BOX HILL SCHOOL TRUST LIMITED

England & Wales · Charity number 312082

Details

Other names	BOX HILL SCHOOL
Status	Registered
Legal form	Charitable company
Company number	00700927
Registered	1963-03-13
Register	View on the Charity Commission register

Contact

Address	Box Hill School London Road Mickleham Dorking RH5 6EA
Phone	01372385040
Email	enquiries@boxhillschool.com
Website	www.boxhillschool.com

Activities

Objects: THE OBJECTS FOR WHICH THE TRUST IS ESTABLISHED ARE TO PROMOTE THE ADVANCEMENT OF EDUCATION FOR THE BENEFIT OF THE PUBLIC AND IN CONNECTION WITH THAT OBJECT TO ACQUIRE, ESTABLISH, PROVIDE, CONDUCT AND CARRY ON RESIDENTIAL AND NON-RESIDENTIAL SCHOOLS IN WHICH BOYS AND GIRLS OF ALL SECTIONS OF THE COMMUNITY MAY RECEIVE A SOUND GENERAL EDUCATION

Activities: Box Hill School is an independent school in an international network. We are a member of Round Square and exist to teach boys and girls from many countries in accordance with Kurt Hahn's principles particularly relevant to today's society.

Downloaded from opencharities.uk/ew/312082

Classification

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

Geography

- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£9,994,948	£16,747,220	£0	133
2024-07-31	£11,013,346	£11,111,128	£6,752,272	148
2023-07-31	£10,566,230	£10,969,267	£6,850,054	131
2022-07-31	£9,860,060	£10,120,750	£7,253,091	130
2021-07-31	£8,870,910	£8,864,611	£7,513,781	125
2020-07-31	£9,476,338	£9,616,948	£7,507,482	143

Trustees

Name	Role	Appointed
Trevor JOHNSON	Chair	2016-02-22
Alan Horden		2019-09-30
Annabel Jane R Agace		2014-06-30
Calvin Man		2020-12-10
Christopher Townsend		2016-05-16
JAMES ANGUS EVANS		2014-06-30
Mark Whitby		2020-12-10
Patricia Savage		2019-08-12
Sarah Bilby		2020-12-10

Downloaded from opencharities.uk/ew/312082

Linked charities

- BOX HILL SCHOOL ENDOWMENT FUND (312082-1)
- THE FRIENDS OF BOX HILL SCHOOL (312082-2)

Downloaded from opencharities.uk/ew/312082

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082

INSPIRATIONAL
Box Hill School

BOX HILL SCHOOL TRUST LIMITED

TRUSTEES' REPORT AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2025

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 JULY 2025

CONTENTS **PAGE**

Trustees, Officers and Advisers	**2 - 3**
Annual Report of the Trustees	**4 - 17**
Independent Auditor's Report to the Members	**18 - 21**
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	**22**
Balance Sheet	**23**
Cash Flow Statement	**24**
Notes to the Financial Statements	**25 - 45**

CHARITY TRUSTEES, DIRECTORS AND GOVERNORS

The Trustees of Box Hill School Trust Limited ("the School") are the School's charity Trustees under charity law, the Directors of the charitable company under company law and were the Governors of the School for the period to 30 June 2025. Those who served in office as Trustees during the year are detailed below.

Trustee	Nominations	Finance and General Purpose	Education	Risk and Compliance	Business and Commercial
A Agace					✓
S Bilby	✓			✓	
J Evans	✓	✓			✓
I Gomes		✓			
A Horden		✓		✓	✓
T Johnson	✓				
P Keeling (resigned 21-01-26)			✓	✓	
C Man	✓		✓		
P Savage		✓			✓
C Townsend			✓		
M Whitby		✓			

During the year the activities of the Governing Body were carried out through five committees. The membership of these committees is shown for each Trustee.

The Honorary Patrons Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel currently and throughout the year)

Headmistress - H Robinson, BA, PGCE
COO & Clerk to the Trustees - S A Ansell FCCA, BSc Econ
Deputy Head (Academic) (from 1 September 2024) - C Bond BSc, PGCE
Deputy Head (Academic) (until 31 August 2024) - J Thomson BA, MA
Deputy Head (Pastoral) – K Cobb, BA, PGCE
Dir. of Marketing & Admissions - A Vernon BA(Hons)

Principal Office
RGS Surrey Hills (formerly Box Hill School)
Old London Road
Mickleham
Surrey
RH5 6EA

Independent Auditor	Kreston Reeves Audit LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank PLC 10-12 The Martletts Crawley West Sussex RH10 1ES
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.rgs-surreyhills.org

The Trustees of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2025 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charity for the year. The expressions Trustee, Governor and Director are used interchangeably in the Annual Report and Financial Statements.

On 30 May 2025, the Trustees entered into an agreement with Reigate Grammar School ("RGS") under which the charitable company's activities would be transferred to RGS. On 30 June 2025, all the charitable company's assets, other than its fixed asset investment in the subsidiary, were transferred at book value to RGS, its bank loans were repaid in full, and its remaining liabilities were also transferred to RGS at book value. Within RGS the activities of the School are now operating under the name of RGS Surrey Hills.

Following the transfer, and in accordance with the agreement, it is the intention of the Trustees to make plans for the orderly dissolution of the charitable company as soon as it is practicably possible to do so.

The following sections of this report are relevant for the charitable company for the year ended 31 July 2025 and all references to the School should be read as referring to the charitable company with the knowledge of the above transfer.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn. The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Trustees (further details)

T Johnson – Chair	Non-Executive Director
A Agace	Chartered Surveyor
S Bilby	Regional Managing Director
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
A Horden	Programme Director
P Keeling (resigned 21-01-26)	Retired NHS Executive Director
C Man	Consultant
P Savage	Healthcare Consultant
C Townsend	Headmaster Felsted School
M Whitby	Company Director

Members of the Trust

In addition to the Trustees, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Trustees once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Trustees. During the year all the Trustees plus the following were Members of the School company:

J Appleton	H Atwood	Dr R A S Atwood
J M Banfield	N A C Booth	J W S Chalker
Dr A M Dempsey	G Douglass	D Fallon
T Fox-Young	T G Knight	D Korn
D Malcolm-Green	C Mann	L McComish-Owen
M Pengilley	J Sharpley	M Sunter
Rev J R Taylor	J Turner	P M G Voller
J G Williams	G Shenton (died 10-06-25)	
R P J Sonneborn (resigned 03-06-25)		

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Trustees

Only persons approved by the Trustees of the School are eligible to be Members of the School company. The number of Trustees is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Trustees, the School's Governors, who meet at least four times in any one academic year. Details of Trustees are given on page four.

The School's elected Trustees are appointed at the Annual General Meeting of the Members of the School Company and are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Trustees will serve no more than 12 years in four terms of three years.

Induction and Training of Trustees

New Trustees are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Trustees attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All Trustees are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headteacher, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at the School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. The Registered Office of Round Square is Morgan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues.

Information of pension changes are communicated to staff electronically.

Staffing

At 30th June 2025, the date of the merger with RGS, the School employed a total of 79 members of academic staff and 73 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Trustees are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing).

The net book value of tangible fixed assets held at the date of the merger with RGS was £13,424,153, with related loans of £5,606,765, giving a net amount of £7,817,388 which was in excess of total funds of £6,358,713 as at the date of the merger. This shows that after taking into account the significant investment in the School's campus and buildings and associated loan financing there were no free reserves. This is common in independent schools which must finance their own capital investment.

Following the transfer of the activities and assets of the School, the Trustees do not consider it necessary to hold free reserves.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

STRATEGIC DIRECTION, OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and, in connection with that object, to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education. This sound general education has continued to flourish this academic year.

Mission Statement

"To create successful global citizens who will always make a difference in the world around them."

This mission is delivered through the School's commitment to the Round Square IDEALS—Internationalism, Democracy, Environmentalism, Adventure, Leadership and Service—ensuring that pupils develop the values, skills and personal qualities necessary to thrive in an interconnected and rapidly changing world. The School's charitable status ensures that surplus income is reinvested into enhancing provision, maintaining facilities and supporting pupils, thereby strengthening the long-term sustainability of the School's educational mission.

Intended Impact

Within its charitable framework, the School seeks to deliver a first-class academic and co-curricular education that enables every pupil to become the best version of themselves. This is achieved through strong teaching, robust pastoral care and a breadth of opportunities designed to develop academic attainment, character, leadership, teamwork and social responsibility. The intention is for pupils to leave the School as confident, reflective and compassionate young adults who make meaningful contributions to society.

Aims for the Public Benefit

Up to the date of the merger with RGS, the Trustees confirm that the School continued to meet its responsibility to provide public benefit, in line with the Charity Commission's guidance.

The core aims were:

- To establish strong, active partnerships between the School, parents, local communities and partner organisations.
- To offer an inclusive range of opportunities enabling each pupil to fulfil their potential within a framework of shared values and high expectations.
- To value and nurture each child as an individual, promoting self-worth, service to others and readiness for life beyond school.
- To ensure decisions reflect the Charity Commission's guidance on public benefit.

Primary Objectives

In support of these aims, the School's principal objectives were to:

- Deliver a stimulating and challenging learning environment that maximises academic potential.
- Maintain a safe, happy and purposeful pastoral environment that fosters a strong sense of community and mutual respect.
- Provide a wide range of co-curricular opportunities to promote personal growth, skill development and character.
- Encourage pupils to make informed decisions, communicate effectively and take personal responsibility.
- Provide financial support to families who would not otherwise be able to access a Box Hill School education.
- Maintain a clear and effective management structure capable of timely and evidence-based decision-making.
- Provide high-quality training and professional development for staff.
- Build meaningful relationships with the local community, partner schools and alumni.

- Maintain healthy school roll numbers through strong recruitment and retention.
- Sustain an enriching international boarding experience that benefits both UK and overseas students.
- Use the School's facilities and expertise to serve the wider community.

Focus on the development of people, pedagogy, student experience and diversity

The Development Plan centres on the sustainable growth of pupil numbers—both day and boarding—to support long-term educational provision for current and future generations. This growth strategy is accompanied by an aspiration to strengthen academic achievement, innovate within the curriculum, and enhance pupils' social, global and interpersonal development.

To achieve this, the School is committed to high-quality, personalised education characterised by:

- A strong emphasis on pupil wellbeing, safety and personal development.
- Positive, engaging learning experiences that promote curiosity and intellectual ambition.
- Opportunities beyond the classroom that build leadership, resilience and character.
- A diverse, international student body reflective of a global community.
- Experiences that promote adventure, service, democracy and environmental responsibility.

These aims—while familiar—are now explicitly outcome-driven, supported by new strategies designed to secure excellence during this period of organisational development and change.

The Curriculum, Round Square Spirits and the Discovery Framework

The lower school curriculum is intentionally bold, prioritising creativity, innovation and the acquisition of foundational learning skills.

The School remains committed to the Round Square principles but is engaged in updating and modernising the articulation of these "IDEALS" to reflect the School's distinctive approach. These values are woven through curriculum design, classroom practice and the wider educational experience.

The Discovery Framework complements the curriculum by identifying and developing key competencies—such as active listening, compassion, courage, intercultural understanding, dialogue and risk-taking—which align with Kurt Hahn's educational philosophy. These skills are embedded through lesson planning, staff induction, INSET, assessment and professional reflection.

Planning for business growth

The School's strategic direction integrates educational ambition with robust financial stewardship. Key priorities include:

- Strengthening financial stability through disciplined budgeting and careful cost control.
- Maximising core revenue through strong domestic and international recruitment, particularly within boarding.
- Pursuing sustainable partnerships and pathways in international markets.
- Securing income through local collaborations and community provision.

- Protecting and enhancing the School's campus through thoughtful planning and ongoing development.

Strategies to meet these core objectives included:

During the year, the following strategies were actively implemented:

- Communicating high expectations of staff and pupils.
- Setting ambitious, transparent academic targets.
- Monitoring teaching and learning through reviews, observations and shared appraisal goals.
- Strengthening pupil voice and leadership opportunities.
- Promoting understanding of diversity, equity and inclusion.
- Redefining and communicating the Sixth Form experience and pathways.
- Deepening relationships with feeder schools.
- Ensuring IT systems and infrastructure remain secure, resilient and fit for purpose.

Public Benefit

The Trustees confirm that the School has continued to provide significant public benefit through bursaries, community partnerships, collaboration with state-sector schools and access to facilities. Bursary allocation remains carefully managed to ensure support is directed towards pupils who can most benefit from it while maintaining affordability for all families.

Bursary Policy

The Trustees are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the Charity's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 7.5% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £703,127 to a total of 125 pupils where the aim, in addition to the awards set out in the Scholarships and Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Trustees' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

		2025		2024
Bursaries and sibling discounts	22 pupils	£213,255	16 pupils	£152,617
Scholarships	113 pupils	£489,872	113 pupils	£447,239
		£703,127		£599,856

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise

the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership and Community Engagement

The School has remained committed to its charitable purpose and to making a meaningful contribution to the wider community. This included developing positive relationships with local schools, organisations and families, and offering opportunities that enrich the lives of young people beyond our own pupil body.

Across the year, the School sought to broaden community participation in a variety of ways, including:

- Educational collaboration, with staff offering informal support, guidance and professional dialogue to local schools where appropriate.
- Shared use of facilities, enabling neighbouring schools and community groups to benefit from our sports grounds, performance spaces and meeting areas.
- Sporting engagement, including friendly fixtures, sports tournaments, football festivals and opportunities for young people to access high-quality coaching and competition.
- Cultural events, where the community is welcomed to school plays, concerts, art exhibitions, and other performances that showcase pupils' talents.
- Seasonal and commemorative events such as carol services and Remembrance activities, many of which are held in local community venues and open to the public.
- Charitable initiatives, including fundraising events, service projects and awareness campaigns led by pupils and staff. These have ranged from food bank collections and mufti days to whole-school charity drives that support local and international causes.

The School continued to prioritise partnership working in a way that is respectful, sustainable and aligned with community needs. Engagement is designed to be genuinely collaborative—supporting shared experiences, widening participation and strengthening relationships across the region.

This outward-facing approach reflects both the School's charitable obligations and its belief in service, citizenship and the value of contributing positively to the world beyond the campus
Sharing our Facilities

Local Community

The School continued to play an active role in the local community. This included:

- Prioritising local suppliers and tradespeople wherever possible, supporting small businesses and strengthening local economic activity;
- Using local places of worship, such as St. Michael's Church, for events including Carol Services, which are open to the wider community;
- Participating in community events such as local Remembrance services;
- Supporting a wide range of charitable initiatives through both financial contributions and voluntary service.

Staff and pupils alike engaged in activities including food bank collections, fundraising events, and service projects that develop empathy, awareness and civic responsibility.

Information on Fundraising Practices

The School greatly values the support it receives from parents, alumni and friends. Fundraising activity continues to be carried out modestly and respectfully, reflecting the School's ethos and the expectations of both the Charity Commission and the Fundraising Regulator.

- Fundraising is undertaken solely by volunteers, and the School does not employ external fundraising companies.
- Communications are non-intrusive, transparent and targeted only to individuals with a genuine connection to the School.
- All fundraising activity this year was free from complaints and fully compliant with regulatory guidance.
- Funds raised are directed towards enhancing pupil experience, including improvements to student common rooms.

A careful, ethical and community-driven approach remains central to all fundraising efforts.

Academic

The School has continued to strengthen its academic provision, building on recent improvements and demonstrating sustained upward trends. GCSE outcomes improved significantly this year, reflecting the impact of enhanced tracking, targeted interventions and high expectations.
In the International Baccalaureate (IB), the School's average scores exceeded global benchmarks, reinforcing the distinctive strength of the School's international and inquiry-based educational offering. These achievements demonstrate the commitment of pupils and staff and the School's growing momentum in academic excellence.

Pastoral

Pastoral development remains central to the School's mission. We are committed to fostering pupils who are confident, self-aware, resilient and responsible. Visitors regularly comment on pupils' warmth, courtesy and maturity—qualities that reflect the School's strong pastoral culture.

During the Summer Term, the Independent Schools Inspectorate confirmed that the School met all compliance expectations, recognising the robustness of safeguarding practice and pastoral record-keeping.
Key strengths include:

- Regular assessment grades, feedback and academic mentoring through tutor sessions;
- A consistent approach to behaviour and pastoral support led jointly by the Headteacher, Deputy Head, Head of Boarding and Assistant Head Pastoral;
- A PSHEE curriculum that includes mental health, resilience, healthy relationships and careers guidance;
- Sixth Form facilities and systems that promote independence and responsible decision-making.

Leadership opportunities through the Syndicate and peer mentoring allow older pupils to model and promote positive behaviour, teamwork and service.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders' Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the School community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, and Sports Relief for example, to raise money for charity. The School community regularly raises money from various small-scale projects including for example, a cake sale run by the MFL department on the European Day of Languages.

In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, collections for, and service at, several local food banks and a shoebox collection.

Holistic Education

The School provides a rich programme of co-curricular and leadership experiences that support personal growth beyond the classroom. Pupils participate in Model United Nations, public speaking competitions, drama productions, sporting fixtures and an annual student-led Variety Show.
The Guardians and Syndicate play a visible role in leading pupil voice initiatives and supporting younger pupils. Box Hill Day, centred on "making a difference," continues to be a highlight of the School calendar, combining house-based fundraising challenges with a whole-school walk up Box Hill.
This holistic approach—deeply rooted in Kurt Hahn's philosophy—ensures that every pupil is able to discover and develop their talents.

Adventure and outdoor education remain core to the School's identity. Annual expeditions promote teamwork, resilience and reflection:

- Year 7 begin with an induction adventure in the New Forest;
- Older pupils undertake expeditions through the Duke of Edinburgh Award Scheme;
- Activities such as sport, drama, leadership challenges and induction events all contribute to personal development.

These experiences reinforce the School's commitment to building character and nurturing confidence.

Boarding

Boarding remains a vibrant and integral part of school life, continuing to reflect the Round Square ideal of internationalism. Our boarding community brings together young people from a wide range of countries and cultures, offering a truly global environment in which pupils learn from one another and thrive.

Key features of boarding this year include:

- A diverse and international cohort, with more than 150 pupils operating in more than one language;
- One of the largest EAL departments in Surrey, supporting multilingual learners academically and socially;
- A dynamic "24/7" boarding culture that offers enrichment, structure, community and support;
- A strong emphasis on wellbeing, belonging and pastoral consistency across all houses.

Boarding continues to make an exceptional contribution to the character, diversity and international outlook of the School.



Financial Review & Results for the Year

The results for the year are set out in detail on page 22. With income of £9,994,948 the School had an operating deficit of £393,559 (2024 deficit: £97,782) before the £6,358,713 gift of net assets to RGS. The operating deficit this year is in line with expectations at the start of the year and is a function of revenue being impacted by lower pupil numbers at the start of the year. Pupil numbers grew during the year with many boarders joining us for short stays, the pupil roll at the end of the year was significantly higher than at the start. In addition to this there were a small number of significant one-off costs incurred through the year as the School continues to focus on investment in its people and property.

Due to the ongoing financial constraints faced by the School, investment in the School's facilities continues to be restricted relative to long term averages. Maintenance work and limited investment on the campus continues in order to ensure a safe and appropriate environment for the children. The Governing Board and the Executive are acutely aware of the importance of investment in the School's facilities and have, via ongoing monitoring of the Campus Development Plan, assessed and planned for the School's requirements in the coming five years.

During the year the impacts of domestic and global geopolitical uncertainty have continued to impact the School, and combined with the imposition of VAT on school fees negatively affected the demand for places. The Governing board have carefully considered the School's immediate future especially in the context of continued high interest rates, pressure on costs and the impact of VAT on fees.

On the 30th June 2025 the charitable company's activities together with certain of its assets and liabilities transferred to RGS. The merging of the School into the RGS group has meant that the bank loans of Box Hill School Trust have been repaid in full and the School will be on a much firmer financial footing with the resilience of being part of a larger group to deal with the challenges that the independent school sector faces.

RISK MANAGEMENT

The Board of Trustees consider that the School is faced with significant risks due to the nature of the School's activity, these risks are broadly unchanging from year to year and are constantly under review by the Board and the Executive. The risks which were relevant up until the date of merger with RGS were as follows:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.
- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.

In addition to the above the Board feel that external factors have affected the risk profile of the School as follows:

- Since the Labour government has imposed VAT on School fees, this has severely impacted demand for places at the School. Professional advice was obtained well in advance of the changes being implemented and the School's position communicated to parents. Continued focus by the Board and the Executive on cost discipline and regular reviews of the structure and activities of the School mean that the organisation is well placed to manage changes in demand.
- The School carries debt on its balance sheet that incurs interest, the Board and Executive regularly conduct scenario planning based on the impact of changing interest rates and monitor developments closely. The School maintains a close, open and constructive relationship with its debt provider and regular communication ensures that all involved are aligned on this issue and steps taken to mitigate the risk.
- Like many organisations the School is beginning to feel the impact of the continued tightening of the labour market especially in support functions. There is a risk that business continuity could be jeopardised by failing to recruit into positions in Housekeeping, mini bus driving and Catering especially. The School is constantly reviewing and adapting its channels to access staff and is also reviewing its resource models to ensure that practices are appropriate.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises three members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Trustees are satisfied that the major risks identified have been adequately mitigated where necessary.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING RESPONSIBILITIES

The Trustees (who are also the Directors of Box Hill School Trust Limited for the purposes of company law) are responsible for preparing the Report of the Directors including the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors 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 company and the income and expenditure of the company for that period.

In preparing these financial statements, the Directors are required to:

· select suitable accounting policies and then apply them consistently;

· observe the methods and principles in the Charities Statement of Recommended Practice (SORP);

· make judgements and accounting estimates that are reasonable and prudent; and

· prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

Appreciation

The Trustees wish to record their thanks to the Headteacher, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

Relevant Audit Information

The audit registration of Kreston Reeves LLP was transferred to Kreston Reeves Audit LLP on 6 October 2025. Kreston Reeves Audit LLP were formally appointed as auditor to the company on 6 October 2025.

Insofar as each of the Trustees, as members of the Governing Body, at the date of approval of this report is 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 member of the Governing Body 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 Board of Trustees of Box Hill School Trust Ltd, including, in their capacity as company Directors, approving the Report of the Trustees and Strategic Reports contained therein, and signed on its behalf by:



.....

T Johnson

Chair of Trustees

Approved by the Trustees on 29th January 2026

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to Note 2.1 to the financial statements which explains that the Trustees intend to dissolve the charitable company and therefore do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern as described in Note 2.1. Our opinion is not modified in respect of this matter.

Other information

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

We have nothing to report in this regard.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements.

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves Audit LLP

Graham Hunt BA FCA (Senior statutory auditor)
for and on behalf of Kreston Reeves Audit LLP
Statutory Auditor
Horsham

Date: 6 February 2026

Box Hill School Trust Limited

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 July 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	4	**14,207**	**48,022**	**62,229**	-
Charitable activities:	5				
School fees receivable		**9,394,508**	**-**	**9,394,508**	10,312,939
Ancillary trading income		**534,218**	**-**	**534,218**	692,891
Investments	8	**3,993**	**-**	**3,993**	7,516
Total income		**9,946,926**	**48,022**	**9,994,948**	11,013,346
Expenditure on:					
Gift of net assets to Reigate Grammar School	20	**6,358,713**	**-**	**6,358,713**	-
Charitable activities	10	**9,967,929**	**-**	**9,967,929**	10,675,989
Other expenditure	9	**420,578**	**-**	**420,578**	435,139
Total expenditure		**16,747,220**	**-**	**16,747,220**	11,111,128
Net (expenditure)/income		**(6,800,294)**	**48,022**	**(6,752,272)**	(97,782)
Transfers between funds	20	**48,022**	**(48,022)**	**-**	-
Net movement in funds		**(6,752,272)**	**-**	**(6,752,272)**	(97,782)
Reconciliation of funds:					
Total funds brought forward	20	**6,752,272**	**-**	**6,752,272**	6,850,054
Total funds carried forward		**-**	**-**	**-**	6,752,272

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

The notes on pages 25 to 45 form part of these financial statements.

Box Hill School Trust Limited

(A company limited by guarantee)
Registered number: 00700927

Balance sheet
As at 31 July 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	14		-		13,822,461
Investments	15		-		100
			-		13,822,561
Current assets					
Debtors	16	-		3,246,774	
Cash at bank and in hand	23	-		1,713,191	
		-		4,959,965	
Creditors: amounts falling due within one year	17	-		(5,882,602)	
Net current assets / (liabilities)			-		(922,637)
Total assets less current liabilities			-		12,899,924
Creditors: amounts falling due after more than one year	18		-		(5,907,652)
Provisions for liabilities	19		-		(240,000)
Net assets			-		6,752,272
Total net assets			-		6,752,272
Charity funds					
Restricted funds	20		-		-
Unrestricted funds	20		-		6,752,272
Total funds			-		6,752,272

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

.....
T Johnson Chair of Trustees

Date: 29th January 2026

.....
I Gomes
Director and Chair of Finance and General Purpose Committee

The notes on pages 25 to 45 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 July 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by operating activities	22	**14,091**	1,773,738
Cash flows from investing activities			
Dividends, interest and rents from investments		**3,993**	7,516
Proceeds from the sale of tangible assets		**50,000**	844
Purchase of tangible fixed assets		**(137,895)**	(252,721)
Net cash used in investing activities		**(83,902)**	**(244,361)**
Cash flows from financing activities			
Repayments of borrowing		**(178,910)**	(211,570)
Capital element of finance leases repaid		**(45,531)**	(1,499)
Interest paid		**(420,578)**	(434,273)
Cash transferred to Reigate Grammar School		**(998,361)**	-
Net cash used in financing activities		**(1,643,380)**	**(647,342)**
Change in cash and cash equivalents in the year		**(1,713,191)**	**882,035**
Cash and cash equivalents at the beginning of the year	23	**1,713,191**	831,156
Cash and cash equivalents at the end of the year	23	**-**	1,713,191

The notes on pages 25 to 45 form part of these financial statements

Notes to the financial statements
For the year ended 31 July 2025

1. General information

Box Hill School Trust Limited, is a private charitable company limited by guarantee, incorporated in England and Wales (company number: 00700927), and a charity registered in England and Wales (charity number: 312082). The Charity's registered office and principal place of business is RGS Surrey Hills (formerly Box Hill School), Mickleham, Surrey, RH5 6EA. The principal objectives are shown within the Trustees' Report on page 7.

The members of the charitable company are named on page 5. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

On 30 May 2025, the Trustees entered into an agreement with Reigate Grammar School (“RGS”) under which the charitable company’s activities would be transferred to RGS. On 30 June 2025, all of the charitable company’s assets, other than its fixed asset investment, were transferred at book value to RGS, its bank loans were repaid in full, and its remaining liabilities were also transferred to RGS at book value. The value of the fixed asset investment was fully impaired in the year. As a result, the charitable company had no assets or liabilities at the balance sheet date, and the financial statements reflect a £nil net asset position. In accordance with the agreement, it is the intention of the Trustees to make plans for the orderly dissolution of the charitable company as soon as it is practicably possible to do so. For this reason, the Trustees do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements.

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

The charitable company owns the entire share capital of Box Hill School Limited, registered company number 04275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 480 of the Companies Act 2006. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under section 405 of the Companies Act 2006 the subsidiary can be excluded from consolidation as it is not material. Following the year end, on 2 September 2025, Box Hill School Limited was dissolved and, therefore, the investment in the Charity has been impaired to reflect this dissolution.

The presentational currency of the financial statements is £ sterling.

The figures in the financial statements have been rounded to the nearest £1.

2. Accounting policies (continued)

2.2 Income

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

All income is included in the Statement of Financial Activities ("SoFA") when the charitable company is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Donations receivable for the general purposes of the charitable company are credited to unrestricted funds. Donations for purposes restricted by the wishes of the donor are taken to restricted funds.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancillary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charitable company's right to receive payment is established.

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

2.3 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

- Other expenditure relates solely to loan interest payable and finance lease charges.

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

2. Accounting policies (continued)

2.3 Expenditure (continued)

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

During the year, the charity gifted the entirety of their net assets to Reigate Grammar School as part of a strategic restructuring arrangement. In accordance with the Charities SORP (FRS 102), this transaction has been treated as an expenditure item as it represents a non-exchange transfer where no consideration was received.

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charitable company.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

2.4 Tangible fixed assets and depreciation

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

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land and buildings	- 2% per annum on cost
Motor vehicles	- 25% per annum on a reducing balance basis
Furniture, fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 10%, 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the charitable activities according to estimated usage as follows:

Charitable Activities	Freehold land and buildings	Furniture, fixtures and fittings	Computers, software and network	Motor vehicles
Teaching	50%	45%	50%	All Minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

2. Accounting policies (continued)

2.5 Investments

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

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

2.6 Debtors

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

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

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

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

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

2.9 Financial instruments

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

2.10 Finance leases and hire purchase

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

2.11 Operating leases

Rentals paid under operating leases are charged to the SoFA on a straight-line basis over the lease term.

