abroad and there is on-going staff training in order to maintain a constant state of readiness for any eventuality. Trips and residential visits recommenced in 2020/21 but there were no serious health and safety issues during the year.

The School's child protection and safeguarding policies are under continuous review and regular training is given to staff and Governors alike. The Staff is alert to any possible signs, which may indicate the existence of any potential risk in this regard. An "in-house" external expert provided advice and assistance with Child Protection and Safeguarding matters, and was available to counsel the girls and staff, if required. Again, COVID-19 has impacted the wellbeing of pupils and staff and everyone has had to adapt to changing signs of risk. There have been no serious incidents reported during the year under review.

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

The Governors are satisfied that adequate systems are in place to mitigate the School's exposure to these risks.

FUTURE PLANS

The School acknowledges the challenges it will face in 2021/22 and it recognises the need for a strategy that: monitors the pandemic; continues to increase pupil numbers; mitigates the impact of a potential economic downturn; reduces employment costs and discounts to a level consistent with the size of the School; and reduces overall expenditure while delivering excellent support to the School. The School will next review its strategy at Board

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

meetings in the spring and autumn terms 2022. In the meantime, it will focus on the following areas of the current Development Plan:

- Maintaining academic excellence and positive progress and attainment measures across all phases of the school. This is being achieved through robust tracking and use of appropriate intervention strategies. Smaller class sizes and excellent teaching facilitates the achievement of these objectives.
- Ensuring that the curriculum meets the needs of the current cohort and prepares girls for the future world into which they will emerge. This includes the use of digital technology as a tool for learning and a platform to enable creativity and solution focussed approaches.
- Developing skills required to operate in a post pandemic world including flexibility, adaptability and resilience.
- Supporting positive mental health and well-being.
- Re-establishing competitive sporting opportunities and adapting to restrictions and changes to competitive match play.
- Maintaining the scholarship provision to include a bespoke programme for the academically gifted and talented pupils, a sports performance programme for the Sports scholars and opportunities for scholars to interact with similar pupils in other schools through competitions and collaboration.
- Further consolidate the development of opportunities for activities during holidays such as activity camps.
- Increasing opportunities for students and staff to participate in enrichment and leadership opportunities will enable us to prepare future leaders.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

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

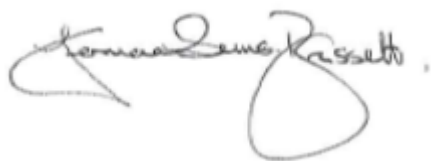
LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

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

Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 21 March 2022, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



G Sims-Brassett
(Chair of Governors)

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021**



Independent Auditor's Report to the Trustees of Little Bookham Manor House School

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise

explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or

have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, General Data Protection Regulation (GDPR), Health and safety legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from

irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Estates Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

A handwritten signature in black ink, appearing to read 'Andrew Thomas', with a horizontal line underneath.

Andrew Thomas

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

27 May 2022

LITTLE BOOKHAM MANOR HOUSE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2021

		Unrestricted Funds	
		2021	2020
		£	£
	Notes		
Income and endowments from:			
Donations and legacies	2	31,715	1,800
Charitable activities	3	4,030,637	4,029,194
Other trading activities	4	9,040	23,136
Investments	5	290	4,033
Total		4,071,682	4,058,163
 Expenditure on:			
Raising funds	6 & 7	(2,048)	(2,450)
Charitable activities	6	(4,121,993)	(4,146,573)
Total		(4,124,041)	(4,149,023)
 Net expenditure		(52,359)	(90,860)
Transfer between funds	15	-	-
Net movement in funds		(52,359)	(90,860)
 Reconciliation of funds:			
Total funds brought forward		3,650,184	3,741,044
Total funds carried forward		3,597,825	3,650,184

The Statement of Financial Activities, incorporating an Income and Expenditure Account, represents the total unrestricted and restricted income and expenditure and its presentation is required under the Companies Act 2006.

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL

BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	2021 £	2020 £
Fixed assets:			
Tangible assets	9	3,118,476	3,103,356
Total fixed assets		3,118,476	3,103,356
Current assets:			
Debtors	10	180,972	214,569
Cash at bank and in hand		1,412,785	824,836
Total current assets		1,593,757	1,039,405
Liabilities:			
Creditors: Amounts falling due within one year	11	(1,114,408)	(491,244)
		479,349	548,161
Total assets less current liabilities		3,597,825	3,651,517
Creditors: Amounts falling due after one year	12	-	(1,333)
Total net assets		3,597,825	3,650,184
The funds of the charity:			
Restricted funds	14	-	-
Unrestricted funds	14	3,597,825	3,650,184
Total charity funds		3,597,825	3,650,184

These financial statements were approved by the Governing Body on 21 March 2022 and were signed on its behalf by:



G Sims-Brassett

(Chair of Governors)

Little Bookham Manor House School - Company No. 00719947

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	£	2021 £	2020 £
Cash flows from operating activities:				
Net cash used in operating activities	(i)		<u>737,192</u>	<u>(404,158)</u>
Cash flows from investing activities:		(149,094)	(52,589)	
Payments for tangible fixed assets				
Proceeds on sale of tangible fixed assets		0	0	
Investment income and bank interest received		<u>290</u>	<u>4,033</u>	
Net cash used in investing activities			<u>(148,805)</u>	<u>(48,566)</u>
Cash flows from financing activities:				
Finance costs paid		<u>(439)</u>	<u>(744)</u>	
Net cash used in financing activities			<u>(439)</u>	<u>(744)</u>
Change in cash and cash equivalents in the reporting period			587,949	(453,458)
Cash and cash equivalents at the beginning of the reporting period			824,836	1,278,294
Cash and cash equivalents at the end of the reporting period	(ii)		<u>1,412,785</u>	<u>824,836</u>

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

(i) Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net expenditure for the reporting period (as per the statement of financial activities)	(52,359)	(90,860)
Adjustments for:		
Depreciation charges	133,121	141,674
Finance costs paid	439	744
Investment income and bank interest	(290)	(4,033)
(Profit)/Loss on sale of fixed assets	0	0
Decrease/(Increase) in debtors	33,424	(91,966)
(Decrease)/Increase in trade and other creditors	604,257	(364,467)
Increase in parents' deposits	18,600	4,750
(Decrease)/Increase in provision for leave due but not taken	0	0
	<u>789,551</u>	<u>(313,298)</u>
Net cash used in operations	<u>737,192</u>	<u>(404,158)</u>

(ii) Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	<u>1,412,785</u>	<u>824,836</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 2015.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates. The accounts are drawn up on the historical cost basis of accounting.

Having reviewed the funding facilities available to the School, its response to COVID-19, the establishment of a new pension scheme for the teachers, the expected on-going demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability in the short term. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES (CONTINUED)

1.1 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees are accounted for in the period in which the service is provided.

1.2 Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

1.3 Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

1.4 Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expenditure to which it relates. Expenditure is allocated to specific cost categories. Should the need arise, expenditure attributable to more than one cost category in the SoFA would be apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate.

1.5 Tangible fixed assets

Expenditure on the acquisition of fixed assets with an individual cost in excess of £3,000 is capitalised and carried in the balance sheet at historical cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred.

1.6 Depreciation

Depreciation is provided at annual rates designed to write off the cost of all relevant tangible fixed assets over their estimated useful lives. Rates used on the straight-line basis are:

Land	Nil
Freehold property	
Buildings	2.00%
Swimming pool	10.00%
Tennis/Netball courts	7.30%
Plant and machinery	10.00%

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Motor vehicles	20.00%
Computer equipment	33.33%

1.7 Financial instruments

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

1.8 Financial leases/hire purchase agreements

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note 1.6 above.

