

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**

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# 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**

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**BANKERS**

Lloyds TSB Bank PLC, PO Box 18436, 2<sup>nd</sup> 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](http://www.manorhouseschool.org)

[www.twitter.com/manorhseschool](https://www.twitter.com/manorhseschool)

[www.facebook.com/manorhseschool](https://www.facebook.com/manorhseschool)

## **LITTLE BOOKHAM MANOR HOUSE SCHOOL**

### **ANNUAL REPORT OF THE GOVERNORS**

### **YEAR ENDED 31 AUGUST 2022**

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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.

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**ANNUAL REPORT OF THE GOVERNORS (CONTINUED)**  
**YEAR ENDED 31 AUGUST 2022**

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### **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.

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**ANNUAL REPORT OF THE GOVERNORS (CONTINUED)**  
**YEAR ENDED 31 AUGUST 2022**

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- **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**

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**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**

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## **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.

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**ANNUAL REPORT OF THE GOVERNORS (CONTINUED)**  
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### **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

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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.

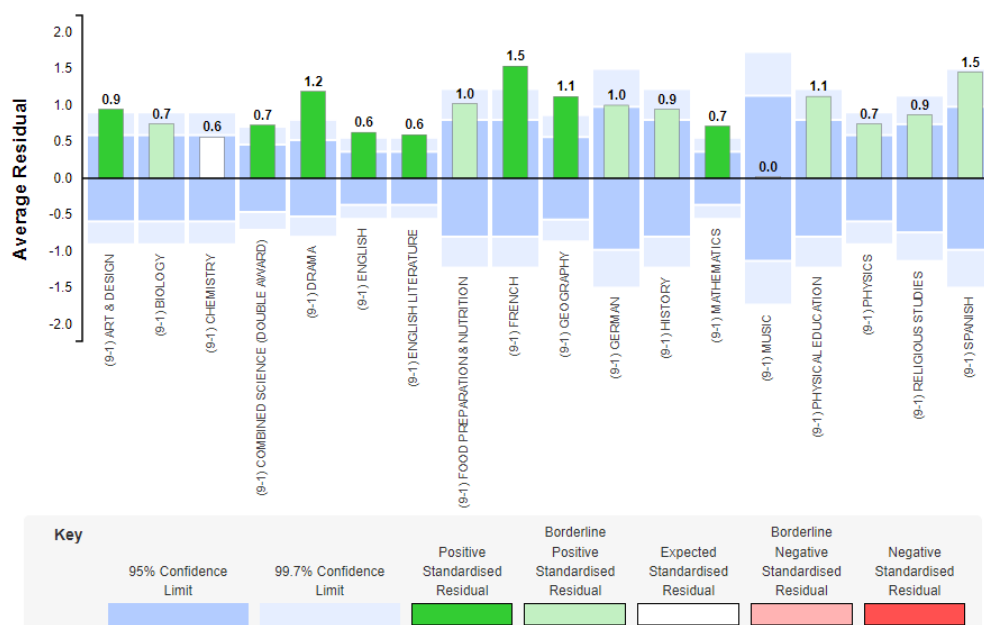
	2022	2021	2020	2019
<b>9</b>	<b>13%</b>	24%	21%	16%
<b>9-8</b>	<b>33%</b>	48%	42%	38%
<b>9-7</b>	<b>52%</b>	65%	65%	56%
<b>9-6</b>	<b>78%</b>	85%	86%	73%
<b>9-5</b>	<b>93%</b>	96%	96%	88%
<b>9-4</b>	<b>99%</b>	100%	100%	97%
<b>9-3</b>	<b>100%</b>	100%	100%	100%

### 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

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<b>Prime Areas</b>	% 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
<b>Specific Areas</b>	% 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%

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**ANNUAL REPORT OF THE GOVERNORS (CONTINUED)**  
**YEAR ENDED 31 AUGUST 2022**

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**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.



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**ANNUAL REPORT OF THE GOVERNORS (CONTINUED)**  
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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 3<sup>rd</sup> 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 1<sup>st</sup> place



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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

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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,

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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**

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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**

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- 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**

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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](http://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**