2. Accounting policies (continued)

2.12 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 Section 28, the charitable company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the SoFA represents contributions payable to the scheme in respect of the accounting period.

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

2.13 Taxation

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

2.14 Advance fees and deposits

Parents may enter into a contract with the charitable company to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the charitable company's liabilities on the Balance Sheet.

2.15 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

Notes to the financial statements
For the year ended 31 July 2025

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

The tangible fixed assets held by the charitable company represent a material balance. As such the useful economic lives and residual values used to calculate the depreciation charged thereon represents a significant and critical accounting estimate made by management.

Critical areas of judgement:

Deposits held by the charitable company, repayable when a pupil leaves the School, are included in other creditors, with a proportion of the total deposits being classified as falling due after one year as this reflects the expected timing of their repayment.

4. Income from donations and legacies

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total funds 2025 £**	Total funds 2024 £
Donations	14,207	48,022	**62,229**	-

5. Income from charitable activities

	Unrestricted funds 2025 £	**Total funds 2025 £**	Total funds 2024 £
School fees receivable (Note 6)	9,394,508	**9,394,508**	10,312,939
Ancillary trading income (Note 7)	534,218	**534,218**	692,891
Total	9,928,726	**9,928,726**	11,005,830

All income from charitable activities in the current and prior year was included in unrestricted funds.

6. School fees receivable

	2025	2024
	£	£
Board and tuition fees	**10,090,137**	10,890,082
Fees in lieu of notice	**7,498**	22,713
Scholarships, bursaries and sibling discounts	**(703,127)**	(599,856)
	9,394,508	10,312,939

7. Ancillary trading income

	2025	2024
	£	£
Income from extra tuition	**318,073**	338,204
Courses and sub-lettings	**191,545**	312,103
Registration fees	**24,600**	42,584
	534,218	692,891

8. Investments

	Unrestricted funds 2025	**Total funds 2025**	Total funds 2024
	£	**£**	£
Bank interest receivable	3,993	**3,993**	7,516

All investment income received in the current and prior year was included in unrestricted funds.

9. Other expenditure

	Unrestricted funds 2025	**Total funds 2025**	Total funds 2024
	£	**£**	£
Interest and charges on bank loans and overdrafts	418,410	**418,410**	433,371
Finance lease charges	2,168	**2,168**	902
Loss on disposal of assets	-	**-**	866
Total	420,578	**420,578**	435,139

9. Other expenditure (continued)

All other expenditure in the current and prior year was from unrestricted funds.

10. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	**Governance costs 2025 £**	**Total funds 2025 £**
Teaching and Academic Services	4,606,793	-	**4,606,793**
Welfare	1,325,329	-	**1,325,329**
Premises	1,065,056	-	**1,065,056**
Support	2,756,626	-	**2,756,626**
Governance	-	214,125	**214,125**
Total	9,753,804	214,125	**9,967,929**

	Activities undertaken directly 2024 £	Governance costs 2024 £	Total funds 2024 £
Teaching and Academic Services	5,263,610	-	5,263,610
Welfare	1,339,187	-	1,339,187
Premises	1,176,875	-	1,176,875
Support	2,790,614	-	2,790,614
Governance	-	105,703	105,703
Total	10,570,286	105,703	10,675,989

10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching and Academic Services 2025 £	Welfare 2025 £	Premises 2025 £	Support 2025 £	Total funds 2025 £
Staff costs	3,257,604	273,558	238,183	1,911,227	**5,680,572**
Depreciation	222,771	227,319	539	35,574	**486,203**
Staff discounts	128,841	-	-	-	**128,841**
Advertising and introductory fees	492,139	-	-	68,505	**560,644**
Text books and equipment	189,879	-	-	-	**189,879**
Maintenance	-	-	45,391	-	**45,391**
Food and subsistence	-	680,809	-	-	**680,809**
Other overheads	315,559	143,643	780,943	741,220	**1,981,365**
Impairment	-	-	-	100	**100**
Total	4,606,793	1,325,329	1,065,056	2,756,626	**9,753,804**

	Teaching and Academic Services 2024 £	Welfare 2024 £	Premises 2024 £	Support 2024 £	Total funds 2024 £
Staff costs	3,685,037	256,503	219,943	1,818,476	5,979,959
Depreciation	249,013	242,289	354	49,308	540,964
Supply staff costs	25,939	-	-	-	25,939
Staff discounts	142,924	-	-	-	142,924
Advertising and introductory fees	573,508	-	-	67,164	640,672
Text books and equipment	256,123	-	-	-	256,123
Maintenance	-	-	48,987	-	48,987
Food and subsistence	-	685,946	-	-	685,946
Other overheads	331,066	154,449	907,591	855,666	2,248,772
Total	5,263,610	1,339,187	1,176,875	2,790,614	10,570,286

Notes to the financial statements
For the year ended 31 July 2025

10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Governance 2025 £	**Total funds 2025 £**	Total funds 2024 £
Governance costs	214,125	**214,125**	105,703

Aside from auditors' remuneration disclosed in note 11, Governance costs are comprised of Trustees' Meeting Expenses of £1,628 (2024: £747) and Legal and Professional costs of £181,357 (2024: £79,863).

11. Auditors' remuneration

	2025 £	2024 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	**19,500**	19,000
Additional fees in respect of prior year	**8,440**	1,818
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	**3,200**	4,275

All non-audit services are provided by a fellow group entity.

12. Trustees' remuneration and expenses

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

During the year ended 31 July 2025, travel expenses totalling £236 were reimbursed to two Trustees (2024 - £84 to one Trustee).

13. Staff costs

	2025	2024
	£	£
Wages and salaries	**4,517,571**	4,750,459
Social security costs	**490,205**	508,952
Contribution to TPS and defined contribution pension schemes	**672,796**	720,548
	5,680,572	5,979,959

Staff costs during the year included redundancy payments made to 2 employees (2024: no employees) totalling £23,942 (2024: £Nil) relating to the termination of the employee's contracts. This decision was made based on operational requirements and was not part of a formal restructuring programme.

The payment was made in accordance with statutory and contractual obligations and is included within expenditure on charitable activities.

No redundancy-related provisions were outstanding at the year-end (2024: £Nil).

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

	2025	2024
	No.	No.
Employees	**148**	148

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2025	2024
Teaching: Full time	**57**	57
Part time	**13**	12
Support: Full time	**17**	13
Part time	**14**	18
Welfare: Full time	**9**	10
Part time	**9**	15
Premises: Full time	**8**	7
Part time	**6**	-
Average FTE	**133**	132

13. Staff costs (continued)

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	**1**	2
In the band £70,001 - £80,000	**1**	1
In the band £80,001 - £90,000	**-**	1
In the band £90,001 - £100,000	**1**	-
In the band £110,001 - £120,000	**1**	1
In the band £120,001 - £130,000	**-**	1
In the band £200,001 - £210,000	**1**	-

The key management personnel of the charitable company comprise the Headmistress, Chief Operating Officer, Deputy Head (Academic), Deputy Head (Pastoral) and Director of Marketing and Admissions. The total employee benefits including employer's national insurance and pension costs of the key management personnel were £722,029 (2024: £632,724).

14. Tangible fixed assets

	Freehold land and buildings £	Furniture, fixtures and fittings £	Computers, software and network £	Motor vehicles £	Total £
At 1 August 2024	**15,678,514**	**2,786,203**	**752,332**	**104,685**	**19,321,734**
Additions	**27,942**	**106,133**	**3,820**	**-**	**137,895**
Transferred to Reigate Grammar School	**(15,656,456)**	**(2,892,336)**	**(756,152)**	**(104,685)**	**(19,409,629)**
Disposals	**(50,000)**	**-**	**-**	**-**	**(50,000)**
At 31 July 2025	**-**	**-**	**-**	**-**	**-**
At 1 August 2024	**3,132,344**	**1,709,459**	**557,172**	**100,298**	**5,499,273**
Charge for the year	**262,262**	**182,776**	**39,661**	**1,504**	**486,203**
Transferred to Reigate Grammar School	**(3,394,606)**	**(1,892,235)**	**(596,833)**	**(101,802)**	**(5,985,476)**
At 31 July 2025	**-**	**-**	**-**	**-**	**-**
Net book value					
At 31 July 2025	**-**	**-**	**-**	**-**	**-**
At 31 July 2024	12,546,170	1,076,744	195,160	4,387	13,822,461

Freehold land and buildings includes land of £nil (2024: £1,430,774) which is not depreciated. The remaining balance is depreciated at 2% per annum on cost.

All fixed assets are used for charitable purposes.

The depreciation charged on assets held under finance leases or hire purchase contracts included above totalled £12,548 (2024: £12,548). The net book value of these assets, are as follows:

	2025 £	2024 £
Computers, software and network	**-**	64,248
Motor vehicles	**-**	4,388
	-	68,636

Notes to the financial statements
For the year ended 31 July 2025

15. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 August 2024	**100**
At 31 July 2025	**100**
Impairment	
Charge for the year	**100**
At 31 July 2025	**100**
Net book value	
At 31 July 2025	**-**
At 31 July 2024	100

Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

Name	Company Number	Registered office & Principal place of business	Principal activity	Class of shares	Holding
Box Hill School Limited	4275164	Box Hill School Mickleham Surrey RH5 6EA	Dormant	Ordinary	100%

The subsidiary was dormant for the year with no income or expenditure.

The company was dissolved following the year end on 2 September 2025.

16. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	-	3,011,610
Other debtors	-	33,076
Prepayments and accrued income	-	202,088
	-	3,246,774

17. Creditors: Amounts falling due within one year

	2025 £	2024 £
Bank loans	-	639,704
Advance fees and deferred income	-	4,239,969
Trade creditors	-	178,769
Other taxation and social security	-	126,391
Obligations under finance lease and hire purchase contracts	-	18,980
Other creditors	-	365,774
Accruals	-	313,015
	-	5,882,602

Advance fees and deferred income

Parents may enter into a contract to pay to the charitable company up to the equivalent of seven years' tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

Following the merger with Reigate Grammar School, the balance on advance fees and deferred income is £Nil.

	2025 £	2024 £
Advance fees at beginning of year	**4,239,969**	367,962
Amounts released from previous year	**(4,239,969)**	(374,240)
Amounts received and deferred during the year	**683,260**	1,054,472
Term fees invoiced in advance and deferred	-	3,191,775
Released upon transfer of net assets to Reigate Grammar School	**(683,260)**	-
Advance fees at the end of the year	-	4,239,969

Notes to the financial statements
For the year ended 31 July 2025

18. Creditors: Amounts falling due after more than one year

	2025 **£**	2024 £
Bank loans	**-**	5,145,971
Net obligations under finance lease and hire purchase contracts	**-**	42,079
Other creditors	**-**	719,602
	-	5,907,652

The net obligations under finance lease and hire purchase contracts above are amounts falling due as follows: £Nil due between one and two years and £Nil due between 2 and 5 years.

Bank Loans

Included within the bank loans above are amounts falling due as follows:

	2025 **£**	2024 £
Between one and two years		
Bank loans	**-**	5,145,971

The bank loan is secured by charges on the School and Rectory Cottage. Following the renegotiation of the terms of the bank loan facility, effective from 17 September 2024, interest accrues at 2.5% per annum above base rate (previously 1.5% above base rate). The terms state that the loan is repayable in 18 monthly instalments commencing on 25 September 2024 with a lump sum repayment sufficient to repay the loan in full on 25 March 2026.

Following the merger with Reigate Grammar School it was agreed that the loan would be repaid in full. This settlement was made on 30 June 2025.

19. Provisions for liabilities

	Catering contract 2025	Catering contract 2024
At 1 August 2024	**240,000**	280,000
Released to the SOFA	**(36,667)**	(40,000)
Transferred to Reigate Grammar School	**(203,333)**	-
At 31 July 2025	**-**	240,000

Certain assets were purchased by the catering provider to be used over the 8 year period of the catering contract. In the event of early termination of the contract the charitable company would be required to repay the unamortised value of the total amount invested. The contract was transferred to Reigate Grammar School on 30 June 2025.

Notes to the financial statements
For the year ended 31 July 2025

20. Statement of funds

Statement of funds - current year

	Balance at 1 August 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2025 £
Unrestricted funds					
Designated funds					
Bursary reserve	**65,465**	**-**	**(65,465)**	**-**	**-**
General funds					
General funds	**6,686,807**	**9,946,926**	**(16,681,755)**	**48,022**	**-**
Total Unrestricted funds	**6,752,272**	**9,946,926**	**(16,747,220)**	**48,022**	**-**
Restricted funds					
Day room furniture	**-**	**48,022**	**-**	**(48,022)**	**-**
Total of funds	**6,752,272**	**9,994,948**	**(16,747,220)**	**-**	**-**

Until the merger, it was the intention of the Governors that the Bursary reserve is used only for bursaries and scholarships to be awarded by the School. An amount may be transferred from General funds to the Bursary reserve as calculated by the Governors based on fees receivable and will vary from year to year. The amount of the reserve used towards bursaries in a particular year is shown within the total bursaries deducted from school fees receivable in note 6.

Day room furniture fund represents a donation from the parents' association to be spent on furniture for the students' day room. This was transferred to general funds in the year when the furniture was purchased.

Included within expenditure is the gift of net assets to Reigate Grammar School where funds totalling £65,465 of designated funds and £6,293,248 of general funds were transferred to Reigate Grammar School on 30 June 2025.

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 August 2023 £	Income £	Expenditure £	Balance at 31 July 2024 £
Unrestricted funds				
Designated funds				
Bursary reserve	65,465	-	-	65,465
General funds				
General funds	6,784,589	11,013,346	(11,111,128)	6,686,807
Total Unrestricted funds	6,850,054	11,013,346	(11,111,128)	6,752,272

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Total funds 2025 £
Tangible fixed assets	**-**
Fixed asset investments	**-**
Current assets	**-**
Creditors due within one year	**-**
Creditors due in more than one year	**-**
Provisions for liabilities and charges	**-**
Total	**-**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	13,822,461	13,822,461
Fixed asset investments	100	100
Current assets	4,959,965	4,959,965
Creditors due within one year	(5,882,602)	(5,882,602)
Creditors due in more than one year	(5,907,652)	(5,907,652)
Provisions for liabilities and charges	(240,000)	(240,000)
Total	6,752,272	6,752,272

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

	2025 £	2024 £
Net expenditure for the year (as per Statement of Financial Activities)	**(6,752,272)**	(97,782)
Adjustments for:		
Depreciation charges	**486,203**	540,964
Impairment charges	**100**	-
Loss on the disposal of fixed assets	**-**	866
Dividends, interests and rents from investments	**(3,993)**	(7,516)
Interest payable	**420,578**	434,273
Decrease/(increase) in debtors	**2,865,505**	(2,760,057)
Increase/(decrease) in creditors	**(3,324,076)**	3,702,990
(Decrease) in provisions	**(36,667)**	(40,000)
Gift of net assets to Reigate Grammar School	**6,358,713**	-
Net cash provided by operating activities	**14,091**	1,773,738

23. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	-	1,713,191
Total cash and cash equivalents	-	1,713,191

24. Analysis of changes in net debt

	At 1 August 2024 £	Cash flows £	Repaid by Reigate Grammar School £	Transferred to Reigate Grammar School £
Cash at bank and in hand	**1,713,191**	**(714,830)**	**-**	**(998,361)**
Debt due within 1 year	**(639,704)**	**178,910**	**460,794**	**-**
Debt due after 1 year	**(5,145,971)**	**-**	**5,145,971**	**-**
Finance leases	**(61,059)**	**45,531**	**-**	**15,528**
	(4,133,543)	**(490,389)**	**5,606,765**	**(982,833)**

Following the merger with Reigate Grammar School, the loans were settled in full on 30 June 2025 and all remaining cash and the finance leases were transferred leaving nil balances for cash and debt at 31 July 2025.

25. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for the majority of its teaching staff. The pension charge for the year includes contributions payable to the TPS of £438,195 (2024: £520,120) and at the year-end £Nil (2024: £63,456) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament. The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023, confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

For teachers not enrolled in the TPS, the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £176,224 (2024: £131,585). Contributions totaling £Nil (2024: £18,211) were payable to the fund at the balance sheet date and are included in creditors.

25. Pension commitments (continued)

For all other employees the School makes contributions into a defined contribution scheme through auto enrolment or to employees' own private pensions. The assets of these schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £58,377 (2024: £68,843). Contributions totaling £Nil (2024: £14,983) were payable to the fund at the balance sheet date and are included in creditors.

26. Operating lease commitments

At 31 July 2025 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Not later than 1 year	**-**	110,493
Later than 1 year and not later than 5 years	**-**	157,408
	-	267,901

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2025	2024
	£	£
Operating lease rentals	**217,761**	175,899

27. Related party transactions

No related party transactions arose in the current or prior year.

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082



BOX HILL SCHOOL TRUST LIMITED

GOVERNORS' REPORT AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2024

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE GOVERNORS
FOR THE YEAR ENDED 31 JULY 2024

CONTENTS **PAGE**

Governors, Officers and Advisers	**2**
Annual Report of the Governors	**4**
Independent Auditor's Report to the Members	**18**
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	**22**
Balance Sheet	**23**
Cash Flow Statement	**24**
Notes to the Financial Statements	**25**

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE GOVERNORS
FOR THE YEAR ENDED 31 JULY 2024

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Box Hill 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 who served in office as Governors during the year and subsequently are detailed below.

Governor	Nominations	Finance and General Purpose	Education	Risk and Compliance	Business and Commercial
A Agace					✓
S Bilby	✓			✓	
J Evans	✓	✓			✓
D Fallon (resigned 5.9.23)					
I Gomes		✓			
A Horden		✓		✓	✓
T Johnson	✓				
P Keeling			✓	✓	
C Man	✓		✓		
P Savage					✓
C Townsend			✓		
M Whitby		✓			

During the year the activities of the Governing Body were carried out through five committees. The membership of these committees is shown for each Governor.

The Honorary Patrons Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel currently and throughout the year)

Headmistress (from 1 April 2024) - H Robinson, BA, PGCE
The Headmaster (until 31 December 2023) - C Lowde BSc (Joint Hons), M.Ed, NPQH
Acting Headmistress (from 1 January 2024 until 1 April 2024) - H Robinson, BA, PGCE
COO & Clerk to the Governors - S A Ansell FCCA, BSc Econ
Deputy Head (Academic) (from 1 September 2024) - C Bond BSc, PGCE
Deputy Head (Academic) (until 31 August 2024) - J Thomson BA, MA
Deputy Head (Pastoral) (until 31 August 2023) - S Salmon BA(Hons)Econ, MA Econ, M.Ed
Deputy Head (Pastoral) (from 1 September to 31 December 2023) - H Robinson, BA, PGCE
Dir. of Marketing & Admissions - A Vernon BA(Hons)Dip

Principal Office

RGS Surrey Hills (formerly Box Hill School)
Old London Road
Mickleham
Surrey
RH5 6EA

Independent Auditor	Kreston Reeves LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank PLC 10-12 The Martletts Crawley West Sussex RH10 1ES
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.boxhillschool.com

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE GOVERNORS
FOR THE YEAR ENDED 31 JULY 2024

The Governors of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2024 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charitable company for the year. The expressions Governor, Trustee and Director are used interchangeably in the Annual Report and Financial Statements.

Since the year end, on 30 May 2025, the Trustees entered into an agreement with Reigate Grammar School ("RGS") under which the charitable company's activities would be transferred to RGS. On 30 June 2025, all the charitable company's assets, other than its fixed asset investment in the subsidiary, were transferred at book value to RGS, its bank loans were repaid in full, and its remaining liabilities were also transferred to RGS at book value. Within RGS the activities of the School are now operating under the name of RGS Surrey Hills.

Following the transfer, and in accordance with the agreement, it is the intention of the Trustees to make plans for the orderly dissolution of the charitable company as soon as it is practicably possible to do so.

The following sections of this report are relevant for the charitable company for the year ended 31 July 2024 and all references to the School should be read as referring to the charitable company with the knowledge of the above transfer.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn. The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Directors and Governors (further details)

T Johnson – Chair	Non-Executive Director
D Fallon – Deputy Chair (Resigned 5th Sept 2023)	Portfolio of Health–related appointments
A Agace	Chartered Surveyor
S Bilby	Regional Managing Director
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
A Horden	Programme Director
P Keeling	Retired NHS Executive Director
C Man	Consultant
P Savage	Healthcare Consultant
C Townsend	Headmaster Felsted School
M Whitby	Company Director

Members of the Trust

In addition to the Governors, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Governors once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Governors. During the year all the Governors plus the following were Members of the School company:

J Appleton	H Atwood	Dr R A S Atwood
J M Banfield	N A C Booth	J W S Chalker
Dr A M Dempsey	G Douglass	D Fallon
T Fox-Young	T G Knight	D Korn
D Malcolm-Green	L McComish-Owen	C Mann
M Pengilley	J Sharpley	G Shenton
R P J Sonneborn	M Sunter	Rev J R Taylor
J Turner	P M G Voller	J G Williams

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Governors

Only persons approved by the Trustees (Governors) of the School are eligible to be Members of the School company. The number of Trustees (Governors) is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Governors, the School's Trustees, who meet at least four times in any one academic year. Details of Governors are given on page four.

The School's elected Governors are appointed at the Annual General Meeting of the Members of the School Company and are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Governors will serve no more than 12 years in four terms of three years.

Induction and Training of Governors

New Governors are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Governors attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All governors are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headmaster, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at Box Hill School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. The Registered Office of Round Square is Morgan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues. An example of an exceptional briefing were presentations by the Chief Operating Officer to all staff on the School finances during the lockdown caused by the Covid-19 pandemic.

Information of pension changes are communicated to staff electronically.

Staffing

At 31st July 2024, the School employed a total of 77 members of academic staff and 71 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing). The total funds at the year end have accumulated to £6,752,272 and are all unrestricted. £65,465 is held as a designated bursary reserve to fund current and future bursaries and it is the intention of the Governors that this is only used for bursaries and scholarships to be awarded by the School.

The net book value of tangible fixed assets held at the balance sheet date was £13,822,461, with related loans of £5,785,675, giving a net amount of £8,036,786 which is in excess of total funds. This shows that after taking into

account the significant investment in the School's campus and buildings and associated loan financing there are currently no free reserves. This is common in independent schools which have to finance their own capital investment.

The Governors have always considered that, given the strength of the balance sheet, strong cash flows and popularity of the school, it has sufficient funds available to cover normal fluctuations in working capital. It is the Governor's strategy to work towards positive reserves of up to one term's operational expenditure. This will require a build-up of surpluses and continuing repayment of the School's debt. While this approach remains the governor's long-term strategy, in light of the difficult financial environment the school is operating in it has not been realistic to make progress towards it this year and the approach has been to work to stabilize the School's finances in the short term. This is discussed further in the Financial Review.

Following the transfer of the activities and assets of the School, the Governors do not consider it necessary to maintain this strategy for free reserves as they will be transferred.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

STRATEGIC DIRECTION, OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and, in connection with that object, to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education. This sound general education has continued to flourish this academic year.

Mission Statement

"To create successful global citizens who will always make a difference in the world around them through the Round Square IDEALS", which are:

- I nternationalism
- D emocracy
- E nvironmentalism
- A dventure
- L eadership
- S ervice

To enable the promotion of these IDEALS by demonstrating the School's holistic approach to education through understanding of others; encouragement of individual talents and sporting skill; promotion of a spirited attitude to life; pastoral care; and pride in what we do.

The School's charitable status means that it does not make a profit, however the Governors aim to budget for a surplus over expenditure in order to maintain the buildings and equipment in good order, and develop the school.

Intended Impact

Within its Charitable Objects, the School's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to 'become the best version of themselves'. This involves emphasis on public examination results and the co-curriculum through cerebral, sporting, artistic, team building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at School and in later life.

Aims for the Public Benefit

The School's aims are:

· To establish a culture in which there are strong and active partnerships between parents and the School and between the School and the local community;
· To offer all pupils a range of opportunities so that they can achieve to the best of their ability within a framework of shared values and standards;
· To value and nurture pupils as individuals, giving them a sense of their own self-worth and of the value of service to others, thus preparing them for life beyond school.
· To comply with the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

Primary Objectives

The primary objectives of the School to fulfil these aims are:

- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, co-education, respect for one another and good citizenship;
- To provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- To provide pupils with the opportunity to take decisions based on their own judgement and to communicate those decisions appropriately and effectively;
- To provide financial support to enable children whose parents are unable to afford the full fees to benefit from a Box Hill School education;
- To provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately;
- To provide the necessary training and administrative framework to meet the needs of members of staff and pupils alike;
- To build a productive relationship with the local community, schools and alumni;
- To maintain a healthy school roll;
- To provide an international boarding experience to the benefit of UK and overseas students alike;
- To use the range of skill sets and capacity within the school for the positive benefit of the local community.

Focus on the development of people, pedagogy, student experience and diversity

The focus of the Development Plan is on growing Box Hill School in day and boarding numbers, in order to sustain the educational provision for generations to come and benefit a wider group of students both locally and nationally.

This includes growing the reputation of the school and so includes a focus on internal aspirations, including academic achievement, innovative curriculum development, and social skills advancement.

In order to achieve this the School is focused, in its educational provision, in developing excellent, innovative, high-quality, personalised education with the following aims:

1. A focus on the wellbeing, safety, individual needs and personal development of each child.
2. A focus on developing student experiences in the classroom which promote a positive attitude to learning.
3. A focus on promoting student experiences beyond the classroom which develop leadership and positive character traits.
4. An inclusive student body representative of a large number of peoples from across the world.
5. A School experience which promotes awareness of adventure, service, democracy and a concern for the environment.

Whilst these aims are not new, they are now outcome driven and so new strategies are being developed during this period of change to ensure that excellence is achieved.

The Curriculum, Round Square Spirits and the Discovery Framework

The School has a bold curriculum in the junior years which focusses on learning acquisition and is defined by creativity, innovation and stimulation.

The School seeks to redefine the RS 'IDEALS' for the modern era, using key terms that fit our unique emphasis but remain true to the original core principles. We are committed to ensuring that the Spirits of Internationalism, Democracy, Environmental awareness and sustainability, Adventure, Leadership and Service are both overtly and inherently articulated within the curriculum and lessons but are rebranded.

In addition, the School applies the 'Discovery Framework' which promotes the skills which support these IDEALS. This may be reflected in schemes of work, lesson observations, lesson planning and INSET, new staff induction and assessment.

The multiple competencies such as active listening, dialogue, compassion, courage, appreciation for diversity, risk taking and many more, encourage and enhance understanding of the mission statement and aims of the school, with reference to the principles of Kurt Hahn, and are actively developed as part of the ongoing continuous improvement of the School's delivery.

Planning for business growth through:

1. A focus on financial stability through robust stewardship and tight budgetary control
2. Maximising core revenue via inbound recruitment with a particular focus on international and junior boarders.
3. Revenue growth via in-country partnerships in overseas territories allowing the Box Hill School brand to reach new markets post-Covid.
4. Securing core revenue via the exploration and implementation of local collaborative partnerships.
5. Protecting the core asset of the School through continued campus development.

Strategies to meet these two core objectives included:

- Communicating high expectations of staff
- Setting challenging target grades and communicating these to pupils and parents

- Continuing monitoring of teaching and learning through formal and informal lesson observations, department reviews and common teaching and learning appraisal objectives
- Actively promoting pupil voice and pupil leaders
- Actively promoting an understanding of key issues including EDI
- Defining and promoting the Sixth Form "offer" to Year 10 and Year 11 students, parents and agents
- Continuing to build on work undertaken with feeder schools
- Ensuring the Schools IT systems, equipment and infrastructure are secure and fit for purpose

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

The benefits that the School's education brings are highlighted throughout this report. The Governors are committed to ensuring that those who cannot afford the full fees are not excluded from benefiting from the education the School provides. The principal way in which the School achieves this is through the provision of bursaries, as well as through activities with state schools. In deciding how to achieve this the governors have taken into account the circumstances of the school.

Bursary Policy

The Governors are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the School's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 5.8% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £599,856 to a total of 129 pupils where the aim, in addition to the awards set out in the Scholarships and Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Governors' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

		2024		2023
Bursaries and sibling discounts	16 pupils	£152,617	12 pupils	£191,829
Scholarships	113 pupils	£447,239	122 pupils	£375,202
		£599,856		£567,031

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership

The Governors recognise the significance of establishing partnerships with state schools and are committed to expanding these initiatives. Notably, the School maintains a strong collaborative relationship with the state sector, exemplified by its voluntary partnership with Powell Corderoy Primary School in Dorking. Through this partnership, the School has contributed in the following ways:

- The Headteacher's active participation as a governor, providing oversight of PSHEE (Personal, Social, Health and Economic Education).
- Access to the School's minibuses for logistical support.
- Consultative input on marketing and admissions strategies.
- Support in the appraisal of the Headteacher, alongside informal advisory services.
- Guidance on library resources and their effective use.