The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

1.9 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.10 Pension costs

Retirement benefits to employees of the School are provided through three defined contribution pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

(a) The Aviva Pension Trust for Independent Schools: This scheme is a defined contribution group personal pension plan for the School's teachers. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

(b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

(c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

	2021	2020
	£	£
2. DONATIONS AND LEGACIES		
Grants, donations and sundry income		
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	31,715	-
Sundry Income and Small Donations	-	1,800
	31,715	1,800
3. CHARITABLE ACTIVITIES		
Fees receivable		
School fees	4,369,417	4,117,800
Scholarships, bursaries and allowances	(537,270)	(423,352)
	3,832,147	3,694,488
Other income		
Commissions and other income	-	-
Extras	148,846	169,763
Other Grant Income (Furlough)	40,945	158,933
Registration fees	7300	6,050
Profit/(Loss) on disposal of fixed assets	1399	-
	198,490	334,746
	4,030,637	4,029,194

Scholarships (36 pupils), bursaries (15 pupils) and allowances (36 pupils) were awarded to 87 pupils (2020: 85). The means-tested bursaries totalled £119,556 for 15 pupils (2020: £120,273 for 18 pupils).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
4. OTHER TRADING ACTIVITIES		
Hire of facilities	8,890	21,996
Rental income	150	1,140
Total	<u>9,040</u>	<u>23,136</u>

	2021 £	2020 £
5. INVESTMENTS		
Bank and Other Interest		
Bank interest	<u>290</u>	<u>4,033</u>

6. ANALYSIS OF EXPENDITURE

	Staff costs (note 8) £	Deprecia tion (note 9) £	Other costs £	Total 2021 £	Total 2020 £
Raising funds					
Cost of other activities	-	-	439	439	774
Financing costs (note 7)	-	-	1,609	1,609	1,676
Total costs of raising funds	<u>-</u>	<u>-</u>	<u>2,450</u>	<u>2,048</u>	<u>2,450</u>
Charitable activities					
Education					
Teaching	2,066,051	21,577	292,608	2,380,236	2,459,739
Welfare	118,839	13,270	275,762	407,871	398,334
Premises and maintenance	345,528	97,933	329,609	773,070	705,614
Support costs and governance	353,312	341	207,163	560,816	582,886
Total expenditure on charitable activities	<u>2,883,730</u>	<u>133,121</u>	<u>1,105,142</u>	<u>4,121,993</u>	<u>4,146,573</u>
Total expended	<u>2,883,730</u>	<u>133,121</u>	<u>1,105,142</u>	<u>4,121,993</u>	<u>4,146,573</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
Governance included in support costs:		
Remuneration paid to auditor for audit services	15,760	15,760
Payments to the auditor for other services	6,920	3,050
	<u>22,680</u>	<u>18,810</u>

No travel or other expenses were claimed by any Governors in their capacity as Governors (2020: £0).

The other payments to the auditor were for taxation compliance services and the audit and certification of the School's final return to the Teachers' Pension Scheme. All of these payments are inclusive of VAT.

	2021	2020
	£	£
7. FINANCE AND OTHER COSTS		
Finance charges – Hire purchase creditor	439	774
Other costs	1,609	1,676
	<u>2,048</u>	<u>2,450</u>

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

Salaries	2,466,017	2,416,962
National Insurance	218,444	218,444
Other pension Costs	188,832	372,746
	<u>2,873,293</u>	<u>3,008,152</u>

Number of higher paid employees in bands of:

£60,001 to £ 70,000	1	1
£70,001 to £ 80,000	1	1
£80,001 to £ 90,000	0	0
£90,000 to £100,000	<u>1</u>	<u>1</u>

None of the Governors received any remuneration, reimbursement or other benefits from Little Bookham Manor House School. The aggregate amount of employee benefits of key management personnel comprising the School's Senior Leadership Team (Headteacher, Deputy Headteacher, Head of Prep School, Heads of Key Stages 3 & 4, Head of Admissions & Marketing, Head of Digital Learning and the Bursar) amounted to £570,979 (2020: £540,628). There were no termination payments effected

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

during the year (2020: Nil). Pension contributions to a defined contribution pension scheme in respect of three employees who earned in excess of £60,000 during the year amounted to £21,565 (2020: £44,783 (£37,573 to a defined benefit scheme in respect of 2 employees and £6210 to a defined contribution scheme for one employee)).

The average number of the School's employees during the year was 94 (2020: 93).

9. TANGIBLE ASSETS

	Freehold Property £	Plant & Machinery £	Motor Vehicles £	Computer Equipment £	TOTAL £
Cost (or valuation)					
At 01/09/2020	4,224,881	268,648	166,667	284,931	4,945,128
Additions	140,299	-	-	8,795	149,094
Disposals	-	-	-	-	-
At 31 August 2021	4,365,180	268,648	166,667	293,726	5,094,222
Depreciation					
At 01/09/2020	1,246,388	207,790	131,512	256,934	1,842,624
Charge for the year	78,163	16,621	18,863	19,475	133,121
Disposals	-	-	-	-	-
At 31 August 2021	1,324,551	224,411	150,375	276,409	1,975,745
Net book value					
At 31 August 2021	3,040,630	44,237	16,292	17,317	3,118,476
At 31 August 2020	2,978,494	60,858	35,155	27,977	3,102,503

Land with a value of £425,000 (2020: £425,000), which is included in freehold property is not depreciated.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

The School constructed a new path in front of the Main House, completed the first phase of a two-phase fire alarm replacement project, resurfaced part of the school's access road, and replaced a window, some of the soffits and guttering to a main teaching block.

All tangible fixed assets are held for use on charitable activities.

	2021	2020
	£	£
10. DEBTORS		
Fees and extras	111,963	87,354
Other debtors	6,445	6,445
Other prepayments and accrued income	62,564	120,770
	<u>180,972</u>	<u>214,569</u>

All debtors are due within one year with the exception of £6,445 (2020: £6,445) in other debtors which are due after more than one year

	2021	2020
	£	£
11. CREDITORS: amounts falling due within one year		
Deposits from parents (see note below)	227,306	208,395
Fees received from parents in advance of term	611,846	64,352
Trade creditors	149,825	41,311
Hire purchase creditors (note 13)	-	1,333
Taxation and social security	57,648	52,459
Pensions	30,507	43,441
Provision for leave due but not taken	3,943	3,943
Other creditors	1,224	37,100
Accruals	32,109	38,906
	<u>1,114,408</u>	<u>491,240</u>

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £198,095 (2020: £180,395) are likely to fall due within a period which is greater than one year.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Summary of movements in deferred income:

	2021 £	2020 £
Fees received from parents in advance of term		
Balance at the beginning of the year	64,352	392,567
Recognised as income during the year	(64,352)	(392,567)
Received for 2021/22	611,846	64,352
Balance at the end of the year	<u>611,846</u>	<u>64,352</u>

12. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery:

	2021 £	2020 £
Within one year	15,940	12,651
Between two and five years	55,790	9,488
	<u>71,730</u>	<u>22,139</u>

Lease payments of £14,499 (2020: £12,651) were recognised as an expense during the year.

13. CAPITAL COMMITMENTS

Capital expenditure approved by the Board of Governors but not provided for in the financial statements at 31 August:

Contracted for	0	7,447
Not contracted for	0	79,695
Total	<u>0</u>	<u>87,142</u>

14. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

15. MOVEMENT IN FUNDS FOR THE YEAR

	Balance 01/09/2020 £	Income £	Expenditure £	Balance 31/08/2021 £
Restricted Funds	-	-	-	-
Unrestricted Funds	3,650,184	4,071,682	(4,124,041)	3,597,825
	<u>3,650,184</u>	<u>4,071,682</u>	<u>(4,124,041)</u>	<u>3,597,825</u>

	Balance 01/09/2019 £	Income £	Expenditure £	Balance 31/08/2020 £
Restricted Funds	-	-	-	-
Unrestricted Funds	3,741,044	4,058,163	(4,149,023)	3,650,184
	<u>3,741,044</u>	<u>4,058,163</u>	<u>(4,149,023)</u>	<u>3,650,184</u>

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted £	Unrestricted £	Total 31/08/2021 £
Tangible fixed assets	-	3,118,476	3,118,476
Net current assets	-	479,349	479,349
Long term liabilities	-	-	-
	<u>-</u>	<u>3,597,825</u>	<u>3,597,825</u>

	Restricted £	Unrestricted £	Total 31/08/2020 £
Tangible fixed assets	-	3,103,356	3,103,356
Net current assets	-	548,161	548,161
Long term liabilities	-	(1,333)	(1,333)
	<u>-</u>	<u>3,650,184</u>	<u>3,650,184</u>

17. PENSION SCHEMES

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Retirement benefits to the School's employees are provided through three defined contribution schemes, which are funded by employer (the School) and employees' contributions.

