

Company No. 00719947

Registered in England

Charity No. 312063



LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023



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

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LITTLE BOOKHAM MANOR HOUSE SCHOOL

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 AUGUST 2023

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

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

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

(1) Education Committee

(2) Finance & Estates' Committee

(3) Health & Safety Committee

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

(5) Remuneration Committee

(6) Board of Governors

OFFICERS

Mr AM Ellison

Clerk to the Governors, Company Secretary

EXECUTIVE OFFICERS

Ms T Fantham

Headteacher

Mr S Hillier

Deputy Head

Mr AM Ellison

Bursar

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

PRINCIPAL ADDRESS AND REGISTERED OFFICE

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

AUDITORS

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

BANKERS

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

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

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

HEALTH AND SAFETY

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

WEBSITES AND SOCIAL MEDIA

www.manorhouseschool.org

www.twitter.com/manorhseschool

www.facebook.com/manorhseschool

LITTLE BOOKHAM MANOR HOUSE SCHOOL

ANNUAL REPORT OF THE GOVERNORS

YEAR ENDED 31 AUGUST 2023

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

REFERENCE AND ADMINISTRATIVE INFORMATION

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

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

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

Governing Body

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

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

Recruitment and training of Governors

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

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

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

Organisational management

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

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

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

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

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

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

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

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

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

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

Related parties

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

Employment policy

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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

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

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



CHARITABLE OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

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

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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
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Mission statement

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

Intended impact

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

Aims

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

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

Public benefit

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

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

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

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

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

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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2023

STRATEGIC REPORT

Review of achievements and performance for the year

Examination performance

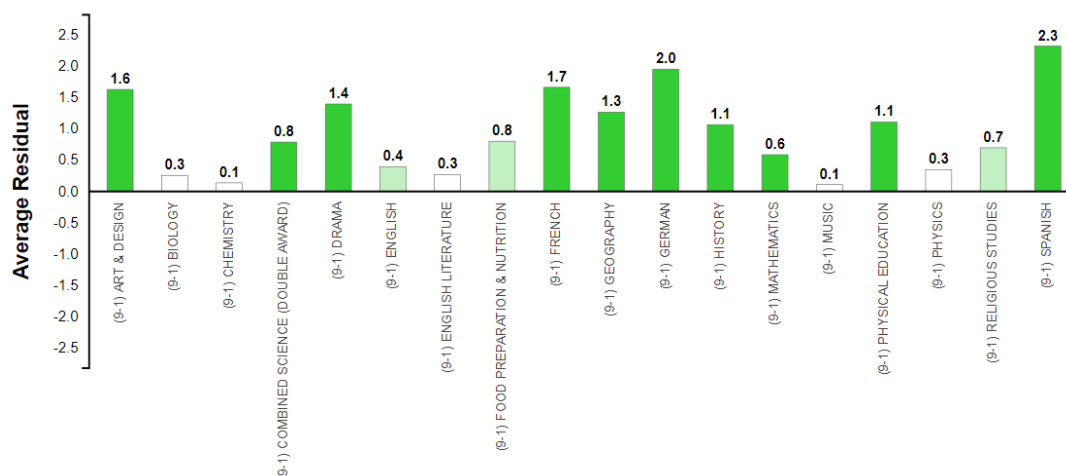
Table 1: Y11 GCSEs 2019-2023

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

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

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

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



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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)