Additionally, the Headteacher plays a strategic role on the *Society of Heads' Development Sub-Committee*, promoting collaboration among independent schools to enhance professional knowledge and learning opportunities for school leaders across the sector.

Sharing our Facilities

- The School actively seeks sports fixtures with numerous secondary state schools – both local and regional;
- The School facilities are let at a reduced rate, to a variety of local sports clubs and organisations including Mickleham FC, Mickleham CC, Mickleham Badminton Club and various junior teams;

Local Community

The School remains committed to offering its facilities for use by various local organisations and groups as part of its regular operations.
Additionally, Box Hill School has provided:

- Support for local businesses by prioritising the sourcing of supplies and services from the local community (e.g., local contractors, florists), including school uniform provision by a local business.
- Active participation in community events, such as local Remembrance services.
- Use of local places of worship for events such as carol concerts, which are accessible to the public.
- Engagement in charitable work by both staff and students across various initiatives.

Information on Fundraising Practices

The School acknowledges and values the contributions made by its supporters, recognising voluntary donations as a significant part of its funding. Historically, fundraising activities have been organised by a committee of dedicated parents who raise funds through voluntary events and activities, communicated in a non-intrusive manner. Importantly, the School does not engage external commercial fundraisers. This year, the proceeds will be directed towards enhancing facilities, including the development of common rooms for each year group.

Throughout the year, the School adhered to all regulatory requirements and did not receive any complaints regarding its fundraising activities. All fundraising is conducted respectfully, consensually, and in a non-intrusive way. The School ensures that all potential donor engagements are well-researched, targeting individuals and organisations that align with the School's profile for discussion. All fundraising approaches are thoughtfully planned to avoid any undue pressure on prospective donors.

Academic

The School has continued to build on its tradition of academic success, demonstrating impressive growth and achievement across key assessments. This year, the school experienced a notable improvement in GCSE results, reflecting a positive trend in academic performance. Additionally, Box Hill students surpassed global benchmarks in the

International Baccalaureate (IB), achieving scores that exceeded the world average, further underscoring the school's commitment to academic excellence. These accomplishments are a testament to the dedication of both students and staff, reinforcing Box Hill's reputation for cultivating a supportive and ambitious learning environment.

Pastoral

At the School, we are committed to fostering the development of pupils' self-awareness, self-confidence, self-discipline, and resilience, ensuring that they are well-prepared to transition confidently to the next stage of their lives. We take pride in the fact that our pupils exhibit high levels of these skills, a quality consistently affirmed by visitors who interact with our pupils during tours, open mornings, and events, frequently commending their conduct and poise.

At Box Hill School, we encourage all pupils to strive towards being the best versions of themselves and maximising their potential. The Independent Schools Inspectorate (ISI) inspection during the Summer Term validated the effectiveness of our pastoral initiatives and confirmed that our record-keeping meets compliance standards. The Headteacher, Deputy Head, Head of Boarding, and newly appointed Assistant Head Pastoral collaboratively ensure that all incidents are appropriately addressed, with staff-parent interactions being thorough and pupils benefiting from a reflective learning process.

Pupils receive regular assessment grades and detailed feedback through reports and tutor sessions. Academic target setting is visible in pupils' work, complemented by their participation in Parents' Evenings. All curricular subjects, including PSHEE (Personal, Social, Health and Economic Education), employ diverse methods—such as presentations, project-based learning, and peer teaching—to cultivate pupils' interpersonal and soft skills. PSHEE, a scheduled component of the curriculum, covers critical modules such as mental health and resilience, providing pupils with opportunities for reflection on their personal and social development. Additionally, careers modules facilitate early exploration of potential pathways prior to entering the Sixth Form.

Older pupils are entrusted with greater independence in managing their study schedules and free time. The Sixth Form benefits from dedicated facilities, such as the Sixth Form Common Room and the Independent Learning Centre, designed to support their learning and autonomy. While weekend trips are available, participation is optional for senior boarders, who often choose to take part. Senior boarders also have the opportunity to develop practical skills by cooking, fostering time management and organisational capabilities alongside their studies.

Sixth Form pupils may apply for positions within the Syndicate (the School's prefect body) or to become peer mentors. Both roles involve a rigorous application and training process that mirrors post-School experiences. Each year, numerous pupils apply for these roles, which help them develop a wide range of leadership and interpersonal skills, which we continuously seek to enhance.

The development of self-understanding, self-confidence, self-discipline, and resilience extends beyond the classroom through a robust co-curricular programme. This includes team-building activities during induction, sports, and a variety of extracurricular activities. A hallmark of the School is its recognition of each pupil as an individual, allowing them to express themselves freely in diverse contexts. This inclusivity is reflected in pupils pursuing activities such as Dance, LAMDA, gymnastics, golf, the Duke of Edinburgh Award (DofE), Library activities, and the Model United Nations, all of which are equally respected and valued by their peers.

As a founding member of the Round Square organisation, the School enables pupils to engage in various related activities, including collaborative online projects with schools worldwide.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the school community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, and Sports Relief for example, to raise money for charity. The school community regularly raises money from various small-scale projects including for example, a cake sale run by the MFL department on the European Day of Languages. In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, collections for, and service at, several local food banks and a shoebox collection.

Holistic Education

Participation in key events such as MUN, public speaking competitions, competitive sport, and senior student initiatives to organise and run an annual 'Variety Show', have all promoted holistic, progressive, learning experiences.
We have an excellent Syndicate and Guardian team, who lead the student body and set a good example to all students. The Guardians run the school council sub-groups and they work with the representatives to improve any areas of the school that they feel need to be developed. In addition, the Guardians and members of the Syndicate are working with younger year groups to encourage team building and student voice in decision and democracy.
Box Hill Day (also known as Make a Difference Day) is a day when all students are involved in raising money and awareness for our chosen charities and they work together in year groups to achieve a common goal. Each house or small group will select an activity to raise money and this includes activities such as the coconut shy, face painting, 'soak a teacher', pancake making and then the whole school walks up Box Hill on the same day. Throughout the year students support each other by organising events such as the Variety Show, fashion shows and also lead assemblies on their chosen topics.
Expeditions remain a core part of what pupils experience in accordance with the ideals of Kurt Hahn. This always involves team building activities and reflection. The tone is set from the beginning when Year 7 undertake an adventure in the New Forest and continues into the older years and for example through compulsory participation in the D of E award scheme. These expeditions allow pupils beyond KS3 to further develop their life skills.
The activities programme, sport and drama also routinely encourage working together.

Boarding

Boarding continues to thrive at Box Hill School and at its heart, boarding seeks to fulfil the first 'ideal' of Round Square, that of internationalism, and so we seek to bring together students from a wide range of countries to live and work and thrive in our happy community.
We achieve this aim well.
Over 150 students at school operate in more than one language, with many learning in their second language. For this reason Box Hill operates one of the largest EAL departments in Surrey.
Box Hill School is proud to be place of ceaseless activity with a vibrant environment and a "24/7" culture underpinning its boarding provision.

The school recognises that the various strategies feed into an overall picture where a virtuous circle is created combining educational progress, wellbeing, and financial health, through the three interlinked strategies below;



Financial Review & Results for the Year

The results for the year are set out in detail on page 22. With income of £11,013,346 the School had an operating deficit of £97,782 (2023 deficit: £403,037). The deficit this year is in line with expectations at the start of the year and is a function of revenue being impacted by lower pupil numbers at the start of the year. Pupil numbers grew during the year with many boarders joining us for short stays, the pupil roll at the end of the year was significantly higher than at the start. In addition to this there were a small number of significant one-off costs incurred through the year as the School continues to focus on investment in its people and property.

Due to the ongoing financial constraints faced by the School, investment in the School's facilities continues to be restricted relative to long term averages. Maintenance work and limited investment on the campus continues in order to ensure a safe and appropriate environment for the children. The Governing Board and the Executive are acutely aware of the importance of investment in the School's facilities and have, via ongoing monitoring of the Campus Development Plan, assessed and planned for the School's requirements in the coming five years.

During the year the impacts of domestic and global geopolitical uncertainty have continued to impact the School, especially its cost base as well as, increasingly the demand for places. The Governing board have carefully considered the School's immediate future especially in the context of continued high interest rates, pressure on costs and the impact of the upcoming imposition of VAT on school fees.

On the 30th May 2025 the Trustees entered into an agreement with Reigate Grammar School ("RGS") under which the charitable company's activities together with certain of its assets and liabilities would be transferred to RGS on the 30th June 2025.

The merging of the School into the RGS group has meant that Box Hill's bank loans have been repaid in full and the School will be on a much firmer financial footing with the resilience of being part of a larger group to support facing the challenges that the independent school sector faces.

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. The reserves held are required to finance the freehold property and to cover normal fluctuations in working capital. The reserves have accumulated to £6,752,272 and reflect the significant cost of the School's freehold land and buildings.

RISK MANAGEMENT

The Board of Governors consider that the School is faced with significant risks due to the nature of the School's activity, these risks are broadly unchanging from year to year and are constantly under review by the Board and the Executive:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.
- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.

In addition to the above the board feel that external factors have affected the risk profile of the School as follows:

- The Labour government's commitment to imposing VAT on School fees risks severely impacting demand for places at the school. Professional advice has been obtained well in advance of the changes being implemented and the school's position communicated to parents. Continued focus by the Board and the Executive on cost discipline and regular reviews of the structure and activities of the school mean that the organisation is well placed to manage changes in demand
- The School carries debt on its balance sheet that incurs interest, the Board and Executive regularly conduct scenario planning based on the impact of changing interest rates and monitor developments closely. The School maintains a close, open and constructive relationship with its debt provider and regular communication ensures that all involved are aligned on this issue and steps taken to mitigate the risk.
- Like many organisations the School is beginning to feel the impact of the continued tightening of the labour market especially in support functions. There is a risk that business continuity could be jeopardised by failing to recruit into positions in Housekeeping, mini bus driving and Catering especially. The School is constantly reviewing and adapting its channels to access staff and is also reviewing its resource models to ensure that practices are appropriate.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises three members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Governors are satisfied that the major risks identified have been adequately mitigated where necessary.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING RESPONSIBILITIES

The Trustees (who are also the directors of Box Hill School Trust Limited for the purposes of company law) are responsible for preparing the Report of the Governors including the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the income and expenditure of the company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

Appreciation

The Governors wish to record their thanks to the Headmistress, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

Relevant Audit Information

Kreston Reeves are deemed to be re-appointed in accordance with an elective resolution made under section 386 of the Companies Act 2006 which continues in force under the Charities Act 2011.

Insofar as each of the Directors, as members of the Governing Body, at the date of approval of this report is aware there is no relevant audit information (information needed by the Charitable Company's auditor in connection with preparing the audit report) of which the Charitable Company's auditor is unaware. Each member of the Governing Body 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 Charitable Company's auditor is aware of that information.

Approved by the Board of Governors of Box Hill School Trust Ltd, including, in their capacity as charitable company directors, approving the Report of the Governors and Strategic Report contained therein, and signed on its behalf by:



T Johnson

Chair of Governors

Approved by the Governors on 23 July 2025

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to Note 1.1 to the financial statements which explains that the Governors intend to dissolve the charitable company and therefore do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern as described in Note 1.1. Our opinion is not modified in respect of this matter.

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' 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 Governors' responsibilities statement, the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Governors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management’s incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Use of our report

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



Graham Hunt BA FCA
Senior Statutory Auditor
for and on behalf of Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Horsham

Date: 25 July 2025

.

Box Hill School Trust Limited

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 July 2024

	Note	Unrestricted funds 2024	Total funds 2024	Total funds 2023
Income from:				
Charitable activities:	3			
School fees receivable		**10,312,939**	**10,312,939**	9,908,406
Ancillary trading income		**692,891**	**692,891**	650,854
Investments	6	**7,516**	**7,516**	6,970
Total income		**11,013,346**	**11,013,346**	10,566,230
Expenditure on:				
Charitable activities	8	**10,675,989**	**10,675,989**	10,627,860
Other expenditure	7	**435,139**	**435,139**	341,407
Total expenditure		**11,111,128**	**11,111,128**	10,969,267
Net movement in funds		**(97,782)**	**(97,782)**	(403,037)
Reconciliation of funds:				
Total funds brought forward		**6,850,054**	**6,850,054**	7,253,091
Total funds carried forward	18	**6,752,272**	**6,752,272**	6,850,054

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

The notes on pages 25 to 44 form part of these financial statements.

Box Hill School Trust Limited

(A company limited by guarantee)
Registered number: 00700927

Balance sheet
As at 31 July 2024

	Note		2024		2023
Fixed assets					
Tangible assets	12		**13,822,461**		14,051,355
Investments	13		**100**		100
			13,822,561		14,051,455
Current assets					
Debtors	14	**3,246,774**		486,717	
Cash at bank and in hand		**1,713,191**		831,156	
		4,959,965		1,317,873	
Creditors: amounts falling due within one year	15	**(5,882,602)**		(1,990,769)	
Net current liabilities			**(922,637)**		(672,896)
Total assets less current liabilities			**12,899,924**		13,378,559
Creditors: amounts falling due after more than one year	16		**(5,907,652)**		(6,248,505)
Provisions for liabilities	17		**(240,000)**		(280,000)
Net assets			**6,752,272**		6,850,054
Total net assets			**6,752,272**		6,850,054
Charity funds					
Restricted funds			**-**		-
Unrestricted funds	18		**6,752,272**		6,850,054
Total funds			**6,752,272**		6,850,054

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

T Johnson Chair of Governors

I Gomes
Governor and Chair of Finance and General Purpose Committee

Date: 23 July 2025

The notes on pages 25 to 44 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 July 2024

	Note	2024	2023
Cash flows from operating activities			
Net cash provided by operating activities	19	**1,773,738**	333,612
Cash flows from investing activities			
Dividends, interest and rents from investments		**7,516**	6,970
Proceeds from the sale of tangible fixed assets		**844**	-
Purchase of tangible fixed assets		**(252,721)**	(325,671)
Net cash used in investing activities		**(244,361)**	**(318,701)**
Cash flows from financing activities			
Repayments of borrowing		**(211,570)**	(245,289)
Capital element of finance leases repaid		**(1,499)**	(27,446)
Interest paid		**(434,273)**	(341,407)
Net cash used in financing activities		**(647,342)**	**(614,142)**
Change in cash and cash equivalents in the year		**882,035**	**(599,231)**
Cash and cash equivalents at the beginning of the year		**831,156**	1,430,387
Cash and cash equivalents at the end of the year	20	**1,713,191**	831,156

The notes on pages 25 to 44 form part of these financial statements

Notes to the financial statements
For the year ended 31 July 2024

1. Accounting policies

1.1 Basis of preparation of financial statements

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

As more fully disclosed in note 25, the charitable company's activities together with certain of its assets and liabilities were transferred to another charity with similar charitable objects, on 30 June 2025. Following the transfer, it is the intention of the Trustees to dissolve the charitable company as soon as practicable to do so. For this reason, the Trustees do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. The financial statements have been prepared on a basis whereby the charitable company's assets are stated at amounts which are not greater than the amounts expected to be realised in the period up to the date of transfer or dissolution, liabilities have been recognised as and when they become due, and provisions, if any, have been made for any known or expected obligations arising from the transfer and dissolution.

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

The charitable company owns the entire share capital of Box Hill School Limited, registered company number 4275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 480 of the Companies Act 2006. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under section 405 of the Companies Act 2006 the subsidiary can be excluded from consolidation as it is not material.

The presentational currency of the financial statements is £ sterling.

The figures in the financial statements have been rounded to the nearest £1.

1.2 Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are named on page 2. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

1. Accounting policies (continued)

1.3 Income

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

All income is included in the Statement of Financial Activities ("SoFA") when the charitable company is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancillary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charitable company's right to receive payment is established.

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

1. Accounting policies (continued)

1.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

- Other expenditure relates solely to loan interest payable and finance lease charges.

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

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charitable company.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.5 Grants

Grants are credited to the SoFA as the related expenditure is incurred.

1.6 Tangible fixed assets and depreciation

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

1. Accounting policies (continued)

1.6 Tangible fixed assets and depreciation (continued)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land and buildings	- 2% per annum on cost
Motor vehicles	- 25% per annum on a reducing balance basis
Furniture, fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 10%, 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the charitable activities according to estimated usage as follows:

Charitable Activities	Freehold land and buildings	Furniture, fixtures and fittings	Computers, software and network	Motor vehicles
Teaching	50%	45%	50%	All Minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

1.7 Investments

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

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

1.8 Debtors

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

1.9 Cash at bank and in hand

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

1. Accounting policies (continued)

1.10 Liabilities and provisions

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

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

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

1.11 Financial instruments

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

1.12 Finance leases and hire purchase

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

1.13 Operating leases

Rentals paid under operating leases are charged to the SoFA on a straight-line basis over the lease term.

1.14 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 Section 28, the charitable company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the SoFA represents contributions payable to the scheme in respect of the accounting period.

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

1. Accounting policies (continued)

1.15 Taxation

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

1.16 Advance fees and deposits

Parents may enter into a contract with the charitable company to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the charitable company's liabilities on the Balance Sheet.

1.17 Fund accounting

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

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

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

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

The tangible fixed assets held by the charitable company represent a material balance. As such the useful economic lives and residual values used to calculate the depreciation charged thereon represents a significant and critical accounting estimate made by management.

Critical areas of judgement:

Deposits held by the charitable company, repayable when a pupil leaves the School, are included in other creditors, with a proportion of the total deposits being classified as falling due after one year as this reflects the expected timing of their repayment.

Notes to the financial statements
For the year ended 31 July 2024

3. Income from charitable activities

	Unrestricted funds 2024	Total funds 2024	Total funds 2023
School fees receivable (Note 4)	10,312,939	**10,312,939**	9,908,406
Ancillary trading income (Note 5)	692,891	**692,891**	650,854
Total	11,005,830	**11,005,830**	10,559,260

All income from charitable activities in the current and prior year was included in unrestricted funds.

4. School fees receivable

	2024	2023
Board and tuition fees	**10,890,082**	10,385,239
Fees in lieu of notice	**22,713**	90,198
Scholarships, bursaries and sibling discounts	**(599,856)**	(567,031)
	10,312,939	9,908,406

5. Ancillary trading income

	2024	2023
Income from extra tuition	**338,204**	366,074
Courses and sub-lettings	**312,103**	244,929
Registration fees	**42,584**	39,851
	692,891	650,854

Notes to the financial statements
For the year ended 31 July 2024

6. Investments

	Unrestricted funds 2024	Total funds 2024	Total funds 2023
Bank interest receivable	7,516	**7,516**	6,970

All investment income received in the current and prior year was included in unrestricted funds.

7. Other expenditure

	Unrestricted funds 2024	Total funds 2024	Total funds 2023
Interest and charges on bank loans and overdrafts	433,371	**433,371**	338,968
Finance lease charges	902	**902**	2,439
Loss on disposal of assets	866	**866**	-
Total	435,139	**435,139**	341,407

All other expenditure in the current and prior year was from unrestricted funds.

8. Analysis of expenditure by activities

	Activities undertaken directly 2024	Governance costs 2024	Total funds 2024
Teaching and Academic Services	5,263,610	-	**5,263,610**
Welfare	1,339,187	-	**1,339,187**
Premises	1,176,875	-	**1,176,875**
Support	2,790,614	-	**2,790,614**
Governance	-	105,703	**105,703**
Total	10,570,286	105,703	**10,675,989**

8. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2023	Governance costs 2023	Total funds 2023
Teaching and Academic Services	5,280,552	-	5,280,552
Welfare	1,438,496	-	1,438,496
Premises	1,078,133	-	1,078,133
Support	2,707,415	-	2,707,415
Governance	-	123,264	123,264
Total	10,504,596	123,264	10,627,860

Analysis of direct costs

	Teaching and Academic Services 2024	**Welfare 2024**	**Premises 2024**	**Support 2024**	**Total funds 2024**
Staff costs	3,685,037	256,503	219,943	1,818,476	**5,979,959**
Depreciation	249,013	242,289	354	49,308	**540,964**
Supply staff costs	25,939	-	-	-	**25,939**
Staff discounts	142,924	-	-	-	**142,924**
Advertising and introductory fees	573,508	-	-	67,164	**640,672**
Text books and equipment	256,123	-	-	-	**256,123**
Maintenance	-	-	48,987	-	**48,987**
Food and subsistence	-	685,946	-	-	**685,946**
Other overheads	331,066	154,449	907,591	855,666	**2,248,772**
Total	5,263,610	1,339,187	1,176,875	2,790,614	**10,570,286**

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Teaching and Academic Services 2023	Welfare 2023	Premises 2023	Support 2023	Total funds 2023
Staff costs	3,803,841	308,312	272,993	1,830,427	6,215,573
Depreciation	256,991	239,529	-	59,416	555,936
Supply staff costs	25,280	-	-	-	25,280
Staff discounts	137,200	-	-	-	137,200
Advertising and introductory fees	536,906	-	-	66,533	603,439
Text books and equipment	239,121	-	-	-	239,121
Maintenance	-	-	22,525	-	22,525
Food and subsistence	-	748,708	-	-	748,708
Other overheads	281,213	141,947	782,615	751,039	1,956,814
Total 2023	5,280,552	1,438,496	1,078,133	2,707,415	10,504,596

Analysis of support costs

	Governance 2024	**Total funds 2024**	Total funds 2023
Governance costs	105,703	**105,703**	123,264

Aside from auditors' remuneration disclosed in note 9, Governance costs are comprised of Governors' Meeting Expenses £747 (2023: £688) and Legal and Professional costs £79,863 (2023: £103,544).

9. Auditors' remuneration

	2024	2023
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	**19,000**	14,850
Additional fees in respect of prior year	**1,818**	-
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	**4,275**	4,182

10. Governors' remuneration and expenses

During the year ended 31 July 2024, no Governors received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 July 2024, no expenses were reimbursed to Governors (2023 - £NIL).

11. Staff costs

	2024	2023
Wages and salaries	**4,750,459**	4,963,253
Social security costs	**508,952**	524,970
Contribution to TPS and defined contribution pension schemes	**720,548**	727,350
	5,979,959	6,215,573

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

	2024 No.	2023 No.
Employees	**148**	153

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2024	2023
Teaching: Full time	**57**	56
Part time	**12**	15
Support: Full time	**13**	13
Part time	**18**	18
Welfare: Full time	**10**	10
Part time	**15**	10
Premises: Full time	**7**	9
Average FTE	**132**	131

11. Staff costs (continued)

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

	2024 No.	2023 No.
In the band £60,001 - £70,000	**2**	1
In the band £70,001 - £80,000	**1**	4
In the band £80,001 - £90,000	**1**	-
In the band £110,001 - £120,000	**1**	-
In the band £120,001 - £130,000	**1**	-
In the band £130,001 - £140,000	**-**	2

The key management personnel of the charitable company comprise the Headmaster, Chief Operating Officer, Deputy Head (Academic), Deputy Head (Pastoral) and Director of Marketing and Admissions (2024 only). The total employee benefits including employer's national insurance and pension costs of the key management personnel were £632,724 (2023: £545,849).

12. Tangible fixed assets

	Freehold land and buildings	Furniture, fixtures and fittings	Computers, software and network	Motor vehicles	Total
Cost or valuation					
At 1 August 2023	**15,672,155**	**2,634,277**	**596,837**	**136,929**	**19,040,198**
Additions	**6,359**	**151,926**	**155,495**	**-**	**313,780**
Disposals	**-**	**-**	**-**	**(32,244)**	**(32,244)**
At 31 July 2024	**15,678,514**	**2,786,203**	**752,332**	**104,685**	**19,321,734**
Depreciation					
At 1 August 2023	**2,847,408**	**1,521,424**	**490,642**	**129,369**	**4,988,843**
Charge for the year	**284,936**	**188,035**	**66,530**	**1,463**	**540,964**
On disposals	**-**	**-**	**-**	**(30,534)**	**(30,534)**
At 31 July 2024	**3,132,344**	**1,709,459**	**557,172**	**100,298**	**5,499,273**
Net book value					
At 31 July 2024	**12,546,170**	**1,076,744**	**195,160**	**4,387**	**13,822,461**
At 31 July 2023	12,824,747	1,112,853	106,195	7,560	14,051,355

Freehold land and buildings includes land of £1,430,774 which is not depreciated. The remaining balance is depreciated at 2% per annum on cost.

All fixed assets are used for charitable purposes.

The depreciation charged on assets held under finance leases or hire purchase contracts included above totalled £12,548 (2023: £26,421). The net book value of these assets, are as follows:

	2024	2023
Computers, software and network	**64,248**	-
Motor vehicles	**4,388**	7,560

13. Fixed asset investments

	Investments in subsidiary companies
Cost or valuation	
At 1 August 2023	**100**
At 31 July 2024	**100**

Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

Name	Company number	Registered office and principal place of business	Principal activity
Box Hill School Limited	4275164	Box Hill School, Mickleham, Surrey, RH5 6EA	Dormant

Class of shares	Holding
Ordinary	100%

The subsidiary was dormant for the year with no income or expenditure.

14. Debtors

	2024	2023
Due within one year		
Trade debtors	**3,011,610**	237,070
Other debtors	**33,076**	120,445
Prepayments and accrued income	**202,088**	129,202
	3,246,774	486,717

15. Creditors: Amounts falling due within one year

	2024	2023
Bank loans	**639,704**	415,603
Advance fees and deferred income	**4,239,969**	367,963
Trade creditors	**178,769**	165,175
Other taxation and social security	**126,391**	119,373
Obligations under finance lease and hire purchase contracts	**18,980**	1,499
Other creditors	**365,774**	526,837
Accruals	**313,015**	394,319
	5,882,602	1,990,769

Advance fees and deferred income

Parents may enter into a contract to pay to the charitable company up to the equivalent of seven years' tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

At 31 July 2024, this balance also includes fees for autumn term 2024 invoiced in advance.

	2024
Advance fees at 1 August 2023	**367,962**
Amounts received and deferred during the year	**1,054,472**
Autumn 2024 term fees invoiced in advance and deferred	**3,191,775**
Amounts released from previous year	**(374,240)**
Advance fees at 31 July 2024	**4,239,969**

16. Creditors: Amounts falling due after more than one year

	2024	2023
Bank loans	**5,145,971**	5,581,642
Net obligations under finance lease and hire purchase contracts	**42,079**	-
Other creditors	**719,602**	666,863
	5,907,652	6,248,505

The net obligations under finance lease and hire purchase contracts above are amounts falling due as follows: £18,980 due between one and two years and £23,099 due between 2 and 5 years.

Bank Loans

Included within the bank loans above are amounts falling due as follows:

	2024	2023
Between one and two years		
Bank loans	**5,145,971**	5,581,642

The bank loan is secured by charges on the School and Rectory Cottage. Following the renegotiation of the terms of the bank loan facility, effective from 17 September 2024, interest accrues at 2.5% per annum above base rate (previously 1.5% above base rate). The terms state that the loan is repayable in 18 monthly instalments commencing on 25 September 2024 with a lump sum repayment sufficient to repay the loan in full on 25 March 2026.

Following the merger with Reigate Grammar School it was agreed that the loan would be repaid in full. This settlement was made on 30 June 2025.

17. Provisions for liabilities

	Catering contract
At 1 August 2023	**280,000**
Released to SoFA	**(40,000)**
At 31 July 2024	**240,000**

Certain assets were purchased by the catering provider to be used over the 8 year period of the catering contract. In the event of early termination of the contract the charitable company would be required to repay the unamortised value of the total amount invested.

Notes to the financial statements
For the year ended 31 July 2024

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2023	Income	Expenditure	Balance at 31 July 2024
Unrestricted funds				
Designated funds				
Bursary reserve	**65,465**	**-**	**-**	**65,465**
General funds				
General funds	**6,784,589**	**11,013,346**	**(11,111,128)**	**6,686,807**
Total Unrestricted funds	**6,850,054**	**11,013,346**	**(11,111,128)**	**6,752,272**

It is the intention of the Governors that the Bursary reserve is used only for bursaries and scholarships to be awarded by the School. An amount may be transferred from General funds to the Bursary reserve as calculated by the Governors based on fees receivable and will vary from year to year. The amount of the reserve used towards bursaries in a particular year is shown within the total bursaries deducted from school fees receivable in note 4.