The Aviva Pension Trust for Independent Schools

This scheme is a defined contribution group personal pension plan for teachers in independent school. The school joined this scheme following its withdrawal from TPS on 31 August 2020. The basic contributions are 6% for the employee and 9% for the employer. The employee can pay additional voluntary contributions up to 100% of salary. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £137,860 (2020: 0) and at year-end there was £23,802 (2020: £0) accrued in respect of contributions to this scheme.

The People's Pension

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. All eligible support staff can join this scheme. Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £48,709 (2020: £47,463) and at year-end there was £6,917 (2020: £5,962) accrued in respect of contributions to this scheme.

The National Employment Savings Trust

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £2,896 (2020: £2,757) and at year-end £0 (2020: £513) accrued in respect of contributions to the scheme.

18. SUBSIDIARIES AND RELATED PARTIES

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

The School has no subsidiaries. The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils

	2021	2020
	£	£
Related party transactions during the year		
Friends of Manor House School		
- Donations received	31,715	-



**A love of learning
Academic excellence
Unforgettable experiences**

**Happy and healthy
Individual challenge
Creative and collaborative**

Future leaders

"To Love is to Live"

Manor House School

A selective independent day school for girls aged 4-16 with co-educational nursery.

Manor House Lane, Little Bookham, Surrey KT23 4EN

Telephone: 01372 458538 Email: admin@manorhouseschool.org

www.manorhouseschool.org www.twitter.com/manorhsschool www.facebook.com/manorhsschool

Accounts

Company No. 00719947
Registered in England
Charity No. 312063



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020



**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

Contents	Page
Governors, Officers and Advisers	1
Annual Report of the Governors	3
Strategic Report	8
Statement of Governors' Responsibilities	17
Independent Auditor's Report	19
Statement of Financial Activities incorporating an Income and Expenditure Account	22
Balance Sheet	23
Cash Flow Statement	24
Notes to the Financial Statements	26

LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2020

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Little Bookham Manor House School ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body/Board of Governors who served in office as Governors during the year are detailed below.

		(1)	(2)	(3)	(4)	(5)	(6)
Mrs G Sims-Brassett (Chair)		■			*	■	■
Mr CP Heath-Taylor (Vice-Chair)			■		*	■	■
Miss SE Clare			■		*		■
Mr C Forbes	Appointed August 2020		■	■	*		■
Mr DA Harris			■		*		■
Ms M Kieran		■			*		■
Ms C Owen		■			*		■
Dr MJ Richardson		■			■		■
Mr MS Ruscoe	Resigned August 2020		■		*		■

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

(4) Child Protection and Safeguarding Officers (* All governors are required to be up to date with the requirements) Dr Richardson is the safeguarding Governor.

(5) Remuneration Committee

(6) Board of Governors

OFFICERS

Mr AM Ellison

Clerk to the Governors, Company Secretary

EXECUTIVE OFFICERS

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

Mr AM Ellison

Bursar

PRINCIPAL ADDRESS AND REGISTERED OFFICE

Little Bookham Manor House School, Manor House Lane, Little Bookham, Surrey KT23 4EN

AUDITORS

Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW.

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
GOVERNORS, OFFICERS AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

BANKERS

Lloyds TSB Bank PLC, PO Box 18436, 2nd Floor, 39 Threadneedle Street, London EC2R 8PT

Metro Bank PLC, One Southampton Row, London, WC1B 5HA

CCLA Investment Management Limited, COIF Charity Funds, Senator House, 85 Queen Victoria Street, London EC4V 4ET

HEALTH AND SAFETY

In House, The Old Church, 31 Rochester Road, Aylesford, Kent ME20 7PR

WEBSITES AND SOCIAL MEDIA

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2020

The members of the Little Bookham Manor House School Governing Body present their Annual Report for the year ended 31 August 2020 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

Little Bookham Manor House School ("the School") was founded in 1920. It is constituted as a company limited by guarantee and not having a share capital, registered in England, No. 00719947, and is registered with the Charity Commission under Charity No. 312063. The School is a selective independent day school for girls aged 4 to 16 with a co-educational nursery. Details of the members of the Governing Body, together with the School's officers and principal advisers, are provided on pages 1 and 2.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The School is governed by a Memorandum of Association and Articles of Association. These were amended last on 23 November 2012 to record a name change from Little Bookham Manor House School Educational Trust Limited to Little Bookham Manor House School.

Governing Body

The Governing Body is self-appointing, with one-third of its members required to retire by rotation at each AGM. The longest in office must retire first and the choice between any members of equal service is to be made by drawing lots. Members retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations from the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence and the expertise needs of the Board and School.

Recruitment and training of Governors

New Governors are interviewed by the Chair and Vice-Chair of the Governing Body, are appointed by the Board of Governors, and are inducted by the Chair of the Board of Governors, the Headteacher and the Clerk to the Governors. New Governors are provided with an introductory pack, which includes the most important School documentation (Articles of Association, annual financial statements, minutes and reports) and information on being a trustee, director and school governor. Appropriate external training courses are provided for Governors by reputable professional bodies. The Headteacher provides regular Child Protection and Safeguarding training to Governors and Governors are requested to participate in the on-line safeguarding training that is completed by the School staff.

The Governing body brings together skilled volunteers with a wide range of experience in education, finance, health/medical, investment, law, pensions and recruitment. Nominations for new governors are continually sought to add to the pool of skills and

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

experience available on the Board with key areas of interest being child protection and safeguarding, early years' education, finance, marketing and property development.

Organisational management

The members of the Governing Body, as charity trustees, are legally responsible for the overall management and control of the School. The School's Articles of Association require Governors to hold at least three meetings a year but the School's Governors normally meet as a Board more frequently than 3 times a year.

The work of overseeing and implementing Governors' policies is carried out by various committees, which meet before Board meetings and then present recommendations to the Board for its consideration. The Board recently amended the Committee structure and the work of the previous Finance and General Purposes Committee has been divided between two new Committees: the Education Committee and the Finance and Estates' Committee. The Finance and General Purposes Committee has been disbanded and the revised Committee structure is now as follows:

- **Education Committee:** This Committee is chaired by Mrs M Kieran. It receives a detailed report from the Headteacher at least three times each year and it scrutinises all educational matters including any child protection and safeguarding concerns. The members on this Committee have a background predominantly in education or child protection and safeguarding.
- **Finance and Estates Committee:** This Committee was chaired by Mr CP Heath-Taylor (now chaired by Mr D Harris). It receives a detailed report from the Bursar at least 3 times each year and it meets at least 4 times each year. The Committee scrutinises the School's finances each financial quarter and recommends the budget and capital expenditure to the Board annually. The responsibility for supervising and finalising the Statements of Financial Accounts for approval by the Board falls to this Committee. In addition, the Committee considers applications for means tested benefits and reviews the award of scholarships and other discounts. The members on this Committee have a background predominantly in finance and investment.
- **Health and Safety Committee:** This Committee was chaired by Mr MS Ruscoe (now chaired by Mr C Forbes) with the primary objective of monitoring and ensuring the School's compliance with all legislative Health and Safety requirements and general good practice. Accident reports, fire drills, accessibility plans, Health and Safety training, provision of first aid and training, as well as reports from the School's external advisers are reviewed at a meeting held once a term. Teaching and non-teaching staff is represented on this Committee.
- **Child Protection and Safeguarding Officers:** Dr MJ Richardson is the Board's appointed Child Protection and Safeguarding Governor, but all Governors are required to be up to date on Child Protection and Safeguarding matters.
- **Nominations and Remuneration Committee:** The Chair and Vice-Chair of the Board of Governors consider nominations for Governorship, interview candidates and make

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

recommendations to the Governing Body for its approval. The Chair and Vice-Chair of the Governing Body review the remuneration of the School's senior managers and they monitor the general effectiveness of the School's remuneration practices and policy.

- **Board:** The Board is responsible for strategic planning, risk management, and the future development of the School. The Board meets at least 3 times each year, but it can and often does meet on more than 3 occasions to deal with specific issues. The Board is small in number and Governors are divided equally between the various sub-Committees. Therefore, all Governors actively and frequently oversee the School's performance.