		<b>Unrestricted Funds</b>	
		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
	Notes		
<b>Income and endowments from:</b>			
Donations and legacies	2	<b>929</b>	31,715
Charitable activities	3	<b>4,301,879</b>	4,030,637
Other trading activities	4	<b>34,324</b>	9,040
Investments	5	<b>408</b>	290
<b>Total</b>		<b>4,337,540</b>	4,071,682
<b>Expenditure on:</b>			
Raising funds	6 & 7	<b>(1,568)</b>	(2,048)
Charitable activities	6	<b>(4,179,472)</b>	(4,121,993)
<b>Total</b>		<b>(4,181,040)</b>	(4,124,041)
<b>Net expenditure</b>		<b>156,500</b>	(52,359)
Transfer between funds	15	-	-
<b>Net movement in funds</b>		<b>156,500</b>	(52,359)
<b>Reconciliation of funds:</b>			
Total funds brought forward		<b>3,597,825</b>	3,650,184
<b>Total funds carried forward</b>		<b>3,754,325</b>	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 £
<b>Fixed assets:</b>			
Tangible assets	9	<b>3,211,986</b>	3,118,476
Total fixed assets		<b>3,211,986</b>	3,118,476
<b>Current assets:</b>			
Debtors	10	<b>168,178</b>	180,972
Cash at bank and in hand		<b>1,353,227</b>	1,412,785
Total current assets		<b>1,521,405</b>	1,593,757
<b>Liabilities:</b>			
Creditors: Amounts falling due within one year	11	<b>(979,066)</b>	(1,114,408)
		<b>542,339</b>	479,349
Total assets less current liabilities		<b>3,754,325</b>	3,597,825
Creditors: Amounts falling due after one year	11	-	-
<b>Total net assets</b>		<b>3,754,325</b>	3,597,825
<b>The funds of the charity:</b>			
Restricted funds	15	-	-
Unrestricted funds	15	<b>3,754,325</b>	3,597,825
<b>Total charity funds</b>		<b>3,754,325</b>	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 £
<b>Cash flows from operating activities:</b>				
Net cash used in operating activities	(i)		<u>156,035</u>	<u>737,192</u>
<b>Cash flows from investing activities:</b>		(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>	
<b>Net cash used in investing activities</b>			<u>(215,593)</u>	<u>(148,805)</u>
<b>Cash flows from financing activities:</b>				
Finance costs paid		<u>-</u>	<u>(439)</u>	
<b>Net cash used in financing activities</b>			<u>-</u>	<u>(439)</u>
Change in cash and cash equivalents in the reporting period			<b>(59,558)</b>	(587,949)
Cash and cash equivalents at the beginning of the reporting period			<b>1,412,785</b>	824,836
Cash and cash equivalents at the end of the reporting period	(ii)		<u><b>1,353,227</b></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>
<b>Net cash used in operations</b>	<u><b>156,035</b></u>	<u><b>(737,192)</b></u>

**(ii) Analysis of cash and cash equivalents**

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



## LITTLE BOOKHAM MANOR HOUSE SCHOOL

### NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### 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

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#### **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

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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.

	<b>2022</b>	2021
	<b>£</b>	£
<b>2. DONATIONS AND LEGACIES</b>		
<b>Grants, donations and sundry income</b>		
The following sundry income and unrestricted donations were received from voluntary sources:		
Friends of Manor House School	<b>929</b>	31,715
Sundry Income and Small Donations	-	-
	<b>929</b>	31,715
<b>3. CHARITABLE ACTIVITIES</b>		
<b>Fees receivable</b>		
School fees	<b>4,561,095</b>	4,369,417
Scholarships, bursaries and allowances	<b>(491,476)</b>	(537,270)
	<b>4,069,619</b>	3,832,147
<b>Other income</b>		
Commissions and other income	-	-
Extras	<b>222,660</b>	148,846
Other Grant Income (Furlough)	-	40,945
Registration fees	<b>9600</b>	7,300
Profit/(Loss) on disposal of fixed assets	-	-
	<b>232,260</b>	198,490
	<b>4,301,879</b>	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 £
<b>4. OTHER TRADING ACTIVITIES</b>		
Hire of facilities	34,324	8,890
Rental income	0	150
Total	<u>34,324</u>	<u>9,040</u>

	2022 £	2021 £
<b>5. INVESTMENTS</b>		
<b>Bank and Other Interest</b>		
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 £
<b>Raising funds</b>					
Cost of other activities	-	-	-	-	439
Financing costs (note 7)	-	-	1,568	1,568	1,609
<b>Total costs of raising funds</b>	<u>-</u>	<u>-</u>	<u>1,568</u>	<u>1,568</u>	<u>2,048</u>
<b>Charitable activities</b>					
<b>Education</b>					
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
<b>Total expenditure on charitable activities</b>	<u>2,817,765</u>	<u>122,491</u>	<u>1,239,216</u>	<u>4,179,472</u>	<u>4,121,993</u>
<b>Total expended</b>	<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**

	<b>2022</b>	2021
	<b>£</b>	£
<b>Governance included in support costs:</b>		
Remuneration paid to auditor for audit services	<b>17,060</b>	15,760
Payments to the auditor for other services	<b>3,555</b>	6,920
	<b><u>20, 615</u></b>	<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.