Notes to the financial statements
For the year ended 31 July 2024

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 August 2022	Income	Expenditure	Balance at 31 July 2023
Unrestricted funds				
Designated funds				
Bursary reserve	65,465	-	-	65,465
General funds				
General funds	7,187,626	10,566,230	(10,969,267)	6,784,589
Total Unrestricted funds	7,253,091	10,566,230	(10,969,267)	6,850,054

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

	2024	2023
Net expenditure for the period (as per Statement of Financial Activities)	**(97,782)**	(403,037)
Adjustments for:		
Depreciation charges	**540,964**	556,406
Dividends, interest and rents from investments	**(7,516)**	(6,970)
Loss on the disposal of fixed assets	**866**	22,961
Decrease/(increase) in debtors	**(2,760,057)**	(148,217)
(Decrease)/increase in creditors	**3,702,990**	27,535
Interest payable	**434,273**	341,407
(Decrease)/increase in provisions	**(40,000)**	(56,473)
Net cash provided by operating activities	**1,773,738**	333,612

20. Analysis of cash and cash equivalents

	2024	2023
Cash in hand	**1,713,191**	831,156
Total cash and cash equivalents	**1,713,191**	831,156

21. Analysis of changes in net debt

	At 1 August 2023	Cash flows	New finance leases	Other non-cash changes	At 31 July 2024
Cash at bank and in hand	**831,156**	**882,035**	**-**	**-**	**1,713,191**
Debt due within 1 year	**(415,603)**	**211,570**	**-**	**(435,671)**	**(639,704)**
Debt due after 1 year	**(5,581,642)**	**-**	**-**	**435,671**	**(5,145,971)**
Finance leases	**(1,499)**	**1,499**	**(61,059)**	**-**	**(61,059)**
	(5,167,588)	**1,095,104**	**(61,059)**	**-**	**(4,133,543)**

22. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for the majority of its teaching staff. The pension charge for the year includes contributions payable to the TPS of £520,120 (2023: £600,511) and at the year-end £63,456 (2023: £64,723) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament. The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023, confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

For teachers not enrolled in the TPS, the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £131,585 (2023: £73,156). Contributions totaling £18,211 (2023: £11,037) were payable to the fund at the balance sheet date and are included in creditors.

For all other employees the School makes contributions into a defined contribution scheme through auto enrolment or to employees' own private pensions. The assets of these schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £68,843 (2023: £53,683). Contributions totaling £14,983 (2023: £18,750) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 July 2024 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
Not later than 1 year	**110,493**	82,170
Later than 1 year and not later than 5 years	**157,408**	86,989
Later than 5 years	**-**	4,077
	267,901	173,236

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2024	2023
Operating lease rentals	**175,899**	138,319

24. Related party transactions

No related party transactions were undertaken during the year.

25. Post balance sheet events

On 30 May 2025, the Trustees entered into an agreement with Reigate Grammar School ("RGS") under which the charitable company's activities would be transferred to RGS. On 30 June 2025, all of the charitable company's assets, other than its fixed asset investment, were transferred at book value to RGS, its bank loans were repaid in full, and its remaining liabilities were also transferred to RGS at book value. Following the transfer, and in accordance with the agreement, it is the intention of the Trustees to make plans for the orderly dissolution of the charitable company as soon as it is practicably possible to do so.

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082

INSPIRATIONAL
Box Hill School

BOX HILL SCHOOL TRUST LIMITED

GOVERNORS' REPORT AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31 JULY 2023

CONTENTS

	PAGE
Governors, Officers and Advisers	2
Annual Report of the Governors	4
Independent Auditor's Report to the Members	17
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	21
Balance Sheet	22
Cash Flow Statement	23
Notes to the Financial Statements	24

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31 JULY 2023

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Box Hill 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 who served in office as Governors during the year and subsequently are detailed below.

Governor	Nominations	Finance and General Purpose	Education	Risk and Compliance	Business and Commercial
A Agace					✓
S Bilby	✓			✓	
J Evans		✓			✓
D Fallon	✓			✓	
I Gomes		✓			
A Horden		✓		✓	✓
T Johnson				✓	
P Keeling				✓	
C Man	✓		✓		
P Savage		✓			✓
C Townsend			✓		
M Whitby		✓			

During the year the activities of the Governing Body were carried out through five committees. The membership of these committees is shown for each Governor.

The Honorary Patrons

His Majesty King Constantine of Greece, Prince of Denmark (died 10 Jan 23)
Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel - current and during the year as shown)

The Headmaster (until 31 December 2023) -	C Lowde BSc (Joint Hons), M.Ed, NPQH
Acting Headmistress (from 1 January 2024) -	H Robinson, BA, PGCE
COO & Clerk to the Governors -	S A Ansell FCCA, BSc Econ
Deputy Head (Academic) -	J Thomson BA, MA
Deputy Head (Pastoral) (until 31 August 2023) -	S Salmon BA(Hons)Econ, MA Econ, M.Ed
Deputy Head (Pastoral) (from 1 September to 31 December 2023) -	H Robinson, BA, PGCE
Dir. of Marketing & Admissions -	A Vernon BA(Hons)Dip M

Principal Office

Box Hill School
Old London Road
Mickleham
Surrey
RH5 6EA

Advisers

Independent Auditor	Kreston Reeves LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank PLC 90-92 High Street Crawley West Sussex RH10 1BP
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.boxhillschool.com

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE GOVERNORS
FOR THE YEAR ENDED 31 JULY 2023

The Governors of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2023 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charity for the year. The expressions Governor, Trustee and Director are used interchangeably in the Annual Report and Financial Statements.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn.

The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Directors and Governors (further details)

T Johnson – Chair	Non-Executive Director
D Fallon – Deputy Chair (Resigned 5th Sept 2023)	Portfolio of Health–related appointments
A Agace	Chartered Surveyor
S Bilby	Regional Managing Director
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
A Horden	Programme Director
P Keeling	Retired NHS Executive Director
C Man	Consultant
P Savage	Healthcare Consultant
C Townsend	Headmaster Felsted School
M Whitby	Company Director

Members of the Trust

In addition to the Governors, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Governors once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Governors. During the year all the Governors plus the following were Members of the School company:

J Appleton	H Atwood	Dr R A S Atwood
J M Banfield	N A C Booth	J W S Chalker
Dr A M Dempsey	G Douglass	T Fox-Young
H J W Harman (retd. 15 Mar 23)	T G Knight	D Korn
D Malcolm-Green	L McComish-Owen	C Mann
A Murugappan (retd. 12 Oct 22)	M Pengilley	J Sharpley
G Shenton	R P J Sonneborn	M Sunter
Rev J R Taylor	J Turner	P M G Voller
J G Williams		

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Governors

Only persons approved by the Trustees (Governors) of the School are eligible to be Members of the School company. The number of Trustees (Governors) is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Governors, the School's Trustees, who meet at least four times in any one academic year. Details of Governors are given on page four.

The School's elected Governors are appointed at the Annual General Meeting of the Members of the School Company and are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Governors will serve no more than 12 years in four terms of three years.

Induction and Training of Governors

New Governors are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Governors attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All governors are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headmaster, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at Box Hill School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. The Registered Office of Round Square is Swan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues. An example of an exceptional briefing were presentations by the Chief Operating Officer to all staff on the School finances during the lockdown caused by the Covid-19 pandemic.

Information of pension changes are communicated to staff electronically.

Staffing

At 31st July 2023, the School employed a total of 71 members of academic staff and 60 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing). The total funds at the year end have accumulated to £6,850,054 and are all unrestricted. £65,465 is held as a designated bursary reserve to fund current and future bursaries and it is the intention of the Governors that this is only used for bursaries and scholarships to be awarded by the School.

The net book value of tangible fixed assets held at the balance sheet date was £14,051,355, with related loans of £5,997,245, giving a net amount of £8,054,110 which is in excess of total funds. This shows that after taking into account the significant investment in the School's campus and buildings and associated loan financing there are currently no free reserves. This is common in independent schools which have to finance their own capital investment.

The Governors have always considered that, given the strength of the balance sheet, strong cash flows and popularity of the school, it has sufficient funds available to cover normal fluctuations in working capital but will consider the need to build up free reserves in the future. It is the Governor's strategy to work towards positive reserves of up to one term's operational expenditure. This will require a build-up of surpluses and continuing repayment of the School's debt. While this approach remains the governor's long-term strategy, in light of the financial impact of the Covid-19 pandemic which has been compounded by continued economic challenges in terms of inflation and interest rates it has not been realistic to make progress towards it this year and the approach has been to work to minimise the financial impacts of the economic challenges on the School.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

STRATEGIC DIRECTION, OBJECTS, AIMS, AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and, in connection with that object, to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education. This sound general education has continued to flourish this academic year.

Mission Statement

- "To create successful global citizens who will always make a difference in the world around them through the Round Square IDEALS", which are:
  - I nternationalism
  - D emocracy
  - E nvironmentalism
  - A dventure
  - L eadership
  - S ervice

- To enable the promotion of these IDEALS by demonstrating the School's holistic approach to education through understanding of others; encouragement of individual talents and sporting skill; promotion of a spirited attitude to life; pastoral care; and pride in what we do.

The School's charitable status means that it does not make a profit, however the Governors aim to budget for a surplus over expenditure in order to maintain the buildings and equipment in good order, and develop the school.

Intended Impact

Within its Charitable Objects, the School's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to 'become the best version of themselves'. This involves emphasis on public examination results and the co-curriculum through cerebral, sporting, artistic, team building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at School and in later life.

Aims for the Public Benefit

The School's aims are:

- To establish a school on predominantly boarding principles in which there are strong and active partnerships between parents and the School and between the School and the local community;
- To offer all pupils a range of opportunities so that they can achieve to the best of their ability within a framework of shared values and standards;

- To value and nurture pupils as individuals, giving them a sense of their own self-worth and of the value of service to others, thus preparing them for life beyond school.
- To comply with the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

Primary Objectives

The primary objectives of the School to fulfil these aims are:

- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, co-education, respect for one another and good citizenship;
- To provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- To provide pupils with the opportunity to take decisions based on their own judgement and to communicate those decisions appropriately and effectively;
- To provide financial support to enable children whose parents are unable to afford the full fees to benefit from a Box Hill School education;
- To provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately;
- To provide the necessary training and administrative framework to meet the needs of members of staff and pupils alike;
- To build a productive relationship with the local community, schools and alumni;
- To maintain a healthy school roll;
- To provide an international boarding experience to the benefit of UK and overseas students alike;
- To use the range of skill sets and capacity within the school for the positive benefit of the local community.

Strategies to achieve primary objectives

The School continues to plan ambitiously for the future and the Governing Body continued to work with the Executive in progressing the five-year plan, the two main objectives of which are:

Investment in people, pedagogy, student experience, and diversity

The focus of the Development Plan is on growing Box Hill School back to pre-Covid levels of day and boarding numbers, in order to sustain the educational provision for generations to come and benefit a wider group of students both locally and nationally.
This includes growing the reputation of the school and so includes a focus on internal aspirations, including academic achievement, innovative curriculum development, and social skills advancement.

In order to achieve this the School is focused, in its educational provision, on developing excellent, innovative, high-quality, personalised education with the following aims;

1. A focus on the wellbeing, safety, individual needs and personal development of each child.
2. A focus on developing student experiences in the classroom which promote a positive attitude to learning.
3. A focus on promoting student experiences beyond the classroom which develop leadership and positive character traits.
4. An inclusive student body representative of a large number of peoples from across the world.
5. A School experience which promotes awareness of adventure, service, democracy and a concern for the environment.

The Curriculum, Round Square Spirits and the Discovery Framework

The school has a bold curriculum in the junior years which focusses on learning acquisition and is defined by creativity, innovation and stimulation.

The school seeks to redefine the RS 'IDEALS' for the modern era, using key terms that fit our unique emphasis but remain true to the original core principles. We are committed to ensuring that the Spirits of Internationalism, Democracy, Environmental awareness and sustainability, Adventure, Leadership and Service are both overtly and inherently articulated within the curriculum and lessons but are rebranded.

In addition, the school applies the 'Discovery Framework' which promotes the skills which support these IDEALS. This may be reflected in schemes of work, lesson observations, lesson planning and INSET, new staff induction and assessment.

The multiple competencies such as active listening, dialogue, compassion, courage, appreciation for diversity, risk taking and many more, encourage and enhance understanding of the mission statement and aims of the school, with reference to the principles of Kurt Hahn, and are actively developed as part of the ongoing continuous improvement of the school's delivery.

Planning for business growth through:

1. A focus on financial stability through robust stewardship and tight budgetary control
2. Maximising core revenue via inbound recruitment with a particular focus on international and junior boarders.
3. Revenue growth via in-country partnerships in overseas territories allowing the Box Hill School brand to reach new markets post-Covid.
4. Securing core revenue via the exploration and implementation of local collaborative partnerships.
5. Protecting the core asset of the School through continued campus development.

Strategies to meet these two core objectives included:

- Communicating high expectations of staff
- Setting challenging target grades and communicating these to pupils and parents
- Continuing monitoring of teaching and learning through formal and informal lesson observations, department reviews and common teaching and learning appraisal objectives
- Actively promoting pupil voice and pupil leaders
- Actively promoting an understanding of key issues including EDI
- Defining and promoting the Sixth Form "offer" to Year 10 and Year 11 students, parents and agents
- Continuing to build on work undertaken with feeder schools
- Ensuring the Schools IT systems, equipment and infrastructure are secure and fit for purpose

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

The benefits that the School's education brings are highlighted throughout this report. The Governors are committed to ensuring that those who cannot afford the full fees are not excluded from benefiting from the education the school provides. The principal way in which the school achieves this is through the provision of bursaries, as well as through activities with state schools. In deciding how to achieve this the governors have taken into account the circumstances of the school.

Bursary Policy

The Governors are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the Charity's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 5.5% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £567,032 to a total of 134 pupils where the aim, in addition to the awards set out in the Scholarships and Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Governors' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

	2023		2022	
Bursaries and sibling discounts	12 pupils	£191,829	26 pupils	£260,362
Scholarships	122 pupils	£375,202	119 pupils	£303,046
		£567,031		£563,408

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership

The Governors regard the creation of partnerships with state schools to be important and the School continues to seek opportunities to further develop these initiatives. Of particular note is the School's close association with the State Sector through our voluntary partnership with Powell Corderoy Primary School (Dorking) where in particular the School has provided;

- The Headmaster's role as governor of the school with oversight of PHSEE
- Use of BHS minibuses
- Consultation regarding marketing and admissions
- Appraisal of the Headteacher and informal advice
- Consultation regarding library stock and use.

The Headmaster also sits on the Society of Heads' Development sub-committee with the goal of working in partnership with other Independent Schools to develop the knowledge and provision of learning experiences for Heads across the sector.

Sharing our Facilities

- The School actively seeks sports fixtures with numerous secondary state schools – both local and regional;
- The School facilities are let at a reduced rate, to a variety of local sports clubs and organisations including Mickleham FC, Mickleham CC, Mickleham Badminton Club and various junior teams;

Local Community

The School continues to provide opportunities to share its facilities to various local organisations and groups as part of its day-to-day activities.

In addition Box Hill School has provided;

- Support to local businesses by sourcing wherever possible supplies and services from the local area (for example local contractors, florists, etc), School uniform is provided by a local business
- Participation in community events (local Remembrance services etc)
- The use of local places of worship (Carol concert etc open to the public)
- Charity work by staff and students in many different contexts

Information on fundraising practices

The school recognises the contribution made by its supporters, with voluntary donations being a valuable part of the school's incoming resources. Fundraising activity has historically been carried out by a committee of supportive parents. This group raises money for the school through events and activities which are voluntary and advertised in a non-intrusive manner. The school does not utilise the services of any external commercial fundraisers.

During the year there were no instances where the School failed to comply with its regulatory obligations and there were no complaints regarding its previous fundraising activities. All the School's fundraising efforts are undertaken in a respectful, consensual and non-intrusive manner. The School ensures that approaches to potential donors are well researched so that the potential donor is of the appropriate profile for a discussion and all approaches are carefully planned to avoid any pressure being put on the other party.

Academic

Our 6th form, 2023 exam results across both programmes were very pleasing. We achieved an average International Baccalaureate diploma average score of 32 points which is above the world average. At A-level, 96% achieved passing grades and 46% were the highest, A*-B grades. Our A-level passing rate was a year on year improvement. At GCSE, the national statistic for passes (Level 4 and above) is 68.2%. We achieved 80.6%. The other GCSE headlines were that our level 7+ was 22.39% and our level 5+ was 62.29%. English literature had a pass rate of 92%, English language was 84% and maths was 84%. Science was strong overall, particularly chemistry at 97%. Physics was 89%.

We aim to achieve the highest possible standards of academic learning, offering great breadth (for example in curriculum choice, where we offer GCSEs, and iGCSEs, A level and IB, and an International Study Centre), within a wide ability range and developing the individual needs of every student. Our outcomes, as evidenced above, are strong and compare very positively to national and world averages which our results exceed without exception.

We aim to develop independent learning throughout the school and to extend all our students to enable them to fulfil their potential. We encourage our students to work hard and to take pride in their achievements and to develop a lifelong love of learning.

Staff work hard to ensure that there is appropriate differentiation in class and homework and have an acute awareness of the learning needs and styles of students. Teaching is regularly monitored by the Head, Deputy and Assistant Head through unannounced lesson drop-ins, departmental reviews and by Appraisal Reviewers and Heads of Department. The Deputy or Head of Department undertakes observations of newly appointed teachers. One of the key features of the education that we provide is that it is holistic, in that it places equal emphasis on all areas of school life, be it artistic, academic, sporting, activity-based, pastoral, or creative.

The years 7 to 9 Curriculum feeds into GCSE, and beyond but includes diverse, real-world issues and activities that prepare young people for the modern world. Topics are taught in an inclusive manner, in-keeping with the Round Square IDEALS.

A 'daring' approach to teaching and learning is encouraged with an emphasis on key skills required for the modern world, beyond academic results, including problem solving, teamwork and communications. We aim to 'feed imaginations' by promoting discussion and debate around issues beyond the scheme of work in the class work and encourage freedom of thought in open-ended tasks.

Students are clear on where they stand in each subject against exam criteria and have specific feedback about what needs to be done to improve and reach their potential defined as a target grade which does not need to be a 'cap'.

Exemplary behaviour is a focus of all the School; attitudes encouraging behaviour for learning are a strength of the school.

Pastoral

As a School we work to continually develop the pupils' self-understanding, self-confidence, self-discipline and resilience in all that we do so that we they leave School they are able to confidently move onto the next stage of their life. We believe that our pupils have high levels of such skills. Visitors to our School confirm this; those pupils involved in tours, open mornings and visitor events always receive compliments.

As a school with a range of academic ability, all pupils are encouraged to be the best versions of themselves and to achieve all that they are able. All pupils have regular assessment grades and reports with feedback also provided through tutor sessions. Target setting for academic progress is evidenced in pupil work. Pupils also attend Parents Evenings. All curricular subjects, including PSHEE, use a range of methods such as presentations, project work and the teaching of others to develop pupil 'soft' skills. PSHEE is a scheduled lesson and contains modules such as mental health and resilience. PSHEE gives pupils opportunities to reflect on their experiences and understand how they are developing personally and socially. There are also careers modules allowing pupils to explore possible options before they reach the Sixth Form.

Older pupils have additional independence with work schedules and free time. The Sixth Form have access to specialised facilities such as the Sixth form Common Room and the Independent Learning Centre to enable this. At weekends the senior boarding pupils do not have to attend weekend trips, although these are available if they wish to, and many do attend. Older boarding pupils are also able to cook if they wish. This therefore presents them with the ability to develop practical skills, time to manage and organisation of both their study and their free time.
Those in the Sixth Form can apply to be members of the Syndicate (the School's prefect body) and to be peer mentors. Both have a rigorous application process and training programme mirroring what pupils will experience beyond School. A large number of pupils apply for both programmes each year. Their roles allow them to develop a variety of skills; we continually look to develop these skills further.

The skills of self-understanding, self-confidence, self-discipline and resilience are developed outside the classroom in a variety of different co-curricular settings from induction team building to sport and activities. A strength of the School is that the pupils are known as individuals and so are able to be themselves in a variety of different arenas. Hence, we have pupils who pursue for example, Dance, LAMDA, gymnastics, golf, DofE, activities in the Library, Model United Nations; all of which are equally valued by their peers.

As a founder member of the Round Square organisation, our pupils participate in a variety of associated activities. During the year we were a host school for the Round Square conference which allowed us to welcome children from all over the world and was a fantastic experience for all involved.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the school community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, and Sports Relief for example, to raise money for charity. The school community regularly raises money from various small-scale projects including for example, a cake sale run by the MFL department on the European Day of Languages. In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, collections for, and service at, several local food banks and a shoebox collection.

Holistic Education

Participation in key events such as MUN, public speaking competitions, competitive sport, and senior student initiatives to organise and run an annual 'Variety Show', have all promoted holistic, progressive, learning experiences.
We have an excellent Syndicate and Guardian team, who lead the student body and set a good example to all students. The Guardians run the school council sub-groups and they work with the representatives to improve any areas of the school that they feel need to be developed. In addition, the Guardians and members of the Syndicate are working with younger year groups to encourage team building and student voice in decision and democracy.
Box Hill Day (also known as Make a Difference Day) is a day when all students are involved in raising money and awareness for our chosen charities and they work together in year groups to achieve a common goal. Each house or small group will select an activity to raise money and this includes activities such as the coconut shy, face painting, 'soak a teacher', pancake making and then the whole school walks up Box Hill on the same day. Throughout the year students support each other by organising events such as the Variety Show, fashion shows and also lead assemblies on their chosen topics.
Expeditions remain a core part of what pupils experience in accordance with the ideals of Kurt Hahn. This always involves team building activities and reflection. The tone is set from the beginning when Year 7 undertake an adventure in the New Forest and continues into the older years and for example through compulsory participation in the D of E award scheme. These expeditions allow pupils beyond KS3 to further develop their life skills.
The activities programme, sport and drama also routinely encourage working together.

Boarding

Boarding continues to thrive at Box Hill School and numbers have recovered significantly from the era of Covid. The management structure has significantly changed and is now incorporated into and overseen by the Pastoral hierarchy of leaders at school.
At its heart, boarding seeks to fulfil the first 'ideal' of Round Square, that of internationalism, and so we seek to bring together students from a wide range of countries to live and work and thrive in our happy community.
We achieve this aim well.
Over 150 students at school operate in more than one language, with many learning in their second language. For this reason Box Hill operates one of the largest EAL departments in Surrey.
Box Hill School is proud to be place of ceaseless activity with a vibrant environment and a "24/7" culture underpinning its boarding provision.

The school recognises that the various strategies feed into an overall picture where a virtuous circle is created combining educational progress, wellbeing, and financial health, through the three interlinked strategies below;



Financial Review & Results for the Year

The results for the year are set out in detail on page 21. With income of £10,566,230 (2022: £9,860,060) the School had a net deficit of £403,037 (2022 net deficit: £260,690). The deficit this year is higher than expected and is due to combination of factors. Firstly the inflation that impacted the national economy in 2022 established itself after the Board of Governors had set and communicated the fee increase for the year ended July 2023. This meant that the School's revenue increase lagged behind some significant cost increases particularly in utilities and food costs. Alongside this inflationary environment interest rates increased over the course of the year impacting our debt service costs. Significant cost savings were made to mitigate these but it wasn't possible to eliminate the impact of the cost increases.

Pupil numbers at the start of the year were at the expected level. Unfortunately as the year progressed the number of pupils leaving outweighed those joining and the year ended with fewer pupils than we began with. Strategies are in place to improve pupil retention to mitigate this going forward.

Due to the ongoing financial constraints faced by the School investment in the Schools facilities was restricted although maintenance work has started to return to more normal levels beyond only essential maintenance during Covid and there was some investment in facilities around the School. The Governing Board and the Executive are acutely aware of the importance of investment in the School's facilities and have, via the ongoing monitoring of the Campus Development Plan, assessed and planned for the School's requirements in the coming five years.

During the year the circumstances outlined above and continued domestic and global geopolitical uncertainty have remained impactful on the School, especially its cost base. The Governing board have carefully considered the School's immediate future especially in the context of continued inflation and interest rates. The Governors are confident in the ability of the School to continue as a going concern for at least the next 12 months and a long time beyond. Confidence is derived from the fact the School continues to achieve beyond expectations in its core activities with continued and strong demand for places, strong exam results and the achievement of HMC status. The pressures from inflation and interest rates can be accommodated through strong financial stewardship, careful budgeting, the management of fee levels and continued focus on student recruitment. The board has close oversight of all of these areas and works in collaboration with the Executive to ensure appropriate outcomes. The budget for the next financial year shows a manageable position and continued positive cash balances.

The funds of the School are all unrestricted funds which the Governors are free to use in accordance with its charitable objects. The funds held are required to finance the freehold property and to cover normal fluctuations in working capital. The funds have accumulated to £6,850,054 and reflect the significant cost of the School's freehold land and buildings.

RISK MANAGEMENT

The Board of Governors consider that the School is faced with significant risks due to the nature of the School's activity, these risks are broadly unchanging from year to year and are constantly under review by the Board and the Executive:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong. The School's response to the need to physically close at short notice for a second time was an example of excellent crisis management.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.

- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.

In addition to the above the board feel that external factors have affected the risk profile of the School as follows:

- The sudden and dramatic growth in inflation has introduced risk and uncertainty to the School's cost base and the School's fee structure still lags current inflation by a year. The board are conducting a detailed review of the School's cost base to ensure that, going forward, fees reflect the increasing cost of key inputs.
- The School carries debt on its balance sheet that incurs interest, the Board and Executive are conducting scenario planning based on the impact of increasing interest rates and monitoring developments closely. The School maintains a close, open and constructive relationship with its debt provider and regular communication ensures that all involved are aligned on this issue and steps taken to mitigate the risk.
- Like many organisations the School is beginning to feel the impact of the tightening labour market especially in support functions. There is a risk that business continuity could be jeopardised by failing to recruit into positions in Housekeeping and Catering especially. The School is constantly reviewing and adapting its channels to access staff and is also reviewing its resource models to ensure that practices are appropriate.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises three members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Governors are satisfied that the major risks identified have been adequately mitigated where necessary.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING RESPONSIBILITIES

The Trustees (who are also the directors of Box Hill School Trust Limited for the purposes of company law) are responsible for preparing the Report of the Governors including the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the income and expenditure of the company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

Appreciation

The Governors wish to record their thanks to the Headmaster, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

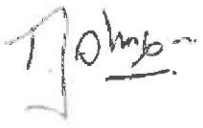
Relevant Audit Information

Kreston Reeves LLP are deemed to be re-appointed in accordance with an elective resolution made under section 386 of the Companies Act 2006 which continues in force under the Charities Act 2011.

Insofar as each of the Directors, as members of the Governing Body, at the date of approval of this report is 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 member of the Governing Body 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 Board of Governors of Box Hill School Trust Ltd on 24th January 2024, including, in their capacity as company directors, approving the Report of the Governors and Strategic Reports contained therein, and signed on its behalf by:

Signed on behalf of the Governors



.....

T Johnson
Chair of Governors

Approved by the Governors on 24th January 2024

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' 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 Governors' responsibilities statement, the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Auditors' responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Governors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves LLP

Graham Hunt BA FCA
Senior Statutory Auditor
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Horsham

Date: 24 January 2024

.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 July 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Charitable activities:	3			
School fees receivable		**9,908,406**	**9,908,406**	9,169,529
Ancillary trading income		**650,854**	**650,854**	690,494
Investments	6	**6,970**	**6,970**	37
Total income		**10,566,230**	**10,566,230**	9,860,060
Expenditure on:				
Charitable activities	8	**10,627,860**	**10,627,860**	9,940,838
Other expenditure	7	**341,407**	**341,407**	179,912
Total expenditure		**10,969,267**	**10,969,267**	10,120,750
Net movement in funds		**(403,037)**	**(403,037)**	(260,690)
Reconciliation of funds:				
Total funds brought forward		**7,253,091**	**7,253,091**	7,513,781
Total funds carried forward		**6,850,054**	**6,850,054**	7,253,091

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

The notes on pages 24 to 44 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)
Registered number: 00700927

Balance sheet
As at 31 July 2023

	Note	2023 £		2022 £	
Fixed assets					
Tangible assets	12	**14,051,355**		14,028,578	
Investments	13	**100**		100	
		14,051,455		14,028,678	
Current assets					
Debtors	14	**486,717**		338,500	
Cash at bank and in hand		**831,156**		1,430,387	
		1,317,873		1,768,887	
Creditors: amounts falling due within one year	15	**(1,990,769)**		(2,072,209)	
Net current liabilities			**(672,896)**		(303,322)
Total assets less current liabilities			**13,378,559**		13,725,356
Creditors: amounts falling due after more than one year	16		**(6,248,505)**		(6,412,265)
Provisions for liabilities	17		**(280,000)**		(60,000)
Net assets			**6,850,054**		7,253,091
Total net assets			**6,850,054**		7,253,091
Charity funds					
Restricted funds			**-**		-
Unrestricted funds	18		**6,850,054**		7,253,091
Total funds			**6,850,054**		7,253,091

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

.....
T Johnson
Chair of Governors

.....
I Gomes
Governor and Chair of Finance and General Purpose Committee

Date: 24th January 2024

The notes on pages 24 to 44 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 July 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash provided by operating activities	19	**333,612**	896,978
Cash flows from investing activities			
Dividends, interest and rents from investments		**6,970**	37
Purchase of tangible fixed assets		**(325,671)**	(253,675)
Net cash used in investing activities		**(318,701)**	**(253,638)**
Cash flows from financing activities			
Repayments of borrowing		**(245,289)**	(783,519)
Capital element of finance leases repaid		**(27,446)**	(46,364)
Interest paid		**(341,407)**	(179,912)
Net cash used in financing activities		**(614,142)**	**(1,009,795)**
Change in cash and cash equivalents in the year		**(599,231)**	**(366,455)**
Cash and cash equivalents at the beginning of the year		**1,430,387**	1,796,842
Cash and cash equivalents at the end of the year	20	**831,156**	1,430,387

The notes on pages 24 to 44 form part of these financial statements

Notes to the financial statements
For the year ended 31 July 2023

1. Accounting policies

1.1 Basis of preparation of financial statements

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

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

The charitable company owns the entire share capital of Box Hill School Limited, registered company number 4275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 480 of the Companies Act 2006. The charitable company is exempt under section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under section 405 of the Companies Act 2006 the subsidiary can be excluded from consolidation as it is not material.