The day-to-day running of the School is delegated to the Headteacher who is supported by a Senior Leadership Team comprising the Deputy Headteacher, the Head of Early Years and Key Stage 1, the Heads of Key Stages 2, 3 and 4, the Head of Academic Development, the Bursar and the Director of Marketing. The Headteacher may attend all Committee meetings with the exception of the Nominations and Remuneration Committee, which individuals attend by invitation only. The Headteacher is required to attend the Education Committee, Finance and Estates' Committee and Board meetings and is the lead in respect of Child Protection and Safeguarding. The Deputy Headteacher is invited to attend each of these meetings and is required to attend the Health and Safety Committee meetings. The Bursar attends all Governors meetings in the capacity of Clerk to the Governors.

The Headteacher and members of the Senior Leadership Team or staff are required to serve on any other committees set up by the Board from time to time. The Headteacher is an active member of the Girls' Schools Association (GSA), the School is a member of the Association of Governing Bodies of Independent Schools (AGBIS) and the Independent Schools' Council (ISC). The Bursar is the School's representative in the Independent Schools Bursars' Association (ISBA).

Remuneration is set by the Board, with particular attention to providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. Remuneration is reviewed annually as part of the budgeting process and includes a comparison, where possible, with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions and, more importantly, remains capable of recruiting high calibre staff. Delivery of the School's charitable vision and purpose is primarily dependent on key management personnel, and staff costs are the largest single element of charitable expenditure.

Related parties

The School has no subsidiaries and there is one related party, namely the Friends of Manor House School (FOMHS).

Employment policy

The School's Recruitment and Selection Policy states clearly that the School is an equal opportunities employer. The School aims to select candidates on their ability to meet essential job requirements only, and it does not treat any job applicant less favourably than another by direct or indirect discrimination. The School has its own salary scale,

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

which is applied consistently according to qualification and experience, but on occasion, additional responsibility points may be awarded in order to recruit and retain teachers in key subjects. One-off payments (honoraria) are used to recognise successfully completed short-term projects or responsibility engagements, which are a product of the School Development Plan.

Communication with employees continues through normal management channels in a variety of forms and on a regular basis. The Chair of the Board writes to staff about salary increases and to parents on fee increases. The Governing Body are prepared to convene appropriate meetings to deal with issues of critical importance should the need arise. This has been evident during the recent COVID-19 pandemic.

CHARITABLE OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The School's primary objects, as stated in the Articles of Association, are the advancement of education and, in particular, but without limitation, the promotion and operation of Manor House School, Little Bookham, Surrey, or any other schools, colleges, nurseries, or other educational facilities for the education of girls, and, if thought fit, for the education of boys, where they may obtain a general education of the highest standard, together with physical, moral and religious training, such religious training to be provided in accordance with the spirit and ethos of the Church of England but consistent with other creeds'.

Despite the School having no investments or endowments to support the award of scholarships, bursaries, awards and other benefactions, the foregoing remain a key focus of the Governing Body ("Board") which is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. The Board continues to closely consider the guidance on public benefit produced by the Charity Commission, together with its supplemental guidance on the charging of fees.

Mission statement

The School's mission is to develop confident young women with a passion for learning both within and outside the classroom, who believe in their abilities to learn and succeed, and who are eager to apply the skills and knowledge they have learned for their benefit and for the benefit of the wider community.

Intended impact

The School's intention is to operate within its charitable objects and to provide a well-rounded education of the highest standard. Girls are enabled to learn together at their own pace, develop the confidence to take risks, choose any field of study without stereotypical influence, grow in emotional intelligence and show compassion for others while honing life and leadership skills for the future. Most importantly, the School's intention is to develop happy, confident and successful young women.

Aims

The School's strategic aims to assist it in meeting its public benefit commitment are:

- To become a school of choice for independent girls' education

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

- To secure the financial health of the school through organisational effectiveness, efficiencies and popularity
- To prepare the girls for their future through the development of academic excellence, enriching opportunities, creativity and skills for life
- To develop partnerships and network links with past and future stakeholders of Manor House School.

Public benefit

Manor House School remains committed to the aim of providing public benefit in accordance with its founding principles and to develop in our pupils an understanding of and willingness to assist those less fortunate than themselves.

The COVID-19 pandemic has severely restricted the School's operations during the period of this report, and the School has been closed to external visitors for long periods. Nevertheless, the School has made its facilities available free of charge, and in the case of some joint ventures, at a reduced rate that covers administrative costs only. Some of these activities are detailed below:

- All Saints Church uses the school facilities throughout the year for its fundraising events and the Church uses our main car park at no cost on a regular basis for Church events including weddings, funerals and all acts of worship.
- Our grounds have been made available to 'First Stride Events' in conjunction with the British Triathlon Association for triathlon events for the local community, three events were held over the summer months attracting in excess of 300 visitors.
- We have offered our Netball courts for a local Netball league. There are normally four fixtures over the season and at least 500 girls from all across Surrey play at each fixture.
- We currently hire our premises and grounds during the school holidays to a company providing sports camps. The camps provide for children from the local community.

The School is hopeful that Government restrictions to control the spread of COVID-19 will be eased during the period of the next report and the School will be able to support a full programme of events.

The Board views bursaries awarded to those who would not otherwise be able to afford an Manor House education as a valuable provider of diversity amongst its pupils, as well as a measurable means of providing public benefit. This year means-tested bursaries to the value of £120,273 were awarded to 18 girls (2019: £127,352 to 17 girls) with the value of individual bursaries ranging between 15% and 75% of the basic tuition fee (average of 45%) depending on the outcome of the means testing. Scholarships, awards, bursaries and other discounts totalled £423,352 (10.2% of gross fee income) and benefitted 85 girls (2019: £385,366 to 86 girls at 8.1% of gross fee income).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

Bursary information is widely advertised and is included on the School's website. Information is available to all local state and independent schools in order to extend the awareness of the opportunities available to girls who would otherwise not be able to benefit from an Manor House education. Scholarships are not means tested and they are open to pupils from state or independent schools. The Board increased the value of academic and other scholarships in 2017/18, and awarded scholarships in Year 3 for the first time in 2018/19. The Board has maintained this increased level of scholarships during the period of the report.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE



Review of achievements and performance for the year

Despite a great deal of uncertainty about GCSE results in the build up to their release, the school was delighted to enjoy a very positive results day with the outgoing Year 11. The centre-assessed grades were adopted overall and the few adjustments that were made were positive. The School, therefore, maintained an upward trend in GCSE results.

86% of all grades were 9-6%

65% of all grades were 9-7%

97% gained 8 or more GCSEs including English and Mathematics

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

	cohort	2018 MHS (24)			cohort	2019 MHS (33)		cohort	2020 MHS (29)	
		9-7 / A*-A	9-6 / A*-B	9-4 / A*-C		9-7 / A*-A	9-4 / A*-C		9-7 / A*-A	9-4 / A*-C
Art and Design	7	57%	100%	100%	18	56%	100%	8	100%	100%
Biology	12	100%	100%	100%	13	92%	100%	11	100%	100%
Chemistry	12	100%	100%	100%	13	77%	100%	11	100%	100%
Child Development ¹	2	50%	100%	100%	5	20% ¹	100%	4	50% ¹	100% ¹
Classical Civilisation	4	50%	100%	100%	11	64%	100%	3	100%	100%
Creative iMedia ¹					3	0% ¹	67% ¹	7	57% ¹	100% ¹
Drama	13	46%	85%	92%	10	20%	100%	7	100%	100%
English Language	24	50%	71%	96%	33	52%	94%	29	55%	100%
English Literature	23	43%	100%	100%	33	52%	100%	29	48%	100%
Food and Nutrition	6	50%	100%	100%	0			6	67%	100%
French	6	83%	83%	100%	6	100%	100%	5	100%	100%
Geography	10	80%	90%	90%	18	72%	94%	18	78%	100%
German	9	33%	67%	89%	3	100%	100%	3	100%	100%
History	9	78%	89%	100%	15	93%	100%	13	92%	100%
Latin	1	100%	100%	100%	3	100%	100%	2	100%	100%
Mathematics	24	58%	88%	92%	33	30%	97%	29	45%	97%
Music	4	75%	100%	100%	20	100%	100%	3	100%	100%
Physical Education	3	67%	67%	100%	7	43%	100%	8	75%	100%
Physics	12	100%	100%	100%	13	85%	100%	11	91%	100%
Religious Studies	4	100%	100%	100%	6	67%	100%	5	100%	100%
Science (Combined Double Award)	12	58%	67%	100%	20	35%	100%	18	44%	100%
Spanish	10	50%	60%	100%	22	41%	82%	18	44%	100%

