

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
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FOR THE YEAR ENDED 31 AUGUST 2021**

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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.

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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.

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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,

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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

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- 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

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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

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	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%

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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.

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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

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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

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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

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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

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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.

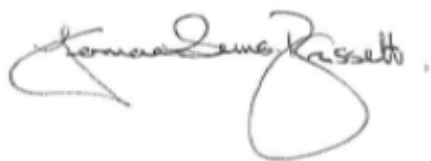
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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2021

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
	789,551	(313,298)
Net cash used in operations	737,192	(404,158)

(ii) Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	1,412,785	824,836

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.

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