The presentational currency of the financial statements is £ sterling.

The figures in the financial statements have been rounded to the nearest £1.

1.2 Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are named on page 2. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

1.3 Going concern

Having reviewed the funding facilities available to the school, including the bank loan facility which matures in October 2024 and the expected continued support of the bank, together with the ongoing demand for places and the school's projected cash flows, the Trustees 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.

The Trustees have concluded that it is appropriate to continue to adopt the going concern basis of accounting in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities.

1. Accounting policies (continued)

1.4 Income

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

All income is included in the Statement of Financial Activities ("SoFA") when the school is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancillary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charitable company's right to receive payment is established.

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

1. Accounting policies (continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

- Other expenditure relates solely to loan interest payable and finance lease charges.

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charitable company.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Grants

Grants are credited to the statement of financial activities as the related expenditure is incurred.

1.7 Tangible fixed assets and depreciation

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

1. Accounting policies (continued)

1.7 Tangible fixed assets and depreciation (continued)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land and buildings	- 2% per annum on cost
Motor vehicles	- 25% on a reducing balance basis
Furniture, Fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the charitable activities according to estimated usage as follows:

Charitable Activities	Freehold land and buildings	Furniture, fixtures and fittings	Computers, software and network	Motor vehicles
Teaching	50%	45%	50%	All Minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

1.8 Investments

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

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

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1. Accounting policies (continued)

1.11 Liabilities and provisions

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

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

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

1.12 Financial instruments

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

1.13 Finance leases and hire purchase

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

1.14 Operating leases

Rentals paid under operating leases are charged to the SoFA on a straight-line basis over the lease term.

1.15 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS102 Section 28, the charitable company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the SoFA incorporating income and expenditure account represents contributions payable to the scheme in respect of the accounting period.

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

1. Accounting policies (continued)

1.16 Taxation

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

1.17 Advance fees and deposits

Parents may enter into a contract with the School to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the School's liabilities on the Balance Sheet.

1.18 Fund accounting

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

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

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

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

During the year the tangible fixed assets held by Box Hill represent a material balance. As such the useful economic lives and residual values used to calculate the depreciation charged thereon represents a significant and critical accounting estimate made by management.

Critical areas of judgement:

Deposits held by the School, repayable when a pupil leaves the School, are included in other creditors, with a proportion of the total deposits being classified as falling due after one year as this reflects the true timing of their repayment.

3. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
School fees receivable (Note 4)	9,908,406	**9,908,406**	9,169,529
Ancillary trading income (Note 5)	650,854	**650,854**	690,494
Total 2023	10,559,260	**10,559,260**	9,860,023

All income from charitable activities in the current and prior year was to unrestricted funds.

4. School fees receivable

	2023 £	2022 £
Board and tuition fees	**10,385,239**	9,614,659
Fees in lieu of notice	**90,198**	118,278
Scholarships and bursaries	**(567,031)**	(563,408)
	9,908,406	9,169,529

5. Ancillary trading income

	2023 £	2022 £
Income from extra tuition	**366,074**	480,345
Courses and sub-lettings	**244,929**	161,982
Registration fees	**39,851**	48,167
	650,854	690,494

6. Investments

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest receivable	6,970	**6,970**	37

6. Investments (continued)

All investment income received in the current and prior year was to unrestricted funds.

7. Other expenditure

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Interest and charges on bank loans and overdrafts	338,968	**338,968**	179,086
Finance lease charges	2,439	**2,439**	826
Total 2023	341,407	**341,407**	179,912

All other expenditure in the current and prior year was from unrestricted funds.

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Governance costs 2023 £	Total funds 2023 £
Teaching and Academic Services	5,280,552	-	**5,280,552**
Welfare	1,438,496	-	**1,438,496**
Premises	1,078,133	-	**1,078,133**
Support	2,707,415	-	**2,707,415**
Governance	-	123,264	**123,264**
Total 2023	10,504,596	123,264	**10,627,860**

Notes to the financial statements
For the year ended 31 July 2023

8. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2022 £	Governance costs 2022 £	Total funds 2022 £
Teaching and Academic Services	5,369,744	-	5,369,744
Welfare	1,280,703	-	1,280,703
Premises	866,059	-	866,059
Support	2,329,418	-	2,329,418
Governance	-	94,914	94,914
Total 2022	9,845,924	94,914	9,940,838

Analysis of direct costs

	Teaching and Academic Services 2023 £	**Welfare 2023 £**	**Premises 2023 £**	**Support 2023 £**	**Total funds 2023 £**
Staff costs	3,803,841	308,312	272,993	1,830,427	**6,215,573**
Depreciation	256,991	239,529	-	59,416	**555,936**
Supply staff costs	25,280	-	-	-	**25,280**
Staff discounts	137,200	-	-	-	**137,200**
Advertising and introductory fees	536,906	-	-	66,533	**603,439**
Text books and equipment	239,121	-	-	-	**239,121**
Maintenance	-	-	22,525	-	**22,525**
Food and subsistence	-	748,708	-	-	**748,708**
Other overheads	281,213	141,947	782,615	751,039	**1,956,814**
Total 2023	5,280,552	1,438,496	1,078,133	2,707,415	**10,504,596**

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Teaching and Academic Services 2022 £	Welfare 2022 £	Premises 2022 £	Support 2022 £	Total funds 2022 £
Staff costs	4,128,012	324,089	280,037	1,479,805	6,211,943
Depreciation	259,834	214,577	-	59,802	534,213
Supply staff costs	15,682	-	-	-	15,682
Staff discounts	123,097	-	-	-	123,097
Advertising and introductory fees	318,763	-	-	55,564	374,327
Text books and equipment	217,758	-	-	-	217,758
Maintenance	-	-	31,647	-	31,647
Food and subsistence	-	612,441	-	-	612,441
Other overheads	306,598	129,596	554,375	734,247	1,724,816
Total 2022	5,369,744	1,280,703	866,059	2,329,418	9,845,924

Analysis of support costs

	Governance 2023 £	**Total funds 2023 £**	Total funds 2022 £
Governance costs	123,264	**123,264**	94,914

Aside from auditors' remuneration disclosed in note 9, Governance costs are comprised of Governors' Meeting Expenses £688 (2022: £1,737) and Legal & Professional costs £103,544 (2022: £75,656).

9. Auditors' remuneration

	2023 £	2022 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	**14,850**	11,994
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	**4,182**	5,527

10. Staff costs

	2023 £	2022 £
Wages and salaries	**4,963,253**	4,964,398
Social security costs	**524,970**	517,164
Contribution to TPS & defined contribution pension schemes	**727,350**	730,381
	6,215,573	6,211,943

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

	2023 No.	2022 No.
Employees	**153**	149

10. Staff costs (continued)

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2023	2022
Teaching: Full time	**56**	57
Part time	**15**	15
Support: Full time	**13**	13
Part time	**18**	17
Welfare: Full time	**10**	9
Part time	**10**	10
Premises: Full time	**9**	9
Average FTE	**131**	130

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

	2023 No.	2022 No.
In the band £60,001 - £70,000	**1**	5
In the band £70,001 - £80,000	**4**	1
In the band £120,001 - £130,000	**-**	1
In the band £130,001 - £140,000	**2**	-
In the band £150,001 - £160,000	**-**	1

The key management personnel of the school comprise the Headmaster, Chief Operating Officer, Deputy Head (Academic) and Deputy Head (Pastoral). The total employee benefits including employer's national insurance and pension costs of the key management personnel were £545,849 (2022: £531,463).

11. Governors' remuneration and expenses

During the year ended 31 July 2023, no Governors received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 July 2023, expenses totalling £NIL relating to travel were reimbursed (2022 - £35 to 2 Governors).

12. Tangible fixed assets

	Freehold land and buildings £	Furniture, fixtures and fittings £	Computers, software and network £	Motor vehicles £	Total £
Cost or valuation					
At 1 August 2022	**15,665,839**	**2,161,398**	**497,318**	**136,929**	**18,461,484**
Additions	**29,746**	**472,879**	**99,519**	**-**	**602,144**
Disposals	**(23,430)**	**-**	**-**	**-**	**(23,430)**
At 31 July 2023	**15,672,155**	**2,634,277**	**596,837**	**136,929**	**19,040,198**
Depreciation					
At 1 August 2022	**2,562,580**	**1,339,403**	**404,075**	**126,848**	**4,432,906**
Charge for the year	**285,297**	**182,021**	**86,567**	**2,521**	**556,406**
On disposals	**(469)**	**-**	**-**	**-**	**(469)**
At 31 July 2023	**2,847,408**	**1,521,424**	**490,642**	**129,369**	**4,988,843**
Net book value					
At 31 July 2023	**12,824,747**	**1,112,853**	**106,195**	**7,560**	**14,051,355**
At 31 July 2022	13,103,259	821,995	93,243	10,081	14,028,578

Freehold land and buildings includes land of £1,430,774 which is not depreciated. The remaining balance is depreciated at 2% per annum on cost.

All fixed assets are used for charitable purposes.

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2023 £	2022 £
Computers, software and network	-	23,900
Motor vehicles	7,560	10,081

13. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 August 2022	**100**
At 31 July 2023	**100**

Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

Name	Company number	Registered office and principal place of business	Principal activity
Box Hill School Limited	4275164	Box Hill School, Mickleham, Surrey, RH5 6EA	Dormant

Class of shares	Holding
Ordinary	100%

The subsidiary was dormant for the year with no income or expenditure.

14. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	**237,070**	122,827
Other debtors	**120,445**	47,491
Prepayments and accrued income	**129,202**	168,182
	486,717	338,500

15. Creditors: Amounts falling due within one year

	2023 £	2022 £
Bank loans	**415,603**	415,603
Trade creditors	**165,175**	143,859
Other taxation and social security	**119,373**	150,439
Obligations under finance lease and hire purchase contracts	**1,499**	28,945
Other creditors	**894,800**	1,109,256
Accruals and deferred income	**394,319**	224,107
	1,990,769	2,072,209

Advance fees

Advance fees are included within other creditors. Parents may enter into a contract to pay to the School up to the equivalent of seven years' tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

	2023 £
Advance fees at 1 August 2022	**413,172**
Resources deferred during the year	**317,106**
Amounts released from previous year	**(362,316)**
Advance fees at 31 July 2023	**367,962**

16. Creditors: Amounts falling due after more than one year

	2023 £	2022 £
Bank loans	**5,581,642**	5,826,931
Other creditors	**666,863**	585,334
	6,248,505	6,412,265

Included within the above are amounts falling due as follows:

	2023 £	2022 £
Between one and two years		
Bank loans	**5,581,642**	415,603
Between two and five years		
Bank loans	**-**	5,411,328

The bank loan is secured by charges on the School and Rectory Cottage. Interest accrues at 1.5% per annum above base rate. The loan is repayable in 47 monthly instalments from November 2019 with a repayment holiday granted from April 2020 to March 2021. The loan repayments are calculated on the basis of a 20 year repayment profile, with the balance being repayable in full at the end of the 5 year term.

17. Provisions for liabilities

	Harpur vs Brazel Provision £	Catering contract £	Total £
At 1 August 2022	60,000	-	60,000
Provided in the year	-	320,000	320,000
Amounts used	(32,113)	-	(32,113)
Amounts reversed	(27,887)	(40,000)	(67,887)
	-	280,000	280,000

The basis of calculation of holiday pay for part year workers in accordance with the Working Time Regulations 1988 and Employment Rights Act 1996 was clarified following the 20 July 2022 judgement of the legal case Harpur vs Brazel. This resulted in the School being required to recognise an expense in in the prior year in relation to an element of potential underpayment of historic holiday pay for certain term time only staff. The payments required to rectify the historic differences were settled in March 2023 and the unused balance was reversed.

Certain assets were purchased during the year by the catering provider to be used over the 8 year period of the catering contract. In the event of early termination of the contract the school would be required to repay the unamortised value of the total amount invested.

Notes to the financial statements
For the year ended 31 July 2023

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2022 £	Income £	Expenditure £	Balance at 31 July 2023 £
Unrestricted funds				
Designated funds				
Bursary reserve	**65,465**	**-**	**-**	**65,465**
General funds				
General funds	**7,187,626**	**10,566,230**	**(10,969,267)**	**6,784,589**
Total Unrestricted funds	**7,253,091**	**10,566,230**	**(10,969,267)**	**6,850,054**

It is the intention of the Governors that the Bursary reserve is used only for bursaries and scholarships to be awarded by the School. An amount may be transferred from General Funds to the Bursary reserve as calculated by the Governors based on fees receivable and will vary from year to year. The amount of the reserve used towards bursaries in a particular year is shown within the total bursaries deducted from school fees receivable in note 4.

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 August 2021 £	Income £	Expenditure £	Balance at 31 July 2022 £
Unrestricted funds				
Designated funds				
Bursary reserve	65,465	-	-	65,465
General funds				
General funds	7,448,316	9,860,060	(10,120,750)	7,187,626
Total Unrestricted funds	7,513,781	9,860,060	(10,120,750)	7,253,091

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

	2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)	**(403,037)**	(260,690)
Adjustments for:		
Depreciation charges	**556,406**	534,211
Dividends, interest and rents from investments	**(6,970)**	(37)
Loss on the disposal of fixed assets	**22,961**	-
Decrease/(increase) in debtors	**(148,217)**	2,315,850
(Decrease)/increase in creditors	**27,535**	(1,932,268)
Interest payable	**341,407**	179,912
(Decrease)/increase in provisions	**(56,473)**	60,000
Net cash provided by operating activities	**333,612**	896,978

20. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	**831,156**	1,430,387
Total cash and cash equivalents	**831,156**	1,430,387

21. Analysis of changes in net debt

	At 1 August 2022 £	Cash flows £	Other non-cash changes £	At 31 July 2023 £
Cash at bank and in hand	**1,430,387**	**(599,231)**	**-**	**831,156**
Debt due within 1 year	**(415,603)**	**245,289**	**(245,289)**	**(415,603)**
Debt due after 1 year	**(5,826,931)**	**-**	**245,289**	**(5,581,642)**
Finance leases	**(28,945)**	**27,446**	**-**	**(1,499)**
	(4,841,092)	**(326,496)**	**-**	**(5,167,588)**

22. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for the majority of its teaching staff. The pension charge for the year includes contributions payable to the TPS of £600,511 (2022: £647,331) and at the year-end £64,723 (2022: £73,249) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the Courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgement that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment tribunal as well as employer and member representatives to agree how the discriminations will be remedied.

22. Pension commitments (continued)

For teachers not enrolled in the TPS, the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £73,156 (2022: £2,980). Contributions totaling £11,037 (2022: £631) were payable to the fund at the balance sheet date and are included in creditors.

For all other employees the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £53,683 (2022: £80,070). Contributions totaling £18,750 (2022: £17,272) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 July 2023 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	**82,170**	117,603
Later than 1 year and not later than 5 years	**86,989**	107,455
Later than 5 years	**4,077**	-
	173,236	225,058

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023	2022
	£	£
Operating lease rentals	**138,319**	165,260

24. Related party transactions

No related party transactions were undertaken during the year.

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082

INSPIRATIONAL
Box Hill School

BOX HILL SCHOOL TRUST LIMITED

GOVERNORS' REPORT AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2022

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31 JULY 2022

CONTENTS PAGE

Governors, Officers and Advisers	2
Annual Report of the Governors	4
Independent Auditor's Report to the Members	18
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	22
Balance Sheet	23
Cash Flow Statement	24
Notes to the Financial Statements	25

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Box Hill 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 who served in office as Governors during the year and subsequently are detailed below.

Governor	Nominations	Finance and General Purpose	Education	Risk and Compliance	Business and Commercial
A Agace					✓
S Bilby	✓			✓	
J Evans		✓			✓
D Fallon	✓			✓	
I Gomes		✓			
A Horden		✓		✓	✓
T Johnson				✓	
E Knight				✓	
C Man	✓		✓		
P Savage		✓			✓
P Tanner		✓			
C Townsend			✓		
M Whitby		✓			

During the year the activities of the Governing Body were carried out through five committees. The membership of these committees is shown for each Governor.

The Honorary Patrons

His Majesty King Constantine of Greece, Prince of Denmark
Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel currently and throughout the year)

The Headmaster -	C Lowde BSc (Joint Hons), M.Ed, NPQH
COO & Clerk to the Governors -	S A Ansell FCCA, BSc Econ
Deputy Head (Academic) -	J Thomson BA, MA
Assistant Head (Pastoral) -	S Salmon BA(Hons)Econ, MA Econ, M.Ed

Principal Office

Box Hill School
Old London Road
Mickleham
Surrey
RH5 6EA

Advisers

Independent Auditor	Kreston Reeves LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank PLC 90-92 High Street Crawley West Sussex RH10 1BP
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.boxhillschool.com

BOX HILL SCHOOL TRUST LIMITED
ANNUAL REPORT OF THE GOVERNORS
FOR THE YEAR ENDED 31 JULY 2022

The Governors of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2022 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charity for the year. The expressions Governor, Trustee and Director are used interchangeably in the Annual Report and Financial Statements.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn.

The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Directors and Governors (further details)

T Johnson – Chair	Non-Executive Director
D Fallon – Deputy Chair	Portfolio of Health–related appointments
A Agace	Chartered Surveyor
S Bilby	Regional Managing Director
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
A Horden	Programme Director
E Knight (resigned June 22)	Lawyer
C Man	Consultant
P Savage	Healthcare Consultant
P Tanner (resigned Jan22)	Chartered Architect
C Townsend	Headmaster Felsted School
M Whitby	Company Director

Members of the Trust

In addition to the Governors, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Governors once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Governors. During the year all the Governors plus the following were Members of the School company:

H Atwood	Dr R A S Atwood	J M Banfield	
N A C Booth	J W S Chalker	Dr A M Dempsey	
G Douglass	T Fox-Young	H J W Harman	
T G Knight	D Korn	D Malcolm-Green	L
McComish-Owen	C Mann	A Murugappan	
M Pengilley	J Sharpley	G Shenton	
R P J Sonneborn	M Sunter	Rev J R Taylor	
J Turner	P M G Voller	J G Williams	

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Governors

Only persons approved by the Trustees (Governors) of the School are eligible to be Members of the School company. The number of Trustees (Governors) is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Governors, the School's Trustees, who meet at least four times in any one academic year. Details of Governors are given on page four.

The School's elected Governors are appointed at the Annual General Meeting of the Members of the School Company and are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Governors will serve no more than 12 years in four terms of three years.

Induction and Training of Governors

New Governors are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Governors attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All governors are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headmaster, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at Box Hill School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. The Registered Office of Round Square is Swan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues. An example of an exceptional briefing were presentations by the Chief Operating Officer to all staff on the School finances during the lockdown caused by the Covid-19 pandemic.

Information of pension changes are communicated to staff electronically.

Staffing

At 31st July 2022, the School employed a total of 72 members of academic staff and 58 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing). The total funds at the year end have accumulated to £7,253,091 and are all unrestricted. £65,465 is held as a designated bursary reserve to fund current and future bursaries and it is the intention of the Governors that this is only used for bursaries and scholarships to be awarded by the School.

The net book value of tangible fixed assets held at the balance sheet date was £14,028,578 with related loans of £6,242,534 giving a net amount of £7,786,044 which is in excess of total funds. This shows that after taking into account the significant investment in the School's campus and buildings and associated loan financing there are currently no free reserves. This is common in independent schools which have to finance their own capital investment.

The Governors have always considered that, given the strength of the balance sheet, strong cash flows and popularity of the school, it has sufficient funds available to cover normal fluctuations in working capital but will consider the need to build up free reserves in the future. It is the Governor's strategy to work towards positive reserves of up to one term's operational expenditure. This will require a build-up of surpluses and continuing repayment of the School's debt. While this approach remains the governor's long-term strategy, in light of the Covid-19 pandemic it has not been realistic to make progress towards it this year and the approach has been to work to minimise the financial impacts of the pandemic on the School. This is discussed further in the Financial Review.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and, in connection with that object, to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education. This sound general education has continued to flourish this academic year.

Mission Statement

- This year the mission statement of the school was modified to better reflect the focus on citizenship schools across our curriculum; "To create successful global citizens who will always make a difference in the world around them through the Round Square IDEALS", which are:
    - I nternationalism
    - D emocracy
    - E nvironmentalism
    - A dventure
    - L eadership
    - S ervice

- To enable the promotion of these IDEALS by demonstrating the School's holistic approach to education through understanding of others; encouragement of individual talents and sporting skill; promotion of a spirited attitude to life; pastoral care; and pride in what we do.

The School's charitable status means that it does not make a profit, however the Governors must budget for a surplus over expenditure in order to maintain the buildings and equipment in good order, and develop the school.

Intended Impact

Within its Charitable Objects, the School's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to 'become the best version of themselves'. This involves emphasis on public examination results and the co-curriculum through cerebral, sporting, artistic, team building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at School and in later life.

Aims for the Public Benefit

The School's aims are:

- To establish a school on predominantly boarding principles in which there are strong and active partnerships between parents and the School and between the School and the local community;
- To offer all pupils a range of opportunities so that they can achieve to the best of their ability within a framework of shared values and standards;
- To value and nurture pupils as individuals, giving them a sense of their own self-worth and of the value of service to others, thus preparing them for life beyond school.
- To comply with the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

Primary Objectives

The primary objectives of the School to fulfil these aims are:

- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, co-education, respect for one another and good citizenship;
- To provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- To provide pupils with the opportunity to take decisions based on their own judgement and to communicate those decisions appropriately and effectively;
- To provide financial support to enable children whose parents are unable to afford the full fees to benefit from a Box Hill School education;
- To provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately;
- To provide the necessary training and administrative framework to meet the needs of members of staff and pupils alike;
- To build a productive relationship with the local community, schools and alumni;
- To maintain a school roll with a target of 425;
- To provide an international boarding experience to the benefit of UK and overseas students alike;
- To use the range of skill sets and capacity within the school for the positive benefit of the local community.

Strategies to achieve primary objectives 2021-22

The School continues to plan ambitiously for the future and the Governing Body continued to work with the Executive in progressing the five-year plan, the two main objectives of which are:

Investment in people, pedagogy, student experience, and diversity

In order to achieve this the School is focused, in its educational provision, on the following aims;

1. A focus on the wellbeing, safety, individual needs and personal development of each child.
2. A focus on developing student experiences in the classroom which promote a positive attitude to learning.
3. A focus on promoting student experiences beyond the classroom which develop leadership and positive character traits.
4. An inclusive student body representative of a large number of peoples from across the world.
5. A School experience which promotes awareness of adventure, service, democracy and a concern for the environment.

Planning for business growth through:

1. A focus on financial stability through robust stewardship and tight budgetary control
2. Maximising core revenue via inbound recruitment with a particular focus on international and junior boarders.
3. Revenue growth via in-country partnerships in overseas territories allowing the Box Hill School brand to reach new markets post-Covid.
4. Securing core revenue via the exploration and implementation of local collaborative partnerships.
5. Protecting the core asset of the School through continued campus development.

Strategies to meet these two core objectives during the year 21-22 included:

- Communicating high expectations of staff
- Setting challenging target grades and communicating these to pupils and parents
- Continuing monitoring of teaching and learning through formal and informal lesson observations, department reviews and common teaching and learning appraisal objectives
- Actively promoting pupil voice and pupil leaders
- Actively promoting an understanding of key issues including "BLM"and "Everyone's invited"
- Defining and promoting the Sixth Form "offer" to Year 10 and Year 11 students, parents and agents
- Continuing to build on work undertaken with feeder schools
- Ensuring the Schools IT systems, equipment and infrastructure are secure and fit for purpose
- Engaging an external consultant to develop the school's approach to equality, diversity and inclusion, as well as working towards progress measured against the Rainbow Flag award.
- Establishing a working party to develop a sustainability policy and commissioned an external consultant to undertake an assessments of the school's carbon footprint. We declared an ambition to be a net carbon zero school by 2030. Student voice and involvement through The Green Team and The Eco School Committee.
- Finalising a restructure of the SLT to allow it to operate in a more streamlined and effective way
- Progressing the Campus Development Plan through continued and restarted (post-Covid) maintenance of the campus and some small but impactful projects for instance a modernisation of bathroom facilities in boarding houses
- Appointing, after a rigorous tender process, a new catering provider which will lead to a significant change to the food offering and includes plans for a modernised dining hall
- Developing a statement of 7 positive core values espoused by the School to capture our unique cultural philosophy was developed and communicated to staff and pupils during the year.
  These are;

  - Be respectful
  - Be ready
  - Be proud
  - Be kind
  - Be courageous
  - Be positive
  - Be your best

During the year ended July 2022, the school continued to make important steps in recovery from the impact of the global Covid-19 pandemic. This impact required a substantial re-envisaging of the plan to focus on the wellbeing of students, their continued virtual educational provision and short-term business imperatives. Boarding numbers improved significantly over the course of the year and campus development projects were re-started.

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

The benefits that the School's education brings are highlighted throughout this report. The Governors are committed to ensuring that those who cannot afford the full fees are not excluded from benefiting from the education the school provides. The principal way in which the school achieves this is through the provision of bursaries, as well as through activities with state schools. In deciding how to achieve this the governors have taken into account the circumstances of the school.

Bursary Policy

The Governors are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the Charity's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 5.9% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £563,408 to a total of 145 pupils where the aim, in addition to the awards set out in the Scholarships and Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Governors' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

		2022		2021
Bursaries and sibling discounts	26 pupils	£260,362	33 pupils	£293,767
Scholarships	119 pupils	£303,046	114 pupils	£277,487
		£563,408		£571,254

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership

The Governors regard the creation of partnerships with state schools to be important and the School continues to seek opportunities to further develop these initiatives. Of particular note is the School's close association with the State Sector through our voluntary partnership with Powell Corderoy Primary School (Dorking) where in particular the School has provided;

- The Headmaster's role as governor of the school with oversight of KS2 curriculum
- Use of BHS minibuses
- The teaching of Spanish facilitated by BHS staff given time for the purpose
- The donation of a large number of books for the Powell Library
- Consultation regarding marketing and admissions
- Appraisal of the Headteacher and informal advice
- Consultation regarding library stock and use.

In addition, the Headmaster continued as the Independent School's representative on the Surrey County Council Safeguarding Forum. Members of the Partnership typically represent an agency (e.g. the council; the CCG; Surrey Police) or a 'constituency' (e.g. schools; Third Sector). All have statutory responsibilities in respect of safeguarding children.

The Headmaster also sits on the Society of Heads' Development sub-committee with the goal of working in partnership with other Independent Schools to develop the knowledge and provision of learning experiences for Heads across the sector.

Sharing our Facilities

- The School actively seeks sports fixtures with numerous secondary state schools – both local and regional;
- The School facilities are let at a reduced rate, to a variety of local sports clubs and organisations including Mickleham FC, Mickleham CC, Mickleham Badminton Club and various junior teams;

Local Community

The School continues to provide opportunities to share its facilities to various local organisations and groups as part of its day-to-day activities. In addition we continue to host the annual Maggie's Surrey Cycle Challenge which is that charity's flagship fundraising event.

In addition Box Hill School has provided;

- Support to local businesses by sourcing wherever possible supplies and services from the local area (for example local contractors, florists, etc), School uniform is provided by a local business
- Participation in community events (local Remembrance services etc)
- The use of local places of worship (Carol concert etc open to the public)
- Charity work by staff and students in many different contexts

Information on fundraising practices

The school recognises the contribution made by its supporters, with voluntary donations being a valuable part of the school's incoming resources. Fundraising activity has historically been carried out by Box Hill School Parents' Association (BHSA) which is led by an elected committee of parents and operates independently from the school. This group raises money for the school through events and activities which are voluntary and advertised in a non-intrusive manner. The school does not utilise the services of any external commercial fundraisers.

During the Covid crisis the work of the Development Office, including both fundraising campaigns and alumni relations, was suspended as a result of the Covid-19 pandemic and its impact on the School's finances. This suspension continued in the year ended July 2022 but will be reviewed during the coming year realising the benefit to the school of strengthening alumni links and creating the foundations for fundraising for the Creative Hub which is a key aim of the Campus Development Plan.