¹ These courses are graded Pass, Merit, Distinction and Distinction* rather than 9-1 so a point score conversion has been used

Prep School End of Key Stage Results 2019-20

End of EYFS (Reception)

GLD (Good Level of Development – achieved Expected or Exceeding for the Early learning Goals)	
All Areas	78%
Prime Areas	78%
Specific Areas	78%

Prime Areas	% of girls achieving Expected and Exceeding
Communication and Language	85%
Personal, Social and Emotional	89%
Physical	94.4%

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

Specific Areas	% of girls achieving Expected and Exceeding
Literacy	89%
Mathematics	83%
Understanding the World	89%
Expressive arts and design	89%

External Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	89%	78%
Maths	89%	44%

End of KS1 (Year 2)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	93%	21%
Reading	93%	43%
Writing	93%	43%
Grammar	100%	64%
100% of Year 1 girls passed the Phonics Screening Check		

External Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	100%	20%
Maths	100%	10%

End of KS2 (Year 6)

Teacher Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
Maths	88%	36%
Reading	89%	20%
Writing	73%	18%
Grammar	96%	55%

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

External Assessments

Subject	% of girls achieving national expectations	% of girls exceeding national expectations
English	100%	50%
Maths	88%	29%

One of the School's primary objectives is to offer a broad range of co-curricular activities, which develop character, resilience, creativity, and leadership skills. Covid-19 caused considerable disruption to the school calendar and planned events, however, the School was able to offer a comprehensive enrichment programme during the autumn term and the first part of the spring term as well as partially opening for Prep pupils during the summer term.

During the autumn term, all sports clubs and fixtures were offered as normal. Girls took part in the Shakespeare Festival and the School's productions were adapted to meet social distancing regulations and live-streaming of the performance replaced performances to live audiences.

The junior swimming relay team reached the Surrey finals and the pupils and parent swim teams participated in the Rotary Swimathon raising money for the Guide Dogs Association just before the first lockdown. Lockdown impacted on most enrichment activities during the summer term although the Prep pupils returned to school over a 6 week period before the end of the academic year.

Tennis coaching continued to be offered and music and Lamda lessons were run virtually.

The Duke of Edinburgh scheme is thriving at Manor House under the guidance of a new manager who has risen to the challenge and introduced the Silver award to the already established Bronze award. There are no barriers to participation or level progression and in 2020/21 every girl in Year 9 chose to participate.

Fundraising performance

Fundraising was more challenging due to Covid-19 restrictions however, the annual MacMillan Breakfast went ahead during the autumn term and raised £2595.00.

The School does not undertake any fundraising for the direct benefit of the School. Nevertheless, our school community enjoyed fundraising and got involved in a range of charity fundraising activities supporting a range of different charities over the year including; MacMillan Cancer Research, Sports Relief, All Saints Church, Crisis at Christmas, The Queen Mother's Clothing Guild and Guide Dogs for the Blind.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

The School has had no complaints about its fundraising activities and takes all necessary steps to protect vulnerable people from inappropriate fundraising approaches.

FINANCIAL REVIEW

Results for the year

The School expected a financially challenging year in 2019/20 and it forecast a significant deficit in response to a fall in pupil numbers (291 to 275) and increasing employment costs. The Board agreed to withdraw from the Teachers' Pension Scheme (TPS) and was implementing tighter budgetary controls, when the School was presented with the challenge of the COVID-19 pandemic. This resulted in the partial closure of the School during the summer term and reliance on a Virtual Learning Environment (VLE), which was developed at short notice.

The School reforecast its budget for 2019/20 and increased its deficit forecast to take account of a discount offered to parents for a disrupted summer term, an assumed loss of fee income due to the financial impact of the COVID-19 pandemic on parents and uncertainty about both further school closures and their likely duration, and the availability and longevity of financial assistance from the Government. The Board's strategy was, first and foremost, to keep parents, pupils and staff safe, continue to deliver teaching and learning either remotely or face-to-face, cease all non-essential expenditure, and take advantage of any financial assistance offered by the Government.

The Board's strategy contributed to the School ending the current year with a deficit of £91K only, which is significantly below the initial forecast. The School has undoubtedly benefitted from cancelling non-essential expenditure, but it has benefited also from pupil numbers remaining stable at 275, the majority of parents managing financially to pay fees during the pandemic and Government assistance, in particular, the Job Retention Scheme (furlough) being available for an extended period of 5 months.

The School has had to manage parental accounts carefully during the year and some parents have been given additional time to pay fees due to the impact of COVID-19. Many more parents are paying fees by instalments as opposed to the beginning of each term and the School has increased its provision for doubtful debt by £75K during the year, although this is more of a precautionary measure than a necessity. Overall, gross debt has increased due to prepayments for school trips and outstanding Government grants, but School fee debtors have remained almost unchanged at £87K. School's creditors have reduced by 7%.

The School did not receive any donations of note during the year, although it anticipates receiving a sizeable donation from the Friends of Manor House School in 2020/21. The

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

Schools gross income fell by 8% during the year, because of falling pupil numbers, the absence of any donations, and a fall in income from lettings and outside functions caused primarily by the School's closure in the summer term. Although the fall in income has increased employment costs as a percentage of income, the Board remains of the view that employment costs are too high and must reduce to levels more in keeping with the School's size. The School withdrew from TPS on 31 August 2020, and replaced it with an affordable alternative the Aviva Pension Trust for Independent Schools. The teaching staff agreed to this change following a consultation process, and the School agreed to increase the teachers' pay scales by way of compensation. This move will deliver a sustained reduction in employment costs in 2020/21, and further reductions will be identified, initially, through natural wastage.

The Board continued to implement a scholarship policy, aimed at retaining Manor House girls and to attracting top scholars from other state and independent schools. This policy increased the overall costs of discounts offered by the School and discounts including scholarships, bursaries, staff fee remission and special awards totalled £423,352.00, which was 10.2% of gross fee income. The Board is to review all discounts in 2021.

Levels of Reserves, Reserves Policy and Financial Viability

The School's total reserves of £3,650,184 (2019: £3,741,044) at the year-end were all unrestricted in nature with free reserves of £548,165 (2019: £549,936) (general reserves less reserves represented by the net book value of fixed assets less associated funding arrangements).

The School's reserves policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall. The free reserves provide cover for up to 1.51 months' (2019: 1.52 months') operating costs but the future target is for one term's (3 months) operating costs. In the interim, the Board is satisfied that the availability of external financing facilities provides an additional safety net, if required.

Going Concern

The Board has noted the School's satisfactory performance in 2019/20 despite reduced income and the significant financial challenges presented by the COVID-19 pandemic. The Board has developed strategies to cope with further lockdowns and it is aware of the need to reduce its employment costs to a level commensurate with the size of the School. Notwithstanding the challenges, the Board is optimistic for the future and it believes there are no material uncertainties about the School's current ability to continue. The Board acknowledges a number of events have occurred after the date of the balance sheet, which are covered below under 'Looking Forward'. The Board believes that collectively these events reinforce the School's ability to continue as a going concern.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

Looking Forward

The School withdrew from the Teachers' Pension Scheme on 31 August 2020 and teachers have been enrolled in the Aviva Pensions Trust for Independent Schools. The School is taking every opportunity to reduce its employment costs, which is its principal expenditure. The Board of Governors and its Committees have been meeting regularly and remotely to respond to the COVID-19 pandemic, and a successful switch to a Virtual Learning Environment (VLE) during the initial Government lockdown in the summer term 2020 enabled the School to transition quickly to remote learning during the spring term 2021, when the School was again closed to all except the pupils of key workers and vulnerable pupils. The School reopened to all pupils on 8 March 2021.