	<b>2022</b>	2021
	<b>£</b>	£
<b>7. FINANCE AND OTHER COSTS</b>		
Finance charges – Hire purchase creditor(note 14)	-	439
Other costs	<b>1,568</b>	1609
	<b><u>1,568</u></b>	<u>2,048</u>

**8. STAFF COSTS AND RELATED PARTY TRANSACTIONS**

Salaries	<b>2, 417,070</b>	2,466,017
National Insurance	<b>218,444</b>	218,444
Other pension Costs	<b>182,251</b>	188,832
	<b><u>2,817,765</u></b>	<u>2,873,293</u>

Number of higher paid employees in bands of:

£60,001 to £ 70,000	<b>1</b>	1
£70,001 to £ 80,000	<b>1</b>	1
£80,001 to £ 90,000	<b>0</b>	0
£90,000 to £100,000	<b><u>1</u></b>	<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**

	<b>Freehold Property £</b>	<b>Plant &amp; Machinery £</b>	<b>Motor Vehicles £</b>	<b>Computer Equipment £</b>	<b>TOTAL £</b>
<b>Cost (or valuation)</b>					
At 01/09/2021	4,365,181	268,648	166,667	293,726	<b>5,094,222</b>
Additions	115,542	71,194	-	29,265	<b>216,001</b>
Disposals	-	-	(21,465)	-	<b>(21,465)</b>
<b>At 31 August 2022</b>	<b>4,480,723</b>	<b>339,842</b>	<b>145,202</b>	<b>322,991</b>	<b>5,288,758</b>
<b>Depreciation</b>					
At 01/09/2021	1,324,551	224,411	150,375	276,409	<b>1,975,746</b>
Charge for the year	80,631	17,019	10,949	13,891	<b>122,490</b>
Disposals	-	-	(21,464)	-	<b>(21,464)</b>
<b>At 31 August 2022</b>	<b>1,405,182</b>	<b>241,430</b>	<b>139,860</b>	<b>290,300</b>	<b>2,076,772</b>
<b>Net book value</b>					
<b>At 31 August 2022</b>	<b>3,075,541</b>	<b>98,412</b>	<b>5,342</b>	<b>32,691</b>	<b>3,211,986</b>
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.

	<b>2022</b>	2021
	<b>£</b>	£
<b>10. DEBTORS</b>		
Fees and extras	<b>117,115</b>	111,963
Other debtors	<b>6,445</b>	6,445
Other prepayments and accrued income	<b>44,618</b>	62,564
	<b><u>168,178</u></b>	<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

	<b>2022</b>	2021
	<b>£</b>	£
<b>11. CREDITORS: amounts falling due within one year</b>		
Deposits from parents (see note below)	<b>223,870</b>	227,306
Fees received from parents in advance of term	<b>447, 112</b>	611,846
Trade creditors	<b>158,361</b>	149,825
Hire purchase creditors (note 13)	-	-
Taxation and social security	<b>59,982</b>	57,648
Pensions	<b>29,923</b>	30,507
Provision for leave due but not taken	<b>3,943</b>	3,943
Other creditors	<b>5,693</b>	1,224
Accruals	<b>50182</b>	32,109
	<b><u>979,066</u></b>	<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:**

	<b>2022</b>	2021
	<b>£</b>	£
Fees received from parents in advance of term		
Balance at the beginning of the year	<b>611,846</b>	64,352
Recognised as income during the year	<b>(611,846)</b>	(64,352)
Received for 2021/22	<b>447,112</b>	611,846
Balance at the end of the year	<b>447,112</b>	611,846

**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:

	<b>2022</b>	2021
	<b>£</b>	£
Within one year	<b>40,468</b>	15,940
Between two and five years	<b>137,962</b>	55,790
	<b>178,430</b>	71,730

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	<b>4,337,540</b>	<b>(4,181,040)</b>	<b>3,754,325</b>
	<u>3,597,825</u>	<u><b>4,337,540</b></u>	<u><b>(4,181,040)</b></u>	<u><b>3,754,325</b></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	-	<b>3,211,986</b>	<b>3,211,986</b>
Net current assets	-	<b>542,339</b>	<b>542,339</b>
Long term liabilities	-	-	-
	<u>-</u>	<u><b>3,754,325</b></u>	<u><b>3,754,325</b></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**

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## **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**

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**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.

	<b>2022</b>	2021
<b>Related party transactions during the year</b>	<b>£</b>	£
Friends of Manor House School		
- Donations received	<b>929</b>	31,715



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

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

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