During the year there were no instances where the School failed to comply with its regulatory obligations and there were no complaints regarding its previous fundraising activities. All the School's fundraising efforts are undertaken in a respectful, consensual and non-intrusive manner. The School ensures that approaches to potential donors are well researched so that the potential donor is of the appropriate profile for a discussion and all approaches are carefully planned to avoid any pressure being put on the other party.

STRATEGIC UPDATE

This section outlines the strategic aims and objectives for the School, together with a review of its performance for the year and plans for the future.

The school's strategic objective up to now has been to become the first-choice school both locally and globally for those families that understand that education is about growing the whole person. The school reached its cap of 425 students prior to the COVID-19 lockdown, in January 2020. The school successfully achieved this aim. The School is returning to this norm in the post-covid world.

During May 2022, the School fulfilled its long-held ambition to join the Headmaster's and Headmistresses Conference (HMC) by being accredited by the HMC membership committee. This activity took place over a three-year period of review, culminating in an interview and two-day site visit and stakeholder survey. Following this process, the current Headmaster was admitted to full membership of HMC. This places the School arguably amongst the top 300 schools in the UK.

Academic

The DfE league tables do not accurately reflect our public examination pass statistics, because of the variety of iGCSE and other programmes that we run. (one year accelerated course etc).

Our level 9-4 pass rate 2022 for year 11 was 87% which was 14% higher than the national norms for the same cognitive abilities.

At A-level, we achieved a 94% pass rate (A*-E) and 56% A*-B which, again, represents excellent performance compared to historic data. All students have either met their firm or insurance choice university criteria.

At IB we achieved a diploma average of 32 points, meeting the world average.

We aim to achieve the highest possible standards of academic learning, offering great breadth (for example in curriculum choice, where we offer GCSEs, and iGCSEs, A level and IB, and an International Study Centre), within a wide ability range and developing the individual needs of every student. Our outcomes, as evidenced above, are strong and compare very positively to national and world averages which our results exceed without exception.

We aim to develop independent learning throughout the school and to extend all our students to enable them to fulfil their potential. We encourage our students to work hard and to take pride in their achievements and to develop a lifelong love of learning.

Staff work hard to ensure that there is appropriate differentiation in class and homework and have an acute awareness of the learning needs and styles of students. Teaching is regularly monitored by the Head, Deputy and Assistant Head through unannounced lesson drop-ins, departmental reviews and by Appraisal Reviewers and Heads of Department. The Deputy or Head of Department undertakes observations of newly appointed teachers. One of the key features of the education that we provide is that it is holistic, in that it places equal emphasis on all areas of school life, be it artistic, academic, sporting, activity-based, pastoral, or creative.

The years 7 to 9 Curriculum feeds into GCSE, and beyond but includes diverse, real-world issues and activities that prepare young people for the modern world. Topics are taught in an inclusive manner, in-keeping with the Round Square IDEALS.

A 'daring' approach to teaching and learning is encouraged with an emphasis on key skills required for the modern world, beyond academic results, including problem solving, team work and communications. We aim to 'feed imaginations' by promoting discussion and debate around issues beyond the scheme of work in the class work and encourage freedom of thought in open-ended tasks.

Students are clear on where they stand in each subject against exam criteria and have specific feedback about what needs to be done to improve and reach their potential defined as a target grade which does not need to be a 'cap'.

Exemplary behaviour is a focus of all the School; attitudes encouraging behaviour for learning are a strength of the school.

Pastoral

As a School we work to continually develop the pupils' self-understanding, self-confidence, self-discipline and resilience in all that we do so that we they leave School they are able to confidently move onto the next stage of their life. We believe that our pupils have high levels of such skills. Visitors to our School confirm this; those pupils involved in tours, open mornings and visitor events always receive compliments.

As a school with a range of academic ability, all pupils are encouraged to be the best versions of themselves and to achieve all that they are able. All pupils have regular assessment grades and reports with feedback also provided through tutor sessions. Target setting for academic progress is evidenced in pupil work. Pupils also attend Parents Evenings. All curricular subjects, including PSHEE, use a range of methods such as presentations, project work and the teaching of others to develop pupil 'soft' skills. PSHEE is a scheduled lesson and contains modules such as mental health and resilience. PSHEE gives pupils opportunities to reflect on their experiences and understand how they are developing personally and socially. There are also careers modules allowing pupils to explore possible options before they reach the Sixth Form.

Older pupils have additional independence with work schedules and free time. The Sixth Form have access to specialised facilities such as the Sixth form Common Room and the Independent Learning Centre to enable this. At weekends the senior boarding pupils do not have to attend weekend trips, although these are available if they wish to, and many do attend. Older boarding pupils are also able to cook if they wish. This therefore presents them with the ability to develop practical skills, time to manage and organisation of both their study and their free time.
Those in the Sixth Form can apply to be members of the Syndicate (the School's prefect body) and to be peer mentors. Both have a rigorous application process and training programme mirroring what pupils will experience beyond School. A large number of pupils apply for both programmes each year. Their roles allow them to develop a variety of skills; we continually look to develop these skills further.

The skills of self-understanding, self-confidence, self-discipline and resilience are developed outside the classroom in a variety of different co-curricular settings from induction team building to sport and activities. A strength of the School is that the pupils are known as individuals and so are able to be themselves in a variety of different arenas. Hence, we have pupils who pursue for example, Dance, LAMDA, gymnastics, golf, DofE, activities in the Library, Model United Nations; all of which are equally valued by their peers.

As a founder member of the Round Square organisation, our pupils participate in a variety of associated activities. During the year we have been planning to be a host school for the Round Square conference in Sept 2022 and which Box Hill School is playing a key role in organizing.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the school community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, Sports Relief and staff supporting *Movember*, for example, to raise money for charity. The school community regularly raises money from various small-scale projects including for example, a cake sale run by the MFL department on the European Day of Languages. In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, collections for, and service at, several local food banks and a shoebox collection.

Holistic Education

Establishment of key events such as public speaking competitions, and senior student initiatives to organise and run an annual 'Variety Show', have all promoted student voice and independence.
We have an excellent Syndicate and Guardian team, who lead the student body and set a good example to all students. The Guardians run the school council sub-groups and they work with the representatives to improve any areas of the school that they feel need to be developed. In addition, the Guardians and members of the Syndicate are working with younger year groups to encourage team building.
Box Hill Day (also known as Make a Difference Day) is a day when all students are involved in raising money and awareness for our chosen charities and they work together in year groups to achieve a common goal. Each house or small group will select an activity to raise money and this includes activities such as the coconut shy, face painting, 'soak a teacher', pancake making and then the whole school walks up Box Hill on the same day. Throughout the year students support each other by organising events such as the Variety Show, fashion shows and also lead assemblies on their chosen topics.
Expeditions remain a core part of what pupils in KS3 experience. This always involves team building activities and reflection. The tone is set from the beginning using team building activities as part of the KS3 and Sixth Form induction programmes. DofE expeditions allow pupils beyond KS3 to further develop their skills.
The activities programme, sport and drama also routinely encourage working together. 35 pupils of varying ages have worked collaboratively on the latest school production.

Boarding

Boarding continues to thrive at Box Hill School and numbers have recovered significantly from the era of Covid. The management structure has significantly changed and is now incorporated into and overseen by the Pastoral hierarchy of leaders at school.
At its heart, boarding seeks to fulfil the first 'ideal' of Round Square, that of internationalism, and so we seek to bring together students from a wide range of countries to live and work and thrive in our happy community.
We achieve this aim well.
Over 150 students at school operate in more than one language, with many learning in their second language. For this reason Box Hill operates one of the largest EAL departments in Surrey.
Box Hill School is proud to be place of ceaseless activity with a vibrant environment and a "24/7" culture underpinning its boarding provision.

Financial Review & Results for the Year

The results for the year are set out in detail on page 22. With income of £9,860,060 the School had an operating deficit of £260,690 (2021 surplus: £6,299). The deficit this year is higher than expected and is a function of revenue returning to pre-Covid levels at a slightly slower rate than anticipated. Pupil numbers grew both year on year and then throughout the year, particularly in boarding, but there remains some capacity. In addition to this there were a small number of significant one-off costs incurred through the year as the School continues to focus on investment in its' people and property.

Due to the ongoing financial constraints faced by the School investment in the Schools facilities was restricted although maintenance work has started to return to more normal levels beyond only essential maintenance during Covid and there was some investment in facilities around the School. The Governing Board and the Executive are acutely aware of the importance of investment in the School's facilities and have, via the ongoing monitoring of the Campus Development Plan, assessed and planned for the School's requirements in the coming five years.

During the year the impacts of domestic and global geopolitical uncertainty have begun to impact the School, especially its cost base. The Governing board have carefully considered the School's immediate future especially in the context of rising inflation and interest rates. The Governors are confident in the ability of the School to continue as a going concern for at least the next 12 months and a long time beyond. Confidence is derived from the fact the School continues to achieve beyond expectations in its core activities with continued and strong demand for places, strong exam results and the achievement of HMC status. The pressures from inflation and interest rates can be accommodated through strong financial stewardship, careful budgeting, the management of fee levels and continued focus on student recruitment. The board has close oversight of all of these areas and works in collaboration with the Executive to ensure appropriate outcomes. The budget for the next financial year show a manageable position and continued positive cash balances.

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. The reserves held are required to finance the freehold property and to cover normal fluctuations in working capital. The reserves have accumulated to £7,253,091 and reflect the significant cost of the School's freehold land and buildings.

RISK MANAGEMENT

The Board of Governors consider that the School is faced with significant risks due to the nature of the School's activity, these risks are broadly unchanging from year to year and are constantly under review by the Board and the Executive:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong. The School's response to the need to physically close at short notice for a second time was an example of excellent crisis management.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.
- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.

In addition to the above the board feel that external factors have affected the risk profile of the School as follows:

- The sudden and dramatic growth in inflation has introduced risk and uncertainty to the School's cost base and the School's fee structure lags current inflation by a year. The board are conducting a detailed review of the School's cost base to ensure that, going forward, fees reflect the increasing cost of key inputs.
- The School carries debt on its balance sheet that incurs interest, the Board and Executive are conducting scenario planning based on the impact of increasing interest rates and monitoring developments closely. The School maintains a close, open and constructive relationship with its debt provider and regular communication ensures that all involved are aligned on this issue and steps taken to mitigate the risk.
- Like many organisations the School is beginning to feel the impact of the tightening labour market especially in support functions. There is a risk that business continuity could be jeopardised by failing to recruit into positions in Housekeeping and Catering especially. The School is constantly reviewing and adapting its channels to access staff and is also reviewing its resource models to ensure that practices are appropriate.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises three members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Governors are satisfied that the major risks identified have been adequately mitigated where necessary.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING RESPONSIBILITIES

The Trustees (who are also the directors of Box Hill School Trust Limited for the purposes of company law) are responsible for preparing the Report of the Governors including the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the income and expenditure of the company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

Appreciation

The Governors wish to record their thanks to the Headmaster, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

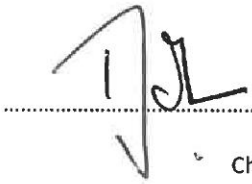
Relevant Audit Information

Kreston Reeves are deemed to be re-appointed in accordance with an elective resolution made under section 386 of the Companies Act 2006 which continues in force under the Charities Act 2011.

Insofar as each of the Directors, as members of the Governing Body, at the date of approval of this report is 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 member of the Governing Body 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 Board of Governors of Box Hill School Trust Ltd on the 7th November 2022, including, in their capacity as company directors, approving the Report of the Governors and Strategic Reports contained therein, and signed on its behalf by:

Signed on behalf of the Governors



T Johnson
Chair of Governors

Approved by the Governors on 7th November 2022

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' 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 Governors' responsibilities statement, the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Auditors' responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Governors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness

of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves LLP

Sarah Ediss (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Horsham

Date: 20 December 2022

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 July 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Donations and legacies	3	-	-	119,803
Charitable activities:	4			
School fees receivable		**9,169,529**	**9,169,529**	8,412,279
Ancillary trading income		**690,494**	**690,494**	342,999
Investments	7	**37**	**37**	53
Other income	8	-	-	190,000
Total income		**9,860,060**	**9,860,060**	9,065,134
Expenditure on:				
Charitable activities		**9,940,838**	**9,940,838**	8,918,160
Other expenditure	9	**179,912**	**179,912**	140,675
Total expenditure		**10,120,750**	**10,120,750**	9,058,835
Net movement in funds		**(260,690)**	**(260,690)**	6,299
Reconciliation of funds:				
Total funds brought forward		**7,513,781**	**7,513,781**	7,507,482
Total funds carried forward		**7,253,091**	**7,253,091**	7,513,781

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

The notes on pages 25 to 44 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)
Registered number: 00700927

Balance sheet
As at 31 July 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	14		**14,028,578**		14,309,114
Investments	15		**100**		100
			14,028,678		14,309,214
Current assets					
Debtors	16	**338,500**		2,665,205	
Cash at bank and in hand		**1,430,387**		1,796,842	
		1,768,887		4,462,047	
Creditors: amounts falling due within one year	17	**(2,072,209)**		(4,127,981)	
Net current liabilities / assets			**(303,322)**		334,066
Total assets less current liabilities			**13,725,356**		14,643,280
Creditors: amounts falling due after more than one year	18		**(6,412,265)**		(7,129,499)
Provisions for liabilities			**(60,000)**		-
Net assets			**7,253,091**		7,513,781
Total net assets			**7,253,091**		7,513,781
Charity funds					
Restricted funds	20		**-**		-
Unrestricted funds	20		**7,253,091**		7,513,781
Total funds			**7,253,091**		7,513,781

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

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

.....
T Johnson
Chair of Governors

.....
I Gomes
Governor and Chair of Finance and General Purpose Committee

Date: 7th November 2022

The notes on pages 25 to 44 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 July 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	**896,978**	163,067
Cash flows from investing activities		
Dividends, interests and rents from investments	**37**	53
Proceeds from the sale of intangible assets	**-**	510,800
Purchase of tangible fixed assets	**(253,675)**	(90,150)
Net cash (used in)/provided by investing activities	**(253,638)**	**420,703**
Cash flows from financing activities		
Cash inflows from new borrowing	**-**	1,000,000
Repayments of borrowing	**(783,519)**	(601,267)
Capital element of finance leases repaid	**(46,364)**	(65,486)
Interest paid	**(179,912)**	(140,675)
Net cash (used in)/provided by financing activities	**(1,009,795)**	**192,572**
Change in cash and cash equivalents in the year	**(366,455)**	**776,342**
Cash and cash equivalents at the beginning of the year	**1,796,842**	1,020,500
Cash and cash equivalents at the end of the year	**1,430,387**	1,796,842

The notes on pages 25 to 44 form part of these financial statements

Notes to the financial statements
For the year ended 31 July 2022

1. Accounting policies

1.1 Basis of preparation of financial statements

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

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

The company owns the entire share capital of Box Hill School Limited, registered company number 4275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 479A of the Act. The charitable company is exempt under Section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under the Companies Act 2006 Section 405 the Subsidiary could be excluded from consolidation as it is not material.

The presentational currency of the financial statements is £ sterling.

The figures in the financial statements have been rounded to the nearest £1.

1.2 Company Status

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

1.3 Going concern

Having reviewed the funding facilities available to the school together with the expected ongoing demand for places and the school's projected cash flows, the Trustees 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.

These considerations take into account the impact of Covid-19 and the Trustees have concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities.

1. Accounting policies (continued)

1.4 Income

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

All income is included in the Statement of Financial Activities (SoFA) when the school is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfillment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancillary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

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

1. Accounting policies (continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

- Other expenditure relates solely to loan interest payable and finance lease charges.

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Grants

Grants are credited to the statement of financial activities as the related expenditure is incurred.

1.7 Tangible fixed assets and depreciation

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

1. Accounting policies (continued)

1.7 Tangible fixed assets and depreciation (continued)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land & buildings	- 2% per annum on cost
Motor vehicles	- 25% on a reducing balance basis
Furniture, Fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the charitable activities according to estimated usage as follows:

Charitable Activities	Land and Buildings	Furniture, Fixtures and Fittings	Computers, Software and Networking	Motor Vehicles
Teaching	50%	45%	50%	All Minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

1.8 Investments

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

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

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1. Accounting policies (continued)

1.11 Liabilities

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

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

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

1.12 Financial instruments

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

1.13 Finance leases and hire purchase

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

1.14 Operating leases

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

1.15 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS17 'Retirement benefits', the company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities incorporating income and expenditure account represents contributions payable to the scheme in respect of the accounting period.

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

1. Accounting policies (continued)

1.16 Taxation

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

1.17 Advance fees and deposits

Parents may enter into a contract with the School to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the School's liabilities on the Balance Sheet.

1.18 Fund accounting

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

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

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

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charitable Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

During the year the tangible fixed assets held by Box Hill represent a material balance. As such the the useful economic lives and residual values used to calculate the depreciation charged thereon represents a significant and critical accounting estimate made by management.

Critical areas of judgement:

Deposits held by the school repayable when a pupil leaves the school are included in other creditors, a proportion of the total deposits are classified as falling due after one year as this reflects the true timing of their repayment.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	-	-	8,183
Grants	-	-	111,620
Total 2022	-	-	119,803

All donations received in the prior year were to unrestricted funds. There were no donations or grants received in the year under review.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Teaching and Academic Services (Note 5)	9,169,529	**9,169,529**	8,412,279
Ancillary trading income (Note 6)	690,494	**690,494**	342,999
Total 2022	9,860,023	**9,860,023**	8,755,278

All income from charitable activities in the current and prior year was to unrestricted funds.

5. School fees receivables

	2022 £	2021 £
Board and tuition fees	**9,614,659**	8,790,796
Fees in lieu of notice	**118,278**	192,737
Scholarships and bursaries	**(563,408)**	(571,254)
	9,169,529	8,412,279

6. Ancillary trading income

	2022 £	2021 £
Income from extra tuition	**480,345**	280,068
Courses and sub-lettings	**161,982**	22,681
Registration fees	**48,167**	40,250
	690,494	342,999

7. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest receivable	37	**37**	53

All investment income received in the current and prior year was to unrestricted funds.

8. Other incoming resources

	Total funds 2022 £	Total funds 2021 £
Gain on disposal of tangible fixed assets	**-**	190,000

9. Other expenditure

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Interest on bank loans and overdrafts	147,787	**147,787**	106,431
Finance lease charges	32,125	**32,125**	34,244
Total 2022	179,912	**179,912**	140,675

All other expenditure in the current and prior year was from unrestricted funds.

Notes to the financial statements
For the year ended 31 July 2022

10. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Governance costs 2022 £	Total funds 2022 £
Teaching and Academic Services	5,369,744	-	**5,369,744**
Welfare	1,280,703	-	**1,280,703**
Premises	866,059	-	**866,059**
Support	2,329,418	-	**2,329,418**
Governance	-	94,914	**94,914**
Total 2022	9,845,924	94,914	**9,940,838**

	Activities undertaken directly 2021 £	Governance costs 2021 £	Total funds 2021 £
Teaching and Academic Services	5,117,934	-	5,117,934
Welfare	1,079,095	-	1,079,095
Premises	864,709	-	864,709
Support	1,777,568	-	1,777,568
Governance	-	78,854	78,854
Total 2021	8,839,306	78,854	8,918,160

10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching and Academic Services 2022 £	Welfare 2022 £	Premises 2022 £	Support 2022 £	Total funds 2022 £
Staff costs	4,128,012	324,089	280,037	1,479,805	**6,211,943**
Depreciation	259,834	214,577	-	59,802	**534,213**
Supply staff costs	15,682	-	-	-	**15,682**
Staff discounts	123,097	-	-	-	**123,097**
Advertising and introductory fees	318,763	-	-	55,564	**374,327**
Text books and equipment	217,758	-	-	-	**217,758**
Maintenance	-	-	31,647	-	**31,647**
Food and subsistence	-	612,441	-	-	**612,441**
Other overheads	306,598	129,596	554,375	734,247	**1,724,816**
Total 2022	5,369,744	1,280,703	866,059	2,329,418	**9,845,924**

	Teaching and Academic Services 2021 £	Welfare 2021 £	Premises 2021 £	Support 2021 £	Total funds 2021 £
Staff costs	4,137,738	347,531	274,778	1,063,037	5,823,084
Depreciation	264,394	218,035	-	66,810	549,239
Staff discounts	118,962	-	-	-	118,962
Advertising and introductory fees	116,979	-	-	66,753	183,732
Text books and equipment	155,489	-	-	-	155,489
Maintenance	-	-	30,551	-	30,551
Food and subsistence	-	395,307	-	-	395,307
Other overheads	324,372	118,222	559,380	580,968	1,582,942
Total 2021	5,117,934	1,079,095	864,709	1,777,568	8,839,306

10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Governance 2022 £	Total funds 2022 £	Total funds 2021 £
Governance costs	94,914	**94,914**	78,854

Aside from auditors' remuneration disclosed in note 11, Governance costs are comprised of Governors' Meeting Expenses £1,737 (2021: £894) and Legal & Professional costs £75,656 (2021: £60,656).

11. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Charitable Company's auditor for the audit of the Charitable Company's annual accounts	**11,994**	12,804
Fees payable to the Charitable Company's auditor in respect of:		
All non-audit services not included above	**5,527**	4,500

12. Staff costs

	2022 £	2021 £
Wages and salaries	**4,964,398**	4,571,361
Social security costs	**517,164**	515,502
Contribution to TPS & defined contribution pension schemes	**730,381**	736,221
	6,211,943	5,823,084

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

	2022 No.	2021 No.
Employees	**149**	147

12. Staff costs (continued)

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2022	2021
Teaching: Full time	**57**	54
Part time	**15**	16
Support: Full time	**13**	14
Part time	**17**	15
Welfare: Full time	**9**	11
Part time	**10**	6
Premises: Full time	**9**	9
Average FTE	**130**	125

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

	2022 No.	2021 No.
In the band £60,001 - £70,000	**5**	2
In the band £70,001 - £80,000	**1**	1
In the band £80,001 - £90,000	**-**	1
In the band £110,001 - £120,000	**-**	2
In the band £120,001 - £130,000	**1**	-
In the band £150,001 - £160,000	**1**	-

In the current year the key management personnel of the school comprise the Headmaster, Chief Operating Officer, Deputy Head (Academic) and Deputy Head (Pastoral). The total employee benefits including employer's national insurance and pension costs of the key management personnel were £531,463.

In the prior year the key management personnel of the school comprised of the Headmaster, Chief Operating Officer, Deputy Head (Academic), Assistant Head (Pastoral), Head of Boarding, Director of Admissions & Curriculum and Director of Communication. The total employee benefits including employer's national insurance and pension costs of the key management personnel was £754,536.

13. Governors' remuneration and expenses

During the year ended 31 July 2022, no Governors received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 July 2022, expenses totalling £35 relating to travel were reimbursed in respect of 1 Governor (£35 to 1 Governor).

14. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation					
At 1 August 2021	**15,664,045**	**1,968,375**	**438,460**	**136,929**	**18,207,809**
Additions	**1,794**	**193,023**	**58,858**	**-**	**253,675**
At 31 July 2022	**15,665,839**	**2,161,398**	**497,318**	**136,929**	**18,461,484**
Depreciation					
At 1 August 2021	**2,277,915**	**1,178,859**	**318,433**	**123,488**	**3,898,695**
Charge for the year	**284,665**	**160,544**	**85,642**	**3,360**	**534,211**
At 31 July 2022	**2,562,580**	**1,339,403**	**404,075**	**126,848**	**4,432,906**
Net book value					
At 31 July 2022	**13,103,259**	**821,995**	**93,243**	**10,081**	**14,028,578**
At 31 July 2021	13,386,130	789,516	120,027	13,441	14,309,114

Freehold land and buildings included land of £1,430,774 which is not depreciated. The remaining balance is depreciated at 2%.

All fixed assets are used for charitable purposes.

The net book value of assets held under finance leases or hire purchase contracts, included above are as follows:

	2022 £	2021 £
Computers, software and network	23,900	79,423
Motor vehicles	10,084	13,441

Notes to the financial statements
For the year ended 31 July 2022

15. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 August 2021	**100**
At 31 July 2022	**100**

Shares in group undertaking

The charity owns 100% of the share capital of Box Hill School Limited, company number 4275164, which is dormant.

Principal subsidiaries

The following was a subsidiary undertaking of the Charitable Company:

The financial results of the subsidiary for the year were:

16. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	**122,827**	2,617,696
Other debtors	**47,491**	22,403
Prepayments and accrued income	**168,182**	25,106
	338,500	2,665,205

Included within trade debtors at 31 July 2021 were Autumn term 2021 fees invoiced in advance of the year end which had not been paid prior to the year end. The total Autumn term fees invoiced in advance of £2,869,630 were shown as deferred income at 31 July 2021 and this amount was fully released in 2022. Autumn term 2022 fees were invoiced and dated August 2022 and so were not included in debtors or deferred income at 31 July 2022.

17. Creditors: Amounts falling due within one year

	2022 £	2021 £
Bank loans	**415,603**	394,257
Trade creditors	**143,859**	91,881
Other taxation and social security	**150,439**	124,158

17. Creditors: Amounts falling due within one year (continued)

	2022 £	2021 £
Obligations under finance lease and hire purchase contracts	**28,945**	61,827
Other creditors	**1,109,256**	499,078
Accruals and deferred income	**224,107**	2,956,780
	2,072,209	4,127,981

Advance fees

Advance fees are included within other creditors. Parents may enter into a contract to pay to the school up to the equivalent of seven year's tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

	2022 £
Advance fees at 1 August 2021	**191,314**
Resources deferred during the year	**678,473**
Amounts released from previous year	**(363,843)**
Advance fees at 31 July 2022	**505,944**

18. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Bank loans	**5,826,931**	6,631,796
Net obligations under finance lease and hire purchase contracts	**-**	13,482
Other creditors	**585,334**	484,221
	6,412,265	7,129,499

Included within the above are amounts falling due as follows:

	2022 £	2021 £
Between one and two years		
Bank loans	**415,603**	415,603
Between two and five years		
Bank loans	**5,411,328**	6,216,193
Over five years		

The bank loan is secured by charges on Box Hill School and Rectory Cottage. Interest accrues at 1.5% above base rate. The loan is repayable in 47 monthly installments from November 2019 with a repayment holiday granted from April 2020 to March 2021.The loan repayments are calculated on the basis of a 20 year repayment profile, with the balance being repayable in full at the end of the 5 year term.

The school also had a Coronavirus Business Interruption Loan at the start of the year. This was repaid in full during the year.

19. Provisions

	Harpur vs Brazel Provision £
Provided in the year	**60,000**
	60,000

The basis of calculation of holiday pay for part year workers in accordance with the Working Time Regulations 1988 and Employment Rights Act 1996 has been clarified following the 20 July 2022 judgement of the legal case Harpur vs Brazel. This has resulted in the school being required to recognise an expense in relation to an element of underpayment of historic holiday pay for certain term time only staff. It is intended that the payments required to rectify the historic differences will be settled in January 2023. As such an amount of £60,000 has been provided for in the 2022 financial statements with regards to this.

Notes to the financial statements
For the year ended 31 July 2022

20. Statement of funds

Statement of funds - current year

	Balance at 1 August 2021 £	Income £	Expenditure £	Balance at 31 July 2022 £
Unrestricted funds				
Designated funds				
Bursary reserve	65,465	-	-	65,465
General funds				
General funds	7,448,316	9,860,060	(10,120,750)	7,187,626
Total Unrestricted funds	7,513,781	9,860,060	(10,120,750)	7,253,091

It is the intention of the Governors that the Bursary Reserve is used only for bursaries and scholarships to be awarded by the school. An amount may be transferred from General Funds to the Bursary Reserve as calculated by the Governors based on fees receivable and will vary from year to year. The amount of the reserve used towards bursaries in a particular year is shown within the total bursaries deducted from school fees receivable in note 5.

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 August 2020 £	Income £	Expenditure £	Balance at 31 July 2021 £
Unrestricted funds				
Designated funds				
Bursary reserve	65,465	-	-	65,465
General funds				
General funds	7,442,017	8,870,910	(8,864,611)	7,448,316
Total Unrestricted funds	7,507,482	8,870,910	(8,864,611)	7,513,781

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

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(260,690)**	6,299
Adjustments for:		
Depreciation charges	**534,211**	549,239
Dividends, interests and rents from investments	**(37)**	(53)
Loss/(profit) on the sale of fixed assets	**-**	(190,000)
Decrease/(increase) in debtors	**2,315,850**	(61,393)
(Decrease)/increase in creditors	**(1,932,268)**	(281,700)
Interest payable	**179,912**	140,675
(Decrease)/increase in provisions	**60,000**	-
Net cash provided by operating activities	**896,978**	163,067

22. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	**1,430,387**	1,796,842
Total cash and cash equivalents	**1,430,387**	1,796,842

23. Analysis of changes in net debt

	At 1 August 2021 £	Cash flows £	Other non-cash changes £	At 31 July 2022 £
Cash at bank and in hand	**1,796,842**	**(366,455)**	**-**	**1,430,387**
Debt due within 1 year	**(394,257)**	**783,519**	**(804,865)**	**(415,603)**
Debt due after 1 year	**(6,631,796)**	**-**	**804,865**	**(5,826,931)**
Finance leases	**(75,309)**	**46,364**	**-**	**(28,945)**
	(5,304,520)	**463,428**	**-**	**(4,841,092)**

24. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for the majority of its teaching staff. The pension charge for the year includes contributions payable to the TPS of £647,331 (2021: £659,884) and at the year-end £73,249 (2021: £75,795) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgement that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment tribunal as well as employer and member representatives to agree how the discriminations will be remedied.