The School is prepared for a reduction in pupil numbers as a consequence of the COVID-19 pandemic and it is assisting parents impacted financially by COVID-19 with more flexible repayment plans. The Board has ensured that the School is capable of operating under COVID-19 restrictions for the remainder of the academic year 2020/21, and it has increased cleaning routines, adapted its lunch offering, encourages social distancing by both its pupils and staff, and conducts lateral flow testing for COVID-19 amongst its staff and senior pupils in accordance with Government guidance. It is hoped that these measures will enable the School to remain open to all pupils, although it has plans to revert to remote learning at very short notice. The Board has approved a 2% increase in school fees for academic year 2021/22.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors have reviewed the School's risk register, and the Board identifies an unexpected fall in pupil numbers and a failure to control its employment costs as the two risks likely to result in a failure to deliver a trading surplus by 2022/23. In addition, the Governors are very conscious of the risk of any damage to the School's good reputation and other risks, which are common to the independent education sector, such as the introduction of Value Added Tax (VAT) onto school fees and the removal of charitable status granted currently to independent schools. The Board is actively seeking to increase pupil numbers and it will reduce employment costs further over the next 2 years. The Board is alert to threats to the School's reputation and it will look to mitigate these promptly and effectively. The Board will use the School's membership of the various independent schools' organisations to lobby against moves to introduce VAT on school fees or remove charitable status in the immediate to short term.

The School withdrew from TPS on 31 August 2020, which addressed the risk identified in 2018/19, of increases in the employers' contributions to TPS being unaffordable beyond the immediate term. The Board had previously identified Brexit as a risk, but this has become a reality in the year, although the impact on the School is currently assessed as minimal. The School has increased school fees by 2% from 1 September 2021 to cover forecast increases in inflation. The Board will continue to monitor whether Brexit

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

increases the current inflation forecasts although this is uncertain at this point in time. The Board will continue to monitor all other political risks, including the Government's response to COVID-19, which could influence the future funding strategies for the School.

Health and Safety is always a significant area for risk management and the risks range from fire and infrastructure failures, to personal risks (most notably when pupils are away from the School on trips). The School utilises external specialists to assist in ensuring that health and safety policies and practices are routinely reviewed, refined and implemented. The School agreed to change its advisers on 1 September 2020 from In House to Assurity Consulting, and as soon as it is able, Assurity Consulting will conduct a Safe Schools Assessment. The School has responded promptly and effectively to ensure that the School is currently a COVID-19 "safe" environment and it will continue to adapt its Health and Safety policies to ensure that the school remains a safe environment for parents, pupils and staff.

The School subscribes to and uses the eduFocus developed Evolve system for evaluating the risks associated with trips, residential visits and visits abroad and there is on-going staff training in order to maintain a constant state of readiness for any eventuality. Although trips and residential visits were severely curtailed by COVID-19, there were no serious health and safety issues during the year.

The School's child protection and safeguarding policies are under continuous review and regular training is given to staff and Governors alike. The Staff is alert to any possible signs, which may indicate the existence of any potential risk in this regard. An "in-house" external expert provides advice and assistance with Child Protection and Safeguarding matters, and is available to counsel the girls and staff, if required. Again, COVID-19 has impacted the wellbeing of pupils and staff and everyone has had to adapt to changing signs of risk. There have been no serious incidents reported during the year under review.

Detailed consideration of day-to-day risk is delegated to the Headteacher and the Senior Leadership Team. Risks are identified, assessed, controls established, formally reviewed and reported to the Governors. The generic controls used by the School to minimise risk include:

- Detailed terms of reference together with formal agendas for Committee and Board activity;
- Comprehensive budgeting and management accounting and reporting;
- Established organisational structures and lines of reporting;
- Formal written policies which are reviewed regularly;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable;
- Assessment and monitoring of activities to ensure safe practices.

The Governors are satisfied that adequate systems are in place to mitigate the School's exposure to these risks.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

FUTURE PLANS

The School does not underestimate the challenges it will face in 2020/21 and it recognises the need for a strategy that: recovers from a pandemic, continues to increase pupil numbers, mitigates the impact of an potential economic downturn, reduces employment costs to a level consistent with the size of the school, and reduces overall expenditure while delivering excellent support to the School. The School will next review its strategy at a Board meeting in the autumn term 2021. In the meantime, it will focus on the following areas of the current Development Plan:

- Maintaining academic excellence and positive progress and attainment measures across all phases of the school. This is being achieved through robust tracking and use of appropriate intervention strategies. Smaller class sizes and excellent teaching facilitates the achievement of these objectives.
- Ensuring that the curriculum meets the needs of the current cohort and prepares girls for the future world into which they will emerge. This includes the use of digital technology as a tool for learning and a platform to enable creativity and solution focussed approaches.
- Developing skills required to operate in a post pandemic world including flexibility, adaptability and resilience.
- Supporting positive mental health and well-being.
- Re-establishing competitive sporting opportunities and adapting to restrictions and changes to competitive match play.
- Maintaining the scholarship provision to include a bespoke programme for the academically gifted and talented pupils, a sports performance programme for the Sports scholars and opportunities for scholars to interact with similar pupils in other schools through competitions and collaboration.
- Further consolidate the development of opportunities for activities during holidays such as activity camps.
- Increasing opportunities for students and staff to participate in enrichment and leadership opportunities will enable us to prepare future leaders.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors, who are also the directors of Little Bookham Manor House School for the purposes of company law, are responsible for preparing the Annual Report and the financial statements and have elected to do so in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Under company law the Governors 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 charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

- select the most appropriate accounting policies and then apply them consistently;

LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020

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

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

Relevant Audit Information

Insofar as each of the Governors as Directors of the Company at the date of approval of this report are aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Governor has taken all the steps that he or she should have taken as a member of the Governing Body in order to make himself or herself aware of the relevant audit information and to establish that the Company's auditor is aware of that information.

Approved by the Governing Body of Little Bookham Manor House School on 10 May 2021, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



G Sims-Brassett
(Chair of Governors)

**LITTLE BOOKHAM MANOR HOUSE SCHOOL
ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2020**



Independent Auditor's Report to the Trustees of Little Bookham Manor House School

Opinion

We have audited the financial statements of Little Bookham Manor House School for the year ended 31 August 2020, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 - The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless

the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

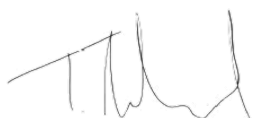
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's Trustees, 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 Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed



Tim Redwood

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

Date: 11th June 2021

LITTLE BOOKHAM MANOR HOUSE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2020

		Unrestricted Funds	
		2020	2019
		£	£
	Notes		
Income and endowments from:			
Donations and legacies	2	1,800	5,490
Charitable activities	3	4,029,194	4,347,187
Other trading activities	4	23,136	9,333
Investments	5	4,033	7,573
Total		4,058,163	4,369,583
 Expenditure on:			
Raising funds	6 & 7	(2,450)	(2,382)
Charitable activities	6	(4,146,573)	(4,354,507)
Total		(4,149,023)	(4,356,889)
 Net expenditure		(90,860)	12,694
Transfer between funds		-	-
18			
Net movement in funds		(90,860)	12,694
 Reconciliation of funds:			
Total funds brought forward		3,741,044	3,728,350
Total funds carried forward		3,650,184	3,741,044

The Statement of Financial Activities, incorporating an Income and Expenditure Account, represents the total unrestricted and restricted income and expenditure and its presentation is required under the Companies Act 2006.

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL

BALANCE SHEET

AS AT 31 AUGUST 2020

	Notes	2020 £	2019 £
Fixed assets:			
Tangible assets	9	3,103,356	3,192,441
Total fixed assets		3,103,356	3,192,441
Current assets:			
Debtors	10	214,569	122,603
Cash at bank and in hand		824,836	1,278,290
Total current assets		1,039,405	1,400,893
Liabilities:			
Creditors: Amounts falling due within one year	11	(491,244)	(850,957)
		548,161	549,936
Total assets less current liabilities		3,651,517	3,742,377
Creditors: Amounts falling due after one year	12	(1,333)	(1,333)
Total net assets		3,650,184	3,741,044
The funds of the charity:			
Restricted funds	18	-	-
Unrestricted funds	18	3,650,184	3,741,044
Total charity funds		3,650,184	3,741,044

These financial statements were approved by the Governing Body on 10 May 2021 and were signed on its behalf by:



G Sims-Brassett

(Chair of Governors)

Little Bookham Manor House School - Company No. 00719947

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	£	2020 £	2019 £
Cash flows from operating activities:				
Net cash used in operating activities	(i)		<u>(404,158)</u>	<u>343,090</u>
Cash flows from investing activities:				
		(52,589)	(53,601)	
Payments for tangible fixed assets				
Proceeds on sale of tangible fixed assets		0	2,498	
Investment income and bank interest received		<u>4,033</u>	<u>7,573</u>	
Net cash used in investing activities			<u>(48,556)</u>	<u>(43,530)</u>
Cash flows from financing activities:				
Finance costs paid		<u>(744)</u>	<u>(383)</u>	
Net cash used in financing activities			<u>(744)</u>	<u>(383)</u>
Change in cash and cash equivalents in the reporting period			(453,458)	299,177
Cash and cash equivalents at the beginning of the reporting period			1,278,294	979,117
Cash and cash equivalents at the end of the reporting period	(ii)		<u>824,836</u>	<u>1,278,294</u>