YEAR ENDED 31 AUGUST 2023

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

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

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

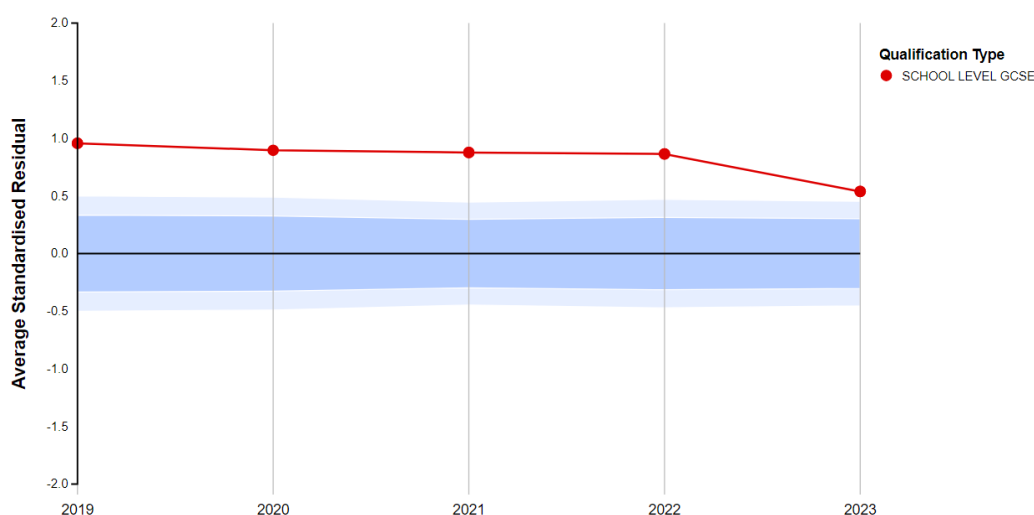


Table 4: Value Added Outcomes by Groups (SEND & EAL)

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

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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
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Prep School Attainment Summary

End of Key Stage Two

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

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

EYFS Attainment trends

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

2022-23 EYFS results vs National

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

Extra-curricular activities

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



FINANCIAL REVIEW

Results for the year

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

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

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

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

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

Levels of Reserves, Reserves Policy and Financial Viability

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

PRINCIPAL RISKS AND UNCERTAINTIES

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

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ANNUAL REPORT OF THE GOVERNORS (CONTINUED)
YEAR ENDED 31 AUGUST 2023

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

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

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

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

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

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

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

FUTURE PLANS

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

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

Going Concern

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

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

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

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

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

Post Balance Sheet Events

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

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

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

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

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company, the incoming resources and application thereof, including the income and expenditure of the charitable company for the year under review. In preparing these financial statements, the Governors are required to:

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

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

Relevant Audit Information

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

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



G Sims-Brassett
(Chair of Governors)

24 April 2024

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



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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

compliance with all laws and regulations.

Use of our report

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

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



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

29 April 2024

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

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

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

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

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

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

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



G Sims-Brassett

(Chair of Governors)

Little Bookham Manor House School - Company No. 00719947

24 April 2024

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

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

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

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

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

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

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

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

(iii) Analysis of Net Debt

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

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

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

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

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

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

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

Critical accounting judgements and key sources of estimation uncertainty

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

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

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

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

LITTLE BOOKHAM MANOR HOUSE SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

1.1 Fees and similar earned income

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

1.2 Investment income

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

1.3 Donations, legacies, grants and other income

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

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

1.4 Expenditure

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

1.5 Tangible fixed assets

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

1.6 Depreciation

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

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

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

1.7 Financial instruments

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

1.8 Financial leases/hire purchase agreements

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

1.9 Operating leases

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

1.10 Pension costs

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

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

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

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

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

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

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

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

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

6. ANALYSIS OF EXPENDITURE

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

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

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

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

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

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

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

Number of higher paid employees in the bands of

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

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

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

9. TANGIBLE ASSETS

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

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

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

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

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

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

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

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

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

Summary of movements in deferred income:

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

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

12. OPERATING LEASE COMMITMENTS

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

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

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

13. FUNDS OF THE SCHOOL

Endowments and Restricted Funds

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

Unrestricted Funds

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

14. MOVEMENT IN FUNDS FOR THE YEAR

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

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

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

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

16. PENSION SCHEMES

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

The Aviva Pension Trust for Independent Schools

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

The People's Pension

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

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

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

The National Employment Savings Trust

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

17. SUBSIDIARIES AND RELATED PARTIES

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

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



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

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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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