24. Pension commitments (continued)

For teachers not enrolled in the TPS, the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £2,980 (2021: Nil). Contributions totaling £631 (2021: Nil) were payable to the fund at the balance sheet date and are included in creditors.

For all other employees the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £80,070 (2021: £76,337). Contributions totaling £17,272 (2021: £16,717) were payable to the fund at the balance sheet date and are included in creditors.

25. Operating lease commitments

At 31 July 2022 the Charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	**117,603**	74,737
Later than 1 year and not later than 5 years	**107,455**	51,700
	225,058	126,437

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2022	2021
	£	£
Operating lease rentals	**165,260**	63,011

26. Related party transactions

No related party transactions were undertaken during the year.

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082

INSPIRATIONAL
Box Hill School

BOX HILL SCHOOL TRUST LIMITED

GOVERNORS' REPORT AND

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st July 2021

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2021

CONTENTS PAGE

Governors, Officers and Advisers	2
Annual Report of the Governors	4
Independent Auditor's Report to the Members	21
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	25
Balance Sheet	26
Cash Flow Statement	27
Notes to the Financial Statements	28

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2021

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Box Hill 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 who served in office as Governors during the year and subsequently are detailed below.

Governor	Nominations	Finance and General Purpose	Education	Risk and Compliance	Business and Commercial
A Agace					✓
S Bilby					
J Chalker		✓		✓	
J Evans	✓	✓			
D Fallon	✓			✓	
I Gomes		✓			
A Horden		✓			✓
T Johnson				✓	✓
E Knight				✓	
C Man			✓		
P Savage		✓			✓
P Tanner		✓			
C Townsend			✓		
M Whitby		✓			

During the year the activities of the Governing Body were carried out through five committees. The membership of these committees is shown for each Governor.

The Honorary Patrons

His Majesty King Constantine of Greece, Prince of Denmark
Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel currently and throughout the year)

The Headmaster -	C Lowde BSc (Joint Hons), M.Ed, NPQH
COO & Clerk to the Governors -	S A Ansell FCCA, BSc Econ
Deputy Head (Academic) -	J Thomson BA, MA
Assistant Head (Pastoral) -	S Salmon BA(Hons)Econ, MA Econ, M.ED
Head of Boarding -	J H Attewell BSc(Hons)
Dir. of Admissions & Curriculum -	S T Powell BEd(Hons)
Dir. of Communications & Development -	A Vernon BA(Hons)Dip M

Principal Office

Box Hill School
Old London Road
Mickleham
Surrey
RH5 6EA

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2021

Advisers

Independent Auditor	Kreston Reeves LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank PLC 90-92 High Street Crawley West Sussex RH10 1BP
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.boxhillschool.com

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2021

The Governors of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2021 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charity for the year. The expressions Governor, Trustee and Director are used interchangeably in the Annual Report and Financial Statements.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn.

The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Directors and Governors (further details)

T Johnson – Chair	Non-Executive Director
D Fallon – Deputy Chair	Portfolio of Health–related appointments
A Agace	Chartered Surveyor
S Bilby (appointed Dec 20)	Regional Managing Director
J W S Chalker (resigned Dec 20)	Chartered Interior Designer
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
A Horden	Programme Director
E Knight	Lawyer
C Man (appointed Dec 20)	Consultant
P Savage	Healthcare Consultant
P Tanner	Chartered Architect
C Townsend	Headmaster Felsted School
M Whitby (appointed Dec 20)	Company Director

Members of the Trust

In addition to the Governors, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Governors once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Governors. During the year all the Governors plus the following were Members of the School company:

H Atwood	Dr R A S Atwood	J M Banfield
N A C Booth	Dr A M Dempsey	G Douglass
T Fox-Young	H J W Harman	T G Knight
D Korn	Dr H E Ladebeck	D Malcolm-Green
L McComish-Owen	C Mann	A Murugappan
M Pengilley	J Sharpley	G Shenton
R P J Sonneborn	M Sunter	Rev J R Taylor
J Turner	P M G Voller	J G Williams

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Governors

Only persons approved by the Trustees (Governors) of the School are eligible to be Members of the School company. The number of Trustees (Governors) is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Governors, the School's Trustees, who meet at least four times in any one academic year. Details of Governors are given on page four.

Governor appointments are confirmed by a vote at the Annual General Meeting of the Members of the School Company, Governors are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Governors will serve no more than 12 years in four terms of three years.

Induction and Training of Governors

New Governors are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Governors attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All Governors are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headmaster, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at Box Hill School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'. The Foundation is connected to the School due to common Trustees.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. This is an important association for the School but there is no formal connection between the two charities. The Registered Office of Round Square is Swan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues. An example of an exceptional briefing were presentations by the Chief Operating Officer to all staff on the School finances during the lockdown caused by the Covid-19 pandemic.

Information of pension changes are communicated to staff electronically.

Staffing

At 31st July 2021, the School employed a total of 70 members of academic staff and 55 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing). The total funds at the year end have accumulated to £7,513,781 and are all unrestricted. £65,465 is held as a designated bursary reserve to fund current and future bursaries and it is the intention of the Governors that this is only used for bursaries and scholarships to be awarded by the School.

The net book value of tangible fixed assets held at the balance sheet date was £14,309,114, with related loans of £6,526,053, giving a net amount of £7,783,061 which is in excess of total funds. This shows that after taking into account the significant investment in the School's campus and buildings and associated loan financing there are currently no free reserves. This is common in independent schools which have to finance their own capital investment.

The Governors have always considered that, given the strength of the balance sheet, strong cash flows and popularity of the School, it has sufficient funds available to cover normal fluctuations in working capital but will consider the need to build up free reserves in the future. It is the Governor's strategy to work towards positive reserves of up to one term's operational expenditure. This will require a build-up of surpluses and continuing repayment of the School's debt. While this approach remains the governor's long-term strategy, in light of the Covid-19 pandemic it has not been realistic to make progress towards it this year and the approach has been to work to minimise the financial impacts of the pandemic on the School. This is discussed further in the Financial Review.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and in connection with that object to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education.

Mission Statement

- To create successful life-long learners and leaders with a global mind-set who will always make a difference in the world around them through the Round Square IDEALS, which are:
    - I nternationalism
    - D emocracy
    - E nvironmentalism
    - A dventure
    - L eadership
    - S ervice

- To enable the promotion of these IDEALS by demonstrating the School's holistic approach to education through understanding of others; encouragement of individual talents and sporting skill; promotion of a spirited attitude to life; pastoral care; and pride in what we do.

The School's charitable status means that it does not make a profit, however the Governors must budget for a surplus over expenditure in order to maintain the buildings and equipment in good order, and develop the School.

Intended Impact

Within its Charitable Objects, the School's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to 'become the best version of themselves'. This involves emphasis on public examination results and the co-curriculum through cerebral, sporting, artistic, team building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at School and in later life.

Aims for the Public Benefit

The School's aims are:

- To establish a school on predominantly boarding principles in which there are strong and active partnerships between parents and the School and between the School and the local community;
- To offer all pupils a range of opportunities so that they can achieve to the best of their ability within a framework of shared values and standards;
- To value and nurture pupils as individuals, giving them a sense of their own self-worth and of the value of service to others, thus preparing them for life beyond school.
- To carry out the School's charitable objectives for the benefit of the public.

Primary Objectives

The primary objectives of the School to fulfil these aims are:

- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, co-education, respect for one another and good citizenship;
- To provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- To provide pupils with the opportunity to take decisions based on their own judgement and to communicate those decisions appropriately and effectively;
- To provide financial support to enable children whose parents are unable to afford the full fees to benefit from a Box Hill School education;
- To provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately;
- To provide the necessary training and administrative framework to meet the needs of members of staff and pupils alike;
- To build a productive relationship with the local community, schools and alumni;
- To maintain a school roll with a target of 425;
- To provide an international boarding experience to the benefit of UK and overseas students alike.

Strategies to achieve primary objectives 20-22

The School continues to plan ambitiously for the future. Throughout the disruption caused by the pandemic, the Governing Board worked with the Executive towards shaping a five-year plan-with these two main objectives at its core:

- Investment in people, pedagogy, student experience, and diversity

In order to achieve this the School is focussed, in its educational provision, on the following aims;

1. A focus on the wellbeing, safety, individual needs and personal development of each child.
2. A focus on developing student experiences in the classroom which promote a positive attitude to learning.
3. A focus on promoting student experiences beyond the classroom which develop leadership and positive character traits.
4. An inclusive student body representative of a large number of peoples from across the world.
5. A school experience which promotes awareness of adventure, service, democracy, and a concern for the environment.

- Planning for business growth through
  1. A focus on financial stability through robust stewardship and tight budgetary control
  2. Maximising core revenue via inbound recruitment with a particular focus on international and junior boarders,
  3. Revenue growth via in-country partnerships in overseas territories allowing the BHS brand to reach new markets post-Covid
  4. Securing core revenue via the exploration and implementation of local collaborative partnerships.
  5. Protecting the core asset of the School through continued campus development.

Strategies to meet these objectives during the year 20 – 21 included:

- communicating high expectations to all staff
- Maximising examination outcomes through highly diligent use of Teacher Assessed Grades (TAG)
- setting challenging target grades and communicating these to pupils and parents;
- Continuing monitoring of teaching and learning through formal and informal lesson observations, department reviews and common teaching and learning appraisal objectives;
- Building best practice within teams to ensure compliance with regulations.
- Ensuring that PSHEE teaching and learning is innovative, engaging, and dynamic, promoting positive learning experiences, and introduces RSE.
- Actively promoting pupil voice and pupil leaders.
- Actively promoting an understanding of key issues including 'BLM', and 'Everyone's Invited'
- Establishing a formal training programme for Syndicate members.
- Building on work undertaken with feeder schools
- Defining and promoting the Sixth Form 'offer' to Yr10 & Yr11 students, parents and agents.
- Ensuring the Schools IT systems, equipment and infrastructure are secure and fit for purpose

During the year ended July 2021, the School continued to be impacted significantly by the global Covid-19 pandemic. This impact required a substantial re-envisaging of the plan to focus on the wellbeing of students, their continued virtual educational provision and short-term business imperatives.

COVID-19 and the School's continued response

As with the majority of organisations across the UK and beyond, the School has been significantly affected by COVID-19 and the subsequent regulations surrounding schooling in England.

In January 2021 the Government again announced that schools would close physically for an indefinite period of time. The primary focus of the initial days was the safety of all concerned, especially the boarders, who all returned home or to guardians. This was successfully and smoothly achieved.

The media presented a situation where schools were 'closed' but as in the previous lockdown Box Hill School was fully open. It had simply moved to teaching through virtual technology in remote learning. Our goal was immediately to offer value to our students and their parents by continuing with a high-quality learning experience. 100% of all teaching, was conducted live and online in Zoom classrooms through shared screen home working. This engaged the students and the School received numerous positive emails from parents. This live teaching was supported by set work and distance learning to complete the curriculum and no child has lost pace with the expected normal learning trajectory as a result. PHSEE, assemblies, and sports fitness were also all carried out through full time virtual teaching. All teachers remained fully employed and engaged.

Boarding staff were conscious of the need to deliver high quality pastoral care and community wellness through repeated and regular tutorials and house meetings, again online.

Multiple scenario planning for school re-opening continued across all departments in the School with the result that Box Hill was ready for the return to school experience.

Running in parallel to the work to minimise the impact on students' academic progress and wellbeing significant emphasis was put on the School's financial situation by the Governors and the Executive. As the School was not able to provide a boarding experience to its pupils it was necessary to discount boarding fees to reflect this. The Governors carefully considered the extent of this discount and ensured it was at a level that minimised the impact on the School's finances. The effect of the discount can be seen in the income statement where it has reduced revenue, the Governors did not discount fees for day students as pupils continued to receive full time education during the closure. The discount was well received by the community and the vast majority of parents paid the fees due in full.

Immediately on quantifying the immediate impact and challenge of the move to remote learning the School's Chief Operating Officer revised cost budgets, put staff on furlough where this was appropriate and devised a medium-term cost saving strategy to protect the School's prospects. At all times the Governing Board were informed, involved in and supportive of this process. The School also worked closely with its bankers in this period.

The Board continued to meet its objectives during lock down by;

- Allocating resources to ensure that the School was able to provide high quality online learning and pastoral support until pupils were able to return to the School
- Holding regular additional Board meetings to determine strategy and lead planning
- Keeping abreast of government advice and communications around Covid-19 and ensuring government guidance was implemented by the School
- Seeking information and guidance from relevant bodies such as SOH, ISBA, insurers, etc
- Reviewing and monitoring the detailed health and safety risk assessments and financial planning carried out by the School.

The Governing Board are confident that the combined actions taken to date have put the School in as strong a position as possible to face the ongoing effects of the Covid-19 pandemic whilst positioning the School positively to continue its development as the global economy begins to return to normal.

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

The benefits that the School's education brings are highlighted throughout this report. The Governors are committed to ensuring that those who cannot afford the full fees are not excluded from benefiting from the education the School provides. The principal way in which the School achieves this is through the provision of bursaries, as well as through activities with state schools. In deciding how to achieve this the Governors have taken into account the circumstances of the School.

Bursary Policy

The Governors are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the Charity's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 6.5% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £571,254 to a total of 147 pupils where the aim, in addition to the awards set out in the Scholarships and Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Governors' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

		2021		2020
Bursaries and sibling discounts	33 pupils	£293,767	30 pupils	£282,967
Scholarships	114 pupils	£277,487	116 pupils	£277,228
		£571,254		£560,195

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership

The Governors regard the creation of partnerships with state schools to be important and the School continues to seek opportunities to further develop these initiatives. Whilst Covid-19 impacted the opportunities to reach out physically to other schools, it should be noted that the Headmaster continued as a Governor at Powell Corderoy Primary School (Dorking) with oversight of KS2 curriculum through the pandemic.

In addition, the Headmaster continued as the Independent School's representative on the Surrey County Council Safeguarding Forum. In September 2019, Surrey adopted new safeguarding children partnership arrangements in line with national requirements. The statutory partners and relevant agencies together form the new Surrey Safeguarding Children Partnership. Members of the Partnership typically represent an agency (eg the council; the CCG; Surrey Police) or a 'constituency' (eg schools; Third Sector). All have statutory responsibilities in respect of safeguarding children. The vision is to ensure that the new safeguarding arrangements will make a difference to the lives of children and young people in Surrey. They will ensure that agencies work better together, learn from local and national practice and continuously improve services to enable children to be safe and feel safe in their families and communities.' Box Hill School is committed to this goal at the School, local, and National Level.

The Headmaster also sits on the Society of Heads' Development sub-committee with the goal of working in partnership with other Independent Schools to develop the knowledge and provision of learning experiences for Heads across the sector.

Sharing our Facilities

- The School actively seeks sports fixtures with numerous secondary state schools – both local and regional;
- The School facilities are let, at a reduced rate, to a variety of local sports clubs and organisations including Mickleham FC, Mickleham CC, Mickleham Badminton Club and various junior teams;
- Our facilities are used for educational groups during holiday periods, international language schools and sports groups.
- Prior to the Covid-19 pandemic the School engaged in a partnership with a local state primary school. This partnership involved the School providing the use of its facilities and teaching resources to support the primary school and give its' pupils access to a broader range of experiences than would have been available otherwise. We hope that this partnership will be renewed in the post pandemic era when circumstances allow

Local Community

The School continues to provide opportunities to share its facilities to various local organisations and groups as part of its day-to-day activities. In addition we highlight the following initiatives:

- This year we partnered with Maggie's Centres to support their fundraising projects. Together we continued the charity cycle event which was hosted by the School. It is very positive and welcomed by the School that this has become an annual event despite Covid.

- We support the Leatherhead Youth Project (charity supporting disadvantaged young people). The School developed a programme to provide free access to facilities and -use of the campus for a designated 'holiday' week. Sadly both of these were unable to go ahead as a result of COVID-19, work continues to make this happen in the coming year.

Box Hill School has provided;

- Support to local businesses by sourcing wherever possible supplies and services from the local area (for example local contractors, florists, etc), School uniform is provided by a local business
- Participation in community events (local Remembrance services etc)
- The use of local places of worship (Carol concert etc open to the public)
- Charity work by staff and students in a variety of different contexts
- Staff participation in Covid response especially with regard to practical medical contributions (eg Nurses participation in NHS relief etc)

Information on fundraising practices

The School recognises the contribution made by its supporters, with voluntary donations being a valuable part of the School's incoming resources. Fundraising activity has historically been carried out by Box Hill School Parents' Association (BHSA) which is led by an elected committee of parents and operates independently from the School. This group raises money for the School through events and activities which are voluntary and advertised in a non-intrusive manner. The School does not utilise the services of any external commercial fundraisers.

During the previous year the work of the Development Office, including both fundraising campaigns and alumni relations, was indefinitely suspended as a result of the Covid-19 pandemic and its impact on the School. This suspension continued in the year ended July 2021. Parents continued to be unable to run events and activities that would have raised funds for the School. Equally the usual operations of the Parents' Association did not take place which has hindered the allocation of funds already raised. Furthermore, it was not appropriate or possible to conduct the smaller scale 'business as usual' fundraising activities of previous years.

During the current academic year, the School will revisit the timing and fundraising plans for the Creative Hub in line with other strategic factors to determine the appropriate time to relaunch the fundraising campaign.

During the year there were no instances where the School failed to comply with its fundraising regulatory obligations and there were no complaints regarding its previous fundraising activities. All the School's fundraising efforts are undertaken in a respectful, consensual and non-intrusive manner. The School ensures that approaches to potential donors are well researched so that the potential donor is of the appropriate profile for a discussion and all approaches are carefully planned to avoid any pressure being put on the other party. The School actively avoids approaching vulnerable people as part of its fundraising activities.

STRATEGIC UPDATE

This section outlines the strategic aims and objectives for the School, together with a review of its performance for the year and plans for the future.

The School's strategic objective has been and remains to become the first-choice school both locally and globally for those families that understand that education is about growing the whole person. A key strategic aim is to maintain a full school roll and the School successfully reached its cap of 425 students prior to the COVID-19 lockdown in January 2020. The pandemic saw numbers of international boarders fall, and the current strategy is to rebuild boarding numbers to pre-pandemic levels.

Work on the development new 5 year plan took place during 20-21 and shortly after the year-end the board met with the executive to agree the strategic elements of this. The detail of this continues to be developed, however the core objectives from a financial perspective are as follows:

The School seeks, as part of the developing plan, to grow revenue through the exploration of physical and virtual opportunities globally whilst ensuring core revenues recover to pre-Covid levels. The following key objectives will support this aim:

- Preparing for growth and expansion initiatives,
- Exploration and execution of a physical presence overseas,
- Via the 5 Year Digital strategy, the embedding of a digital foundation and skills base to enable the creation of an innovative and distinct online portfolio,
- Rebuilding boarding numbers to the levels enjoyed before the Covid-19 Pandemic including a focus on British Boarding and Flexi-Boarding.

The School seeks to move to a budgeted surplus by the end of FY2021/22 with surpluses increasing each year thereafter. These surpluses will be used to rebuild cash reserves for campus development, debt repayment and to build resilience against external financial risks.
This will be achieved in the following ways:

- Establishing, over 5 years, cash reserves that are sufficient to insulate against financial risks,
- By controlling the cost base to ensure that expenditure is incurred where necessary to support the objectives of the School and in a controlled manner ensuring value for money,
- By reviewing the staffing and structures of the School and if necessary making adjustments to ensure they appropriately meet the needs of the organisation,
- Developing the line-management structure to be clear, robust and accepted in terms of both accountability and empowerment,
- By continually reviewing the financial strategy of the School to ensure expeditious repayment of debt whilst ensuring funds are made available, where possible, for investment in the School's assets and people.

Investment in the School's Assets and People
The School seeks to use a return to profitability to invest in its core assets and people by;

- Undertaking a workforce review with the aim of the School becoming an employer of choice by ensuring a pay structure, benefits package and working conditions that are fair and transparent,
- Delivering on a digital vision that *"Equips every student for their digital future by building a modern and secure digital infrastructure that enables outstanding and innovative educational delivery by digital experts"*
- Identifying the appropriate time to relaunch the Capital Campaign for the Creative Hub,
- Reviewing the physical footprint of the School via a Campus Development Plan to ensure that the facilities are fit for purpose, high quality and configured to support the development of the School.
- Committing to the 'environmental' RS Ideal through growth that is built around sustainability and an awareness of and priority given to environmental considerations.

Academic

Our level 9-4 pass rate was 91% with a level 7+ rate of 29%. This was a very strong performance and if compared to historic data, these represent our best ever GCSE results.

At A-level, we achieved a 100% pass rate (A*-E) and 56% A*-B which, again, are our best ever performance compared to historic data. Most students have either met their firm or insurance choice university criteria.

At IB we achieved a diploma average of 34 points, above the world average of 33.02 points. Our highest diploma score was 41 points.

We aim to achieve the highest possible standards of academic learning, offering great breadth (for example in curriculum choice, where we offer GCSEs, and iGCSEs, A level and IB, and an International Study Centre), within a wide ability range and developing the individual needs of every student. Our outcomes, as evidenced above, are strong and compare very positively to national and world averages which our results exceed without exception.

We aim to develop independent learning throughout the School and to extend all our students to enable them to fulfil their potential. We encourage our students to work hard and to take pride in their achievements and to develop a lifelong love of learning. The School is proudly comprehensive: our ideal is to work towards an intake which is fully representative of the entire range of learners in the outside world, including students deemed gifted, of 'average' cognitive ability, and with differences/difficulties or with special education needs. Well-planned lessons, with clear learning objectives and expected progress, high standards of engagement are normal everyday practice. Lessons always show strong evidence of differentiation for all learners.

Teachers are encouraged to be dynamic and engaging, and lessons include a variety of tasks. Our recent, remote teaching and learning delivery during lockdown received heavy praise from our parent body. We delivered almost all live lessons through zoom and backed it up with online resources delivered through various platforms. All students communicated with teaching staff and each other through their school email and those who fell behind with their remote learning were picked up on. All departments are aligned to the whole school action plan and departments have built action plans that 'harness' the incredible remote work and used resources made (eg. pre-recorded zoom lessons) to link into their schemes.

Staff work hard to ensure that there is appropriate differentiation in class and homework and have an acute awareness of the learning needs and styles of students. Teaching is regularly monitored by the Head, Deputy and Assistant Head through unannounced lesson drop-ins, departmental reviews and by Appraisal Reviewers and Heads of Department. The Deputy or Head of Department undertakes observations of newly appointed teachers. One of the key features of the education that we provide is that it is holistic, in that it places equal emphasis on all areas of school life, be it artistic, academic, sporting, activity-based, pastoral, or creative.

The years 7 to 9 Curriculum feeds into GCSE, and beyond but includes diverse, real-world issues and activities that prepare young people for the modern world. Topics are taught in an inclusive manner, in-keeping with the Round Square IDEALS.

Venturing outside the classroom in all subjects is encouraged. Maths and English lessons benefit from the use of our beautiful grounds and might for example, use trigonometry to measure the heights of buildings or use the stunning landscape in surrounding areas to inspire creative writing.

A 'daring' approach to teaching and learning is encouraged with an emphasis on key skills required for the modern world, beyond academic results, including: problem solving, team work and communications. We aim to 'feed imaginations' by promoting discussion and debate around issues beyond the scheme of work in the class work and encourage freedom of thought in open-ended tasks.

Students are clear on where they stand in each subject against exam criteria and have specific feedback about what needs to be done to improve and reach their potential defined as a target grade which does not need to be a 'cap'.

Pastoral

The School understands just how critical the pastoral care of its pupils is for their all-round development. It is vital that we continue to drive this forward and so we continue to proactively pursue character education.

The mission (vision statement) of Box Hill School is ***to create successful global citizens who will always positively impact the world around them through the Round Square IDEALS.*** This short sentence encapsulates the culture of respect, the focus on learning, and the challenge of influencing tomorrow's world, that we wish to promote at Box Hill School. Increasingly, young people today are faced with a range of challenges which are new and unique.

Within this context, the task of educating our students remains the same; to form character, to promote wisdom, to encourage ethical living, right choices, and to promote a spirit of enquiry based on a firm grounding of knowledge. This is still our task. It is also clear that a set of values as singular and striking as this cannot just be taken for granted. We must work actively to guard the distinctiveness of Box Hill School in the face of all kinds of changes in the environment in which we operate. Some of these are broad changes in society; others are regulatory and specific to education and the welfare of children. To the former we must adapt, with the latter we must comply. Our aim should be to continue to provide boys and girls with an educational experience as extraordinary and as inspirational as possible, but as fit for the 2020s and as valuable today as that of the pioneers a century ago.

The School employs a PSHEE specialist to deliver the curriculum. The PSHEE curriculum has been further improved and amended in line with legislation. The programme is reviewed annually by the Assistant Head Pastoral. Pupils regularly provide feedback to assist this process. We follow guidelines from the PSHEE association in putting together a programme of study and are always looking at ways to improve our content and delivery to students. We invite guest speakers to come in and provide training or support for students on topics that are relevant and challenging. All Lower 6th pupils attend 'Safe Drive, Stay Alive' and this always provides an opportunity for sensitive discussions about driving just before many learn to drive.
PSHEE at KS3 & 4 promotes decision making and the consequences of making decisions and encourages our students to be responsible members of our School community and the wider local community.

An understanding of democracy is encouraged via the School Council and associated pupil groups such as a food committee and boarding committee. Pupils are also involved in deciding the charities that the School supports.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the School community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, Sports Relief and staff supporting *Movember*, for example, to raise money for charity. The School community regularly raises money from various small scale projects including for example, a cake sale run by the MFL department on the European Day of Languages. In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, collections for, and service at, several local food banks and a shoebox collection.

In addition, the School also supports the village church. This is in addition, to service projects pursued by individual pupils as part of CAS, Round Square and the Duke of Edinburgh's Award scheme which this year have included volunteering at a local Scout group, local charity shops, a community garden, riding stables and museums, litter picking, peer mentoring and coaching sport for younger children.

Holistic Education

Establishment of key events such as public speaking competitions, and senior student initiatives to organise and run an annual 'Variety Show', have all promoted student voice and independence.

We have an excellent Syndicate and Guardian team, who lead the student body and set a good example to all students. The Guardians run the School council sub-groups and they work with the representatives to improve any areas of the School that they feel need to be developed. In addition, the Guardians and members of the Syndicate are working with younger year groups to encourage team building.

Box Hill Day (also known as Make a Difference Day) is a day when all students are involved in raising money and awareness for our chosen charities and they work together in year groups to achieve a common goal. Each house or small group will select an activity to raise money and this includes activities such as the coconut shy, face painting, 'soak a teacher', pancake making and then the whole School walks up Box Hill on the same day. Throughout the year students support each other by organising events such as the Variety Show, fashion shows and also lead assemblies on their chosen topics. Although this year Coronavirus put paid to these initiatives, the School operated as normally as possible with considerable success.

Expeditions remain a core part of what pupils in KS3 experience. This always involves team building activities and reflection. The tone is set from the beginning by the use of team building activities as part of the KS3 and Sixth Form induction programmes. DofE expeditions allow pupils beyond KS3 to further develop their skills.

The activities programme, sport and drama also routinely encourage working together. 35 pupils of varying ages have worked collaboratively on the latest School production.

Boarding

As with many things in this current climate, the boarding year has been a strange and challenging one. Prior to the interruption of the School year for the second time in January, boarding had continued to thrive at the School. Numbers were stable. The provision in place had continued to build on the foundation set in earlier years, with plenty of weekend trips for the borders to enjoy, sports centre orientated competition which included a very successful football tournament, numerous house events and the usual array of boarders themed supper's, Church services and the enjoyment of relaxation time in the houses.

We had various different forums by which we were able to ascertain both student and parent feedback, with the general consensus being our boarding provision was excellent and provided the balance and structure students needed.

Although the global pandemic has impacted the School significantly, it has been particularly acute within boarding. The School closure necessitated by Covid-19 created a very difficult situation for our boarders and staff. The School is proud of the support we offered to our boarders to allow them to get home at the start of lockdown. Despite there being no boarding provision during the closure our staff were proactive in staying in contact with boarders and their families both individually and via house meetings held electronically.