The notes on pages 25 to 40 form part of these financial statements

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2020

(i) Reconciliation of net income to net cash flow from operating activities

	2020	2019
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	(90,860)	12,964
Adjustments for:		
Depreciation charges	141,674	141,970
Finance costs paid	744	383
Investment income and bank interest	(4,033)	(7,573)
(Profit)/Loss on sale of fixed assets	0	(2,498)
Decrease/(Increase) in debtors	(91,966)	22,297
(Decrease)/Increase in trade and other creditors	(364,467)	181,236
Increase in parents' deposits	4,750	3,125
(Decrease)/Increase in provision for leave due but not taken	0	(8,544)
	(313,298)	330,396
Net cash used in operations	(404,158)	343,360

(ii) Analysis of cash and cash equivalents

	2020	2019
	£	£
Cash at bank and in hand	824,836	1,278,294

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 2015.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates. The accounts are drawn up on the historical cost basis of accounting.

Having reviewed the funding facilities available to the School, its response to COVID-19, the establishment of a new pension scheme for the teachers, the expected on-going demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability in the short term. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

The accounts present the statement of financial activities (SOFA), the cash flow statement and the balance sheet.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee with no share capital. It was incorporated on 30 March 1962 (company number: 00719947) and registered as a charity on 29 August 1962 (charity number: 312063).

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1. ACCOUNTING POLICIES (CONTINUED)

1.1 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees are accounted for in the period in which the service is provided.

1.2 Investment income

Investment income from bank balances and interest bearing deposits are accounted for on an accruals basis.

1.3 Donations, legacies, grants and other income

Other income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Other income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

1.4 Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expenditure to which it relates. Expenditure is allocated to specific cost categories. Should the need arise, expenditure attributable to more than one cost category in the SoFA would be apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate.

1.5 Tangible fixed assets

Expenditure on the acquisition of fixed assets with an individual cost in excess of £3,000 is capitalised and carried in the balance sheet at historical cost. ICT equipment with an individual cost in excess of £300 is capitalised at cost as these items are usually an extension of the utilisation of the School's network and they require greater safeguarding. Other expenditure on equipment incurred in the normal day-to-day running of the School is charged to the Statement of Financial Activities as incurred.

1.6 Depreciation

Depreciation is provided at annual rates designed to write off the cost of all relevant tangible fixed assets over their estimated useful lives. Rates used on the straight-line basis are:

Land	Nil
Freehold property	
Buildings	2.00%
Swimming pool	10.00%
Tennis/Netball courts	7.30%
Plant and machinery	10.00%

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1. ACCOUNTING POLICIES (CONTINUED)

Motor vehicles	20.00%
Computer equipment	33.33%

1.7 Financial instruments

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

1.8 Financial leases/hire purchase agreements

Assets purchased under a financial lease, which transfers ownership of the asset to the School at the end of the lease period, with or without a small transfer of ownership fee, or under a hire purchase agreement are capitalised at cost. These assets are included in the School's tangible fixed assets and are depreciated at the rates detailed in note 1.6 above.

The hire purchase/finance lease creditor is included in accounts payable at the initial amount borrowed less capital repayments made thereafter. Finance charges are written off over the term of the agreement using the sum of digits method.

1.9 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.10 Pension costs

Retirement benefits to employees of the School are provided through three pension schemes, a defined benefit and two defined contribution schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

- (a) The Teachers' Pension Scheme: This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, the School accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

- (b) The People's Pension: This is a defined contribution group personal pension plan for the School's support staff. Employer's pension costs are charged in the period in which the salaries to which they relate are payable. During the year, the support staff pension plan with
- (c) The National Employment Savings Trust (NEST): This alternative fund for the School's support staff is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use.

	2020	2019
	£	£
2. DONATIONS AND LEGACIES		
Grants, donations and sundry income		
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	-	-
Sundry Income and Small Donations	<u>1,800</u>	<u>5,490</u>
	<u>1,800</u>	<u>5,490</u>
3. CHARITABLE ACTIVITIES		
Fees receivable		
School fees	4,117,800	4,442,231
Scholarships, bursaries and allowances	<u>(423,352)</u>	<u>(384,841)</u>
	<u>3,694,448</u>	<u>4,057,390</u>
Other income		
Commissions and other income	-	-
Extras	169,763	281,011
Other Grant Income (Furlough)	158,933	-
Registration fees	6050	6,288
Profit/(Loss) on disposal of fixed assets	<u>-</u>	<u>2,498</u>
	<u>334,746</u>	<u>289,797</u>
	<u>4,029,194</u>	<u>4,347,187</u>

Scholarships, bursaries and allowances were awarded to 85 pupils (2019: 86). These awards included means-tested bursaries of £120,273 for 18 pupils (2019: £127,352 for 17 pupils).

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

				2020 £	2019 £
4. OTHER TRADING ACTIVITIES					
Other Activities					
Fees on late payment of school fees				-	-
Hire of facilities				21,996	7,798
Rental income				1,140	1,535
				<u>23,136</u>	<u>9,333</u>
5. INVESTMENTS					
				2020 £	2019 £
Bank and Other Interest					
Bank interest				<u>4,033</u>	<u>7,573</u>
6. ANALYSIS OF EXPENDITURE					
Total					
	Staff costs (note 8) £	Deprecia tion (note 9) £	Other costs £	Total 2020 £	Total 2019 £
Raising funds					
Cost of other activities	-	-	774	774	383
Financing costs (note 7)	-	-	1,676	1,676	1,999
Total costs of raising funds	<u>-</u>	<u>-</u>	<u>2,450</u>	<u>2,450</u>	<u>2,382</u>
Charitable activities					
Education					
Teaching	2,173,208	24,126	262,405	2,459,739	2,649,651
Welfare	136,903	16,633	244,798	398,334	458,921
Premises and maintenance	339,720	100,603	265,291	705,614	722,257
Support costs and governance	358,321	312	224,253	582,886	523,678
Total expenditure on charitable activities	<u>3,008,152</u>	<u>141,674</u>	<u>996,747</u>	<u>4,146,573</u>	<u>4,354,507</u>
Total expended	<u>3,008,152</u>	<u>141,674</u>	<u>996,747</u>	<u>4,146,573</u>	4,354 507

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

	2020	2019
	£	£
Governance included in support costs:		
Remuneration paid to auditor for audit services	15,760	15,300
Payments to the auditor for other services	3,050	838
	<u>18,810</u>	<u>16,138</u>

No travel or other expenses were claimed by any Governors in their capacity as Governors (2019: £0).

The other payments to the auditor were for taxation compliance services and the audit and certification of the School's annual return to the Teachers' Pension Scheme. All of these payments are inclusive of VAT.

	2020	2019
	£	£
7. FINANCE AND OTHER COSTS		
Finance charges – Hire purchase creditor(note 14)	774	383
Other costs	1,676	1,999
	<u>2,450</u>	<u>2,382</u>

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

Salaries	2, 416,962	2,460,281
National Insurance	218,444	234,490
Other pension Costs	372,746	301,677
	<u>3,008,152</u>	<u>2,996,448</u>

Number of higher paid employees in bands of:

£60,001 to £ 70,000	1	0
£70,001 to £ 80,000	1	1
£80,001 to £ 90,000	0	0
£90,000 to £100,000	<u>1</u>	<u>1</u>

None of the Governors received any remuneration, reimbursement or other benefits from Little Bookham Manor House School. The aggregate amount of employee benefits of key management personnel comprising the School's Senior Leadership Team (Headteacher, Deputy Headteacher, Head of Prep School, Heads of Key Stages 3 & 4, Bursar and Marketing Manager) amounted to £540,628 (2019: £532,079). There were no termination payments effected during the year (2019: Nil). Pension contributions to a defined benefit pension scheme in respect of two employees who

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

earned in excess of £60,000 during the year amounted to £37,573 (2019: £26,189). Pension contributions to a defined contribution pension scheme in respect of one employees who earned in excess of £60,000 during the year amounted to £6210 (2019: 0).