In particular, it should be noted that since May 2021 and the global reassurance provided by the successful UK-wide vaccination roll-out, numbers of boarders committing to the School have been buoyant with new sign-ups every week.

Financial Review & Results for the Year

The results for the year are set out in detail on page 25. With income of £8,870,910 the School had an operating surplus of £6,299 (2020 deficit: £140,610). The surplus this year is lower than anticipated as a direct result of the continued global Covid-19 pandemic which required the School to operate remotely for a term. The remote operation led the Board of Governors to apply a discount to the January term boarding fees which significantly impacted revenue. Some of this impact to revenue and cashflow was mitigated by the School taking advantage of the government furlough scheme and cost savings made as a result of a reduced physical operation in the second term.

Due to the ongoing practical and financial impacts of the pandemic investment in the Schools facilities was restricted, for the most part, to essential maintenance during the year. The Governing Board and the Executive are acutely aware of the importance of investment in the School's facilities and intend, via the production of a Campus Development Plan, to assess and plan for the School's requirements in the coming five years and beyond.

The Governing board have carefully considered the School's immediate future in the context of the Covid-19 pandemic and its impact on the School's going concern status. The Governors are confident in the ability of the School to continue as a going concern for at least the next 12 months and a long time beyond. Confidence is derived from the fact the School was full and thriving before lockdown and both domestic and international interest in the School has continued at expected levels during the pandemic. Further confidence is derived from tangible actions and outcomes after the year end as follows:

- The School reopened in September 2021 with 391 pupils which is only a 7% decline on the pre-lockdown roll of 425. The decline continues to be driven by the expected and sector wide fall in recruitment from overseas markets, particularly China, as a result of the Covid-19 pandemic, the outlook for these markets is starting to look more positive
- The revised student numbers lead to a budget and cash flow forecast that is manageable and achievable for the School and does not indicate any cash flow issues in the coming 12-24 months
- The School has repaid a £1m government backed business interruption loan which was drawn down as a safety net should cash flows deteriorate. The Board and Executive are sufficiently confident in the School's cash flow that the loan has been repaid prior to it becoming interest bearing
- The repayment of the loan was supported in part by the sale of a property during the year. The board carefully reviewed the asset base in the School as part of its response to the financial challenges posed by Covid and deemed the sale to be the most prudent course of action to continue to protect the long term interests of the School

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. The reserves held are required to finance the freehold property and to cover normal fluctuations in working capital. The reserves have accumulated to £7,513,781 and reflect the significant cost of the School's freehold land and buildings.

During the year the governing board completed a consultation with teaching staff regarding the School's continued membership of the Teachers' Pension Scheme. The consultation involved in depth conversations with teachers as to the long term risks to the Schools' financial position posed by continued membership of this defined benefit Scheme weighed against the need to ensure that teaching staff continue to feel valued and have confidence in their long-term financial security. The consultation was driven by the recent, significant, increase in employer contributions to the scheme and the pressure this puts on the School finances as well as the expectation of further increases in the medium term.

The outcome of the consultation, agreed by all parties, was that the School would adopt a "mixed economy" approach whereby existing staff would stay in the scheme and be subject to a combination of a pay freeze for 3 years and a 1% pay cut for 2 years. New staff will be enrolled in a new, defined contribution, scheme. The Governors feel that this outcome mitigates some of the current cost pressures caused by the recent increase whilst allowing the School to gradually exit the scheme through natural turnover of staff. The Governors will review the situation again if further substantial increases in contributions are announced

RISK MANAGEMENT

The Board of Governors consider that the Covid-19 pandemic has significantly altered the risk profile of the School. It is however important that the board continue to manage the pre-existing risks facing the School which can be summarised as follows:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong. The School's response to the need to physically close at short notice for a second time was an example of excellent crisis management.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.
- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.
- Like all schools, issues of safeguarding and health and safety are of critical importance and represent a significant ongoing risk to the School. The School dedicates significant internal resource to ensuring a safe and healthy environment for the children where the wellbeing of all is paramount. The School also engages external advisors to ensure compliance and best practice is being adhered to.

Risks changed, increased or created by the Covid-19 pandemic are summarised as follows:

- Due to the current restrictions on, and decline in, global travel there is a risk to the stability and sustainability of revenues from our overseas markets for boarding pupils. We are mitigating this risk with extensive online marketing activity as well as providing safe quarantine facilities for pupils arriving from countries where this is a stipulation. The School is now operating on the basis that boarders are likely to stay on site during holiday periods and is making this available to boarders.
- There is a further risk to revenues from the domestic and global economic impact of the pandemic which may make independent education unaffordable for an increasing portion of our target markets. So far demand has held up well but there is future economic uncertainty that could have a significant impact.
- The possibility of a further lockdown adds risk to the School's operations and revenues. The board are monitoring this risk with the executive and cash is being freed up where possible to allow impacts from this to be absorbed if it should happen.

A new risk has been identified relating to environmental sustainability, following the increased focus on all organisations to reduce carbon emissions to meet the Government's legal duty to reach net carbon zero by 2050. All committees have an awareness of their obligation to include sustainability within their decision making.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises four members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Governors are satisfied that the major risks identified have been adequately mitigated where necessary.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING RESPONSIBILITIES

The Trustees (who are also the directors of Box Hill School Trust Limited for the purposes of company law) are responsible for preparing the Report of the Governors including the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the income and expenditure of the company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

Appreciation

The Governors wish to record their thanks to the Headmaster, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

Relevant Audit Information

Kreston Reeves are deemed to be re-appointed in accordance with an elective resolution made under section 386 of the Companies Act 2006 which continues in force under the Charities Act 2011.

Insofar as each of the Directors, as members of the Governing Body, at the date of approval of this report is 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 member of the Governing Body 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 Board of Governors of Box Hill School Trust Ltd on the 10th November 2021, including, in their capacity as company directors, approving the Report of the Governors and Strategic Reports contained therein, and signed on its behalf by:

Signed on behalf of the Governors



.....

T Johnson
Chair of Governors

Approved by the Governors on 10th November 2021

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

Other information

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

We have nothing to report in this regard.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' 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 Governors' responsibilities statement, the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Auditors' responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Governors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness

of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



Sarah Ediss (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Horsham

17 November 2021

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 July 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and legacies	3	**119,803**	**119,803**	211,472
Charitable activities:	4			
School fees receivable		**8,412,279**	**8,412,279**	8,863,553
Ancillary trading income		**148,775**	**148,775**	396,402
Investments	7	**53**	**53**	366
Other income	8	**190,000**	**190,000**	4,545
Total income		**8,870,910**	**8,870,910**	9,476,338
Expenditure on:				
Charitable activities		**8,723,936**	**8,723,936**	9,413,909
Other expenditure	9	**140,675**	**140,675**	203,039
Total expenditure		**8,864,611**	**8,864,611**	9,616,948
Net movement in funds		**6,299**	**6,299**	(140,610)
Reconciliation of funds:				
Total funds brought forward		**7,507,482**	**7,507,482**	7,648,092
Total funds carried forward		**7,513,781**	**7,513,781**	7,507,482

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

The notes on pages 28 to 47 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)
Registered number: 00700927

Balance sheet
as at 31 July 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	14		**14,309,114**		15,089,003
Investments	15		**100**		100
			14,309,214		15,089,103
Current assets					
Debtors	16	**2,654,350**		2,592,957	
Cash at bank and in hand		**1,796,842**		1,020,500	
		4,451,192		3,613,457	
Creditors: amounts falling due within one year	17	**(4,117,126)**		(4,280,517)	
Net current assets / liabilities			**334,066**		(667,060)
Total assets less current liabilities			**14,643,280**		14,422,043
Creditors: amounts falling due after more than one year	18		**(7,129,499)**		(6,914,561)
Net assets			**7,513,781**		7,507,482
Total net assets			**7,513,781**		7,507,482
Charity funds					
Restricted funds	19		**-**		-
Unrestricted funds	19		**7,513,781**		7,507,482
Total funds			**7,513,781**		7,507,482

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

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

T. Johnson

.....

T Johnson
Chair of Governors

.....

I Gomes
Governor and Chair of Finance and General Purpose Committee

Date: 10 November 2021

The notes on pages 28 to 47 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 July 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities	**163,067**	96,834
Cash flows from investing activities		
Dividends, interests and rents from investments	**53**	366
Purchase of tangible assets	**(90,150)**	(473,742)
Sales proceeds from tangible fixed assets	**510,800**	17,974
Net cash provided by/(used in) investing activities	**420,703**	**(455,402)**
Cash flows from financing activities		
Repayments of borrowing	**(601,267)**	(6,448,480)
New loans	**1,000,000**	6,811,772
Capital element of finance lease rentals	**(65,486)**	(74,237)
Interest paid	**(140,675)**	(203,039)
Net cash provided by financing activities	**192,572**	**86,016**
Change in cash and cash equivalents in the year	**776,342**	**(272,552)**
Cash and cash equivalents at the beginning of the year	**1,020,500**	1,293,052
Cash and cash equivalents at the end of the year	**1,796,842**	1,020,500

The notes on pages 28 to 47 form part of these financial statements

Notes to the financial statements for the year ended 31 July 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

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

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

The company owns the entire share capital of Box Hill School Limited, registered company number 4275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 479A of the Act. The charitable company is exempt under Section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under the Companies Act 2006 Section 405 the Subsidiary could be excluded from consolidation as it is not material.

The presentational currenct of the financial statements is £ sterling.

The figures in the financial statements have been rounded to the nearest £1.

1.2 Company status

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

1.3 Going concern

Having reviewed the funding facilities available to the school together with the expected ongoing demand for places and the school's projected cash flows, the Trustees 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.

These considerations take into account the impact of Covid-19 and the Trustees have concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities.

1. Accounting policies (continued)

1.4 Income

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

All income is included in the Statement of Financial Activities (SoFA) when the school is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it i probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfillment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancillary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

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

1.5 Expenditure

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds relates solely to loan interest payable
- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

1. Accounting policies (continued)

1.5 Expenditure (continued)

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

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

1.6 Grants

Grants are credited to the Statement of financial activities as the related expenditure is incurred.

1.7 Tangible fixed assets and depreciation

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

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land & buildings	- 2% per annum on cost
Motor vehicles	- 25% on a reducing balance basis
Furniture, fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the Charitable activities according to estimated usage as follows;

Charitable Activities	Land and Buildings	Furniture, Fixtures and Fittings	Computers, Software and Networking	Motor Vehicles
Teaching	50%	45%	50%	All minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

1.8 Investments

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

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

1. Accounting policies (continued)

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities and provisions

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

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

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

1.12 Financial instruments

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

1.13 Finance leases and hire purchase

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

1.14 Operating leases

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

1. Accounting policies (continued)

1.15 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS17 'Retirement benefits', the company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities incorporating income and expenditure account represents contributions payable to the scheme in respect of the accounting period.

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

1.16 Taxation

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

1.17 Advance fees and deposits

Parents may enter into a contract with the School to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the School's liabilities on the Balance Sheet.

1.18 Fund accounting

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

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

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

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

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 material adjustment to their carrying amounts in the next financial year.

Critical areas of judgement:

Deposits held by the school repayable when a pupil leaves the school are included in other creditors, a proportion of the total deposits are classified as falling due after one year as this reflects the true timing of their repayment.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	8,183	**8,183**	1,817
Grants	111,620	**111,620**	209,655
Total 2021	119,803	**119,803**	211,472

All donations received in the prior year were to unrestricted funds.

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Teaching and Academic Services (Note 5)	8,412,279	**8,412,279**	8,863,553
Ancillary trading income (Note 6)	148,775	**148,775**	396,402
Total 2021	8,561,054	**8,561,054**	9,259,955

All income from charitable activities in the prior year was to unrestricted funds.

Notes to the financial statements
for the year ended 31 July 2021

5. School fees receivable

	2021 £	2020 £
Board and tuition fees	**8,790,796**	9,313,991
Fees in lieu of notice	**192,737**	109,757
Scholarships and bursaries	**(571,254)**	(560,195)
	8,412,279	8,863,553

6. Ancillary trading income

	2021 £	2020 £
Income from extra tuition	**85,844**	193,284
Courses and sub-lettings	**22,681**	182,092
Registration fees	**40,250**	21,026
	148,775	396,402

7. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest receivable	53	**53**	366

All investment income received in the prior year was to unrestricted funds.

8. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Gain on disposal of tangible fixed assets	190,000	**190,000**	4,545

9. Other expenditure

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Interest on bank loans and overdrafts	106,431	**106,431**	168,766
Finance lease charges	34,244	**34,244**	34,273
Total 2021	140,675	**140,675**	203,039

All other expenditure in the prior year was from unrestricted funds

10. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Governance costs 2021 £	Total funds 2021 £
Teaching and Academic Services	5,117,934	-	**5,117,934**
Welfare	1,079,095	-	**1,079,095**
Premises	864,709	-	**864,709**
Support	1,583,344	-	**1,583,344**
Governance	-	78,854	**78,854**
Total 2021	8,645,082	78,854	**8,723,936**

	Activities undertaken directly 2020 £	Governance costs 2020 £	Total funds 2020 £
Teaching and Academic Services	5,349,948	18,178	5,368,126
Welfare	1,184,698	-	1,184,698
Premises	1,052,517	-	1,052,517
Support	1,740,292	-	1,740,292
Governance	-	68,276	68,276
Total 2020	9,327,455	86,454	9,413,909

Notes to the financial statements
for the year ended 31 July 2021

10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching and Academic Services 2021 £	Welfare 2021 £	Premises 2021 £	Support 2021 £	Total funds 2021 £
Staff costs	4,137,738	347,531	274,778	1,063,037	**5,823,084**
Depreciation	264,394	218,035	-	66,810	**549,239**
Staff discounts	118,962	-	-	-	**118,962**
Advertising and introductory fees	116,979	-	-	66,753	**183,732**
Text books and equipment	155,489	-	-	-	**155,489**
Maintenance	-	-	30,551	-	**30,551**
Food and subsistence	-	395,307	-	-	**395,307**
Other overheads	324,372	118,222	559,380	386,744	**1,388,718**
Total 2021	5,117,934	1,079,095	864,709	1,583,344	**8,645,082**

	Teaching and Academic Services 2020 £	Welfare 2020 £	Premises 2020 £	Support 2020 £	Total funds 2020 £
Staff costs	4,260,441	380,899	384,831	1,259,172	6,285,343
Depreciation	263,753	222,522	5,471	26,598	518,344
Supply staff costs	15,175	-	-	-	15,175
Staff discounts	103,008	-	-	-	103,008
Advertising and introductory fees	220,197	-	-	66,419	286,616
Text books and equipment	216,704	-	-	-	216,704
Maintenance	-	-	37,847	-	37,847
Food and subsistence	-	440,047	-	-	440,047
Other overheads	270,670	141,230	624,368	388,103	1,424,371
Total 2020	5,349,948	1,184,698	1,052,517	1,740,292	9,327,455

Notes to the financial statements
for the year ended 31 July 2021

Analysis of governance costs

	Governance 2021 £	Total funds 2021 £
Current year		
Auditor's remuneration	17,304	**17,304**
Governors' expenses	894	**894**
Administration costs	60,656	**60,656**
Total 2021	78,854	**78,854**

	Governance 2020 £	Total funds 2020 £
Prior year		
Auditor's remuneration	16,140	16,140
Governors' expenses	4,440	4,440
Administration costs	65,874	65,874
Total 2020	86,454	86,454

11. Auditors' remuneration

	2021 £	2020 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	**12,804**	12,600
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	**4,500**	3,540

12. Staff costs

	2021 £	2020 £
Wages and salaries	**4,571,361**	5,019,344
Social security costs	**515,502**	508,718
Contribution to defined benefit and defined contribution pension schemes	**736,221**	757,281
	5,823,084	6,285,343

Included in the above are redundancy and termination costs of £nil (2020: £31,377) of which £nil (2020: £nil) remained unpaid at the year end.

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

	2021 No.	2020 No.
Employees	**147**	143

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

		2021	2020
Teaching:	Full time	**53.92**	52.40
	Part time	**16.42**	12.60
Support:	Full time	**13.50**	14.50
	Part time	**15.00**	16.88
Welfare:	Full time	**11.00**	11.42
	Part time	**6.00**	7.33
Premises:	Full time	**9.00**	9.00
Average FTE		**125**	124

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

	2021 No.	2020 No.
In the band £60,001 - £70,000	**3**	3
In the band £70,001 - £80,000	**2**	2
In the band £100,001 - £110,000	**1**	1
In the band £110,001 - £120,000	**1**	1

The key management personnel of the School comprise the Headmaster, Chief Operating Officer, Deputy Head, Assistant Head (Pastoral), Head of Boarding, Director of Admissions & Curriculum and Director of Communication. The total employee benefits including employer's national insurance and pension costs of the key management personnel were £754,536 (2020: £880,042).

13. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 July 2021, no Governor expenses have been incurred (2020 - £NIL).

14. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computers, software and network £	Motor vehicles £	Total £
Cost					
At 1 August 2020	**16,045,581**	**1,930,381**	**406,624**	**136,929**	**18,519,515**
Additions	**18,464**	**38,794**	**32,892**	**-**	**90,150**
Disposals	**(400,000)**	**(800)**	**(1,056)**	**-**	**(401,856)**
At 31 July 2021	**15,664,045**	**1,968,375**	**438,460**	**136,929**	**18,207,809**
Depreciation					
At 1 August 2020	**2,093,656**	**987,958**	**222,371**	**126,527**	**3,430,512**
Charge for the year	**264,259**	**190,901**	**97,118**	**(3,039)**	**549,239**
On disposals	**(80,000)**	**-**	**(1,056)**	**-**	**(81,056)**
At 31 July 2021	**2,277,915**	**1,178,859**	**318,433**	**123,488**	**3,898,695**
Net book value					
At 31 July 2021	**13,386,130**	**789,516**	**120,027**	**13,441**	**14,309,114**
At 31 July 2020	13,951,925	942,423	184,253	10,402	15,089,003

Freehold land & buildings include land of £1,430,774 which is not depreciated. The balance is depreciated at 2%.

All fixed assets are used for charitable purposes.

The net book value of assets held under finance leases or hire purchase contracts, included above are as follows:

	2021 £	2020 £
Computers, software and network	79,423	134,947
Motor vehicles	13,441	32,842

Notes to the financial statements
for the year ended 31 July 2021

15. Fixed asset investments

	Shares in group undertaking £
Cost or valuation	
At 1 August 2020	**100**
At 31 July 2021	**100**

Shares in group undertaking

The charity owns 100% of the share capital of Box Hill School Limited, company number 4275164, which which is dormant.

Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

The financial results of the subsidiary for the year were:

16. Debtors

	2021 £	2020 £
Fees receivable	**2,617,696**	2,514,312
Other debtors	**11,548**	58,836
Prepayments and accrued income	**25,106**	19,809
	2,654,350	2,592,957

Notes to the financial statements
for the year ended 31 July 2021

17. Creditors: Amounts falling due within one year

	2021 £	2020 £
Bank loans	**394,257**	395,418
Trade creditors	**91,881**	16,323
Other taxation and social security	**124,158**	107,412
Net obligations under finance lease and hire purchase contracts	**61,827**	61,827
Deposits	**191,495**	241,180
Advance fees	**121,716**	280,726
Other creditors	**175,012**	200,140
Accruals and deferred income	**2,956,780**	2,977,491
	4,117,126	4,280,517

Advance fees

Parents may enter into a contract to pay to the School up to the equivalent of seven year's tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

	2021 £
Advance fees at 1 August 2020	**280,726**
Resources deferred during the year	**261,822**
Amounts released from previous years	**(351,234)**
Advance fees at 31 July 2021	**191,314**

18. Creditors: Amounts falling due after more than one year

	2021 £	2020 £
Bank loans	**6,631,796**	6,231,902
Net obligations under finance lease and hire purchase contracts	**13,482**	78,968
Deposits	**484,221**	603,691
	7,129,499	6,914,561

Included within the above are amounts falling due as follows:

	2021 £	2020 £
Between one and two years		
Bank loans	**415,603**	374,640
Between two and five years		
Bank loans	**6,216,193**	5,857,262
Over five years		

The bank loan is secured by charges on Box Hill School and Rectory Cottage. Interest accrues at 1.5% above base rate. The loan is repayable in 47 monthly installments from November 2019 with a repayment holiday granted from April 2020 to March 2021.

The school also has a Coronavirus Business Interuption Loan, with an outstanding balance of £500,000 at 31 July 2021. This has been repaid in full subsequent to the year end.

Notes to the financial statements
for the year ended 31 July 2021

19. Statement of funds

Statement of funds - current year

	Balance at 1 August 2020 £	Income £	Expenditure £	Balance at 31 July 2021 £
Unrestricted funds				
Designated funds				
Bursary reserve	**65,465**	**-**	**-**	**65,465**
General funds				
General Funds	**7,442,017**	**8,870,910**	**(8,864,611)**	**7,448,316**
Total Unrestricted funds	**7,507,482**	**8,870,910**	**(8,864,611)**	**7,513,781**

It is the intention of the Governors that the Bursary Reserve is used only for bursaries and scholarships to be awarded by the school. An amount may be transferred from General Funds to the Bursary Reserve as calculated by the Governors based on fees receivable and will vary from year to year. The amount of the reserve used towards bursaries in a particular year is shown within the total bursaries deducted from school fees receivable in note 5.

Statement of funds - prior year

	Balance at 1 August 2019 £	Income £	Expenditure £	Balance at 31 July 2020 £
Unrestricted funds				
Designated funds				
Bursary reserve	96,708	(31,243)	-	65,465
General funds				
General Funds	7,551,384	9,507,581	(9,616,948)	7,442,017
Total Unrestricted funds	7,648,092	9,476,338	(9,616,948)	7,507,482

Notes to the financial statements
for the year ended 31 July 2021

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	14,309,114	**14,309,114**
Fixed asset investments	100	**100**
Current assets	4,451,192	**4,451,192**
Creditors due within one year	(4,117,126)	**(4,117,126)**
Creditors due in more than one year	(7,129,499)	**(7,129,499)**
Total	7,513,781	**7,513,781**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	15,089,003	15,089,003
Fixed asset investments	100	100
Current assets	3,613,457	3,613,457
Creditors due within one year	(4,280,517)	(4,280,517)
Creditors due in more than one year	(6,914,561)	(6,914,561)
Total	7,507,482	7,507,482

Notes to the financial statements
for the year ended 31 July 2021

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

	2021 £	2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**6,299**	(140,610)
Adjustments for:		
Depreciation charges	**549,239**	518,345
Dividends, interests and rents from investments	**(53)**	(366)
Profit on the sale of fixed assets	**(190,000)**	(4,545)
Decrease/(increase) in debtors	**(61,393)**	405,994
Decrease in creditors	**(281,700)**	(885,023)
Interest payable	**140,675**	203,039
Net cash provided by operating activities	**163,067**	96,834

22. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	**1,796,842**	1,020,500
Total cash and cash equivalents	**1,796,842**	1,020,500

23. Analysis of changes in net debt

	At 1 August 2020 £	Cash flows £	Other non-cash changes £	At 31 July 2021 £
Cash at bank and in hand	**1,020,500**	**776,342**	**-**	**1,796,842**
Debt due within 1 year	**(395,418)**	**101,267**	**(100,106)**	**(394,257)**
Debt due after 1 year	**(6,231,902)**	**(500,000)**	**100,106**	**(6,631,796)**
Finance leases	**(140,795)**	**65,486**	**-**	**(75,309)**
	(5,747,615)	**443,095**	**-**	**(5,304,520)**

24. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £659,884 (2020: £676,913) and at the year-end £76,337 (2020: £80,368) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgement that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment tribunal as well as employer and member representatives to agree how the discriminations will be remedied.

For all other employees the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £76,337 (2020: £85,620). Contributions totaling £nil (2020 - £14,425) were payable to the fund at the balance sheet date and are included in creditors.

25. Operating lease commitments

At 31 July 2021 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	**74,737**	63,011
Later than 1 year and not later than 5 years	**51,700**	38,355
	126,437	101,366

26. Related party transactions

During the year the School paid £47,342 (2020: £19,612) for learning materials to Pearson Education Ltd. D Fallon, a Trustee of the School, is the spouse of the Chief Executive of Pearson PLC, the parent company of Pearson Education Ltd. At the year end the balance due to Pearson Education was £371 (2020: £590 due from Pearson Education).

BOX HILL SCHOOL TRUST LIMITED

England & Wales - Charity number 312082

Accounts

Company No. 700927
Charity No. 312082

INSPIRATIONAL
Box Hill School

BOX HILL SCHOOL TRUST LIMITED

GOVERNORS' REPORT AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st July 2020

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2020

CONTENTS **PAGE**

Governors, Officers and Advisers	**2**
Annual Report of the Governors	**4**
Governors' Responsibilities Statement	**18**
Independent Auditor's Report to the Members	**19**
Statement of Financial Activities (Incorporating the Income and Expenditure Account)	**22**
Balance Sheet	**23**
Cash Flow Statement	**24**
Notes to the Financial Statements	**25**

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2020

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of Box Hill 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 who served in office as Governors during the year and subsequently are detailed below.

Governor	Nominations	Finance & General Purpose (formerly separately Finance and Estates)	Education	Risk & Compliance (formerly Risk, Management & Welfare)	Human Resources	Business & Commercial (formerly Marketing)
A Agace						✓
J Chalker		✓		✓		
J Evans	✓	✓			✓	✓
D Fallon	✓			✓	✓	
I Gomes		✓				
J Harman		✓				
A Horden		✓				✓
T Johnson				✓		
E Knight				✓		
T Knight		✓				
M Pengilley			✓	✓		
P Savage						✓
P Tanner		✓				
C Townsend			✓			
K von Wedel			✓			

During the year the activities of the Governing Body were carried out through six committees. The membership of these committees is shown for each Governor.

The Honorary Patrons His Majesty King Constantine of Greece, Prince of Denmark
Her Majesty Queen Anne-Marie of Greece

Officers (key management personnel currently and throughout the year)

The Headmaster	C Lowde BSc (Joint Hons), M.Ed, NPQH
COO & Clerk to the Governors	S A Ansell FCCA, BSc Econ
Deputy Head (Academic) (until 31 December 2019)	C Makin BA (Joint Hons), NPQH
Deputy Head (Academic) (since 1 January 2020)	J Thomson BA, MA
Deputy Head (Pastoral)	S Salmon BA (Hons)Econ, MA Econ
Head of Boarding	J H Attewell BSc(Hons)
Dir. of Admissions & Curriculum	S T Powell BEd(Hons)
Dir. of Communications & Development	A Vernon BA(Hons)Dip M

Principal Office Box Hill School
Old London Road
Mickleham
Surrey
RH5 6EA

BOX HILL SCHOOL TRUST LIMITED
GOVERNORS, OFFICERS AND ADVISERS
FOR THE YEAR ENDED 31st July 2020

Advisers

Independent Auditor	Kreston Reeves LLP Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	Barclays Bank Plc 90-92 High Street Crawley West Sussex RH10 1BP
Solicitors	Farrer & Co LLP 66 Lincoln's Inn Fields London WC2A 3LH
Insurance Brokers	Marsh Limited 1-5 Perrymount Road Haywards Heath Surrey RH16 3SY
Website	www.boxhillschool.com

BOX HILL SCHOOL TRUST LIMITED
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st July 2020

The Governors of Box Hill School Trust Limited present their Annual Report for the year ended 31st July 2020 under the Charities Act 2011, including Directors' and Strategic Reports, under Companies Act 2006, together with the financial statements of the charity for the year. The expressions Governor, Trustee and Director are used interchangeably in the Annual Report and Financial Statements.

REFERENCE AND ADMINISTRATIVE DETAILS

The Box Hill School Trust Limited ("the School") was founded in 1959 and subscribes to the education principles of Kurt Hahn.

The School is a member of Round Square, a worldwide international group of schools working on the same principles.

The Directors and Governors (further details)

T Johnson – Chair	Non-Executive Director
D Fallon – Deputy Chair	Portfolio of Health–related appointments
A Agace	Chartered Surveyor
J W S Chalker	Chartered Interior Designer
J A Evans	Financial Services Consultant
I Gomes	Chartered Accountant
H J W Harman (resigned Dec 19)	Chartered Accountant
A Horden (appointed Dec 19)	Programme Director (Transformation)
E Knight (appointed Sep 19)	Lawyer
T G Knight (resigned Dec 19)	Retired Chartered Surveyor
M Pengilley (resigned Dec 19)	Former Box Hill School Teacher
P Savage	Healthcare Consultant
P Tanner (appointed May 20)	Chartered Architect
C Townsend	Headmaster Felsted School
K von Wedel (resigned Jun 20)	Solicitor and Former Pupil

Members of the Trust

In addition to the Governors, there are appointed Members of the School company, individuals who have an interest in the School, who meet the Governors once a year at the Trust's Annual General Meeting. New