The average number of the School's employees during the year was 93 (2019: 95).

9. TANGIBLE ASSETS

	Freehold Property £	Plant & Machinery £	Motor Vehicles £	Computer Equipment £	TOTAL £
Cost (or valuation)					
At 01/09/2019	4,198,236	260,127	166,667	267,509	4,892,539
Additions	26,646	8,521	-	17,422	52,589
Disposals	-	-	-	-	-
At 31 August 2020	4,224,882	268,648	166,667	284,931	4,945,128
Depreciation					
At 01/09/2019	1,165,556	190,388	110,115	234,039	1,700,098
Charge for the year	80,832	16,550	21,397	22,895	141,674
Disposals	-	-	-	-	-
At 31 August 2020	1,246,388	206,938	131,512	256,934	1,841,772
Net book value					
At 31 August 2020	2,978,494	61,710	35,155	27,977	3,103,356
At 31 August 2019	3,032,680	69,739	56,552	33,470	3,192,441

Land with a value of £425,000 (2019: £425,000), which is included in freehold property is not depreciated.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

The School created a new medical room and examination office and erected additional fencing within the School for increased security. It renewed some of its IT assets including laptops, projectors and iPads, and it relocated Admissions and Marketing into refurbished offices. The School has one lease remaining on one of its minibuses in favour of Bibby Financial Services. Depreciation of £4,880 was charged on the minibus during the year under review and the minibus has a net book value of £10,979.

All tangible fixed assets are held for use on charitable activities.

	2020 £	2019 £
10. DEBTORS		
Fees and extras	87,354	87,689
Other debtors	6,445	6,445
Other prepayments and accrued income	120,770	28,469
	214,569	122,603

All debtors are due within one year with the exception of £6,445 (2019: £6,445) in other debtors which are due after more than one year

	2020 £	2019 £
11. CREDITORS: amounts falling due within one year		
Deposits from parents (see note below)	208,395	203,645
Fees received from parents in advance of term	64,352	392,567
Trade creditors	41,311	88,671
Hire purchase creditors (note 13)	1,333	5,325
Taxation and social security	52,459	56,228
Pensions	43,441	38,525
Provision for leave due but not taken	3,943	3,943
Other creditors	37,100	25,773
Accruals	38,906	36,280
	491,240	850,957

It is anticipated that deposits from parents in respect of pupils who are not yet in their final year of study at the School amounting to £180,395 (2019: £180,145) are likely to fall due within a period which is greater than one year.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Summary of movements in deferred income:

	2020	2019
	£	£
Fees received from parents in advance of term		
Balance at the beginning of the year	392,567	198,716
Recognised as income during the year	(392,567)	(198,716)
Received for 2019/20	64,352	392,567
Balance at the end of the year	64,352	392,567

12. CREDITORS: amounts falling due after more than one year

	2020	2019
	£	£
Hire purchase creditors (note 13)	-	1,333
Other creditors	-	-
	<u>-</u>	<u>1,333</u>

13. FINANCE LEASE – HIRE PURCHASE CREDITORS

Secured:	2020	2019
	£	£
Bibby Leasing Limited (iii)	6,100	8,594
		7,632
Less: deferred finance charges	(775)	(967)
	5,325	6,665
Falling due within one year (note 11)		
Hire purchase creditors	1,526	6100
Deferred finance charges	(193)	(775)
	1,333	5,325
Falling due in more than one year (note 12)		
Hire purchase creditors	-	1,526
Deferred finance charges	-	(193)
	<u>-</u>	<u>1,333</u>
	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

The hire purchase creditor is due 36 monthly instalments of £509 of which 3 payments were outstanding at the end of the year under review. An annual administration fee of £60 and an option to purchase fee of £180 at the end of the contract are payable and will be written off as an expense when paid.

Finance charges of £744 were expensed during the year (2019: £383) (note 7)).
The hire purchase agreement is secured as follows (note 9):

	2020	2019
	£	£
A motor vehicle with a net book value of	10,979	15,859
	<u>10,979</u>	<u>15,859</u>

14. OPERATING LEASE COMMITMENTS

At 31 August the School had commitments under non-cancellable operating leases expiring as follows in respect of items classified as Plant and Machinery:

	2020	2019
	£	£
Within one year	12,651	12,651
Between two and five years	9,488	22,141
	<u>22,139</u>	<u>34,792</u>

Lease payments of £12,651 (2019: £12,651) were recognised as an expense during the year.

15. CAPITAL COMMITMENTS

Capital expenditure approved by the Board of Governors but not provided for in the financial statements at 31 August:

Contracted for	7,447	26,476
Not contracted for	79,695	79,695
	<u>87,142</u>	<u>106,171</u>

16. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

The School held no endowments or restricted funds during the year under review or at balance sheet date.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources that are available for the general purposes of the School.

17. MOVEMENT IN FUNDS FOR THE YEAR

	Balance 01/09/2019	Income	Expenditure	Balance 31/08/2020
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	3,741,044	4,058,163	(4,149,023)	3,650,184
	<u>3,741,044</u>	<u>4,058,163</u>	<u>(4,149,023)</u>	<u>3,650,184</u>

	Balance 01/09/2018	Income	Expenditure	Balance 31/08/2019
	£	£	£	£
Restricted Funds	-	-	-	-
Unrestricted Funds	3,728,350	4,369,583	(4,356,889)	3,741,044
	<u>3,728,350</u>	<u>4,369,583</u>	<u>(4,356,889)</u>	<u>3,741,044</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 31/08/2020
	£	£	£
Tangible fixed assets	-	3,103,356	3,103,356
Net current assets	-	548,161	548,161
Long term liabilities	-	(1,333)	(1,333)
	<u>-</u>	<u>3,650,184</u>	<u>3,650,184</u>

	Restricted	Unrestricted	Total 31/08/2019
	£	£	£
Tangible fixed assets	-	3,192,441	3,192,441
Net current assets	-	549,936	549,936
Long term liabilities	-	(1,333)	(1,333)
	<u>-</u>	<u>3,741,044</u>	<u>3,741,044</u>

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

19. PENSION SCHEMES

Retirement benefits to the School's employees are provided through a defined benefit scheme and two defined contribution schemes, which are funded by the School's and employees' contributions.

Defined benefit scheme

The School participated in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £324,170 (2019: £241,012) and at the year-end £36,996 (2019 - £31,185) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020. As a result of the consultation, the government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021. In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation. Until the cost cap mechanism review is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension cost is included in these financial statements.

The School withdrew from the TPS on 31 August 2020.

Defined contribution schemes

The People's Pension is a multi-employer defined contribution occupational pension scheme that has master trust status. Basic contributions are 6% for the employee and 9% for the employer. The employer's contributions are charged in the Statement of Financial Activities in the period in which salaries to which they relate are due. The employer's contributions in the year amounted to £47,463 (2019: £55,131) and at year-end there was £5,962 (2019: £6,827) accrued in respect of contributions to this scheme.

The National Employment Savings Trust (NEST) provides the School's support staff with an alternative to The People's Pension. NEST is a workplace pension scheme set up by the government specifically for auto enrolment. The scheme is currently free for employers to use. Contributions rose from 1% by the employee and 1% by the employer to 3% from the employee and 2% from the employer from 6 April 2018. The employer's contributions in the year amounted to £2,757 (2019: £2,213) and at year-end £513 (2019: £512) accrued in respect of contributions to the scheme.

20. SUBSIDIARIES AND RELATED PARTIES

The School has no subsidiaries. The Friends of Manor House School (FOMHS) (Registered Charity No.1129072) is a charity set up and operated independently of the School by parents of past and present Manor House School pupils. FOMHS carry out fund-raising activities to assist the School with various projects for the benefit of pupils

LITTLE BOOKHAM MANOR HOUSE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

	2020	2019
	£	£
Related party transactions during the year		
Friends of Manor House School		
- Donations received	0	0

The School has received no donations from FOMHS during the year under review, although FOMHS Committee has approved donations, which will be received in 2020/21



**A love of learning
Academic excellence
Unforgettable experiences**

**Happy and healthy
Individual challenge
Creative and collaborative**

Future leaders

"To Love is to Live"

Manor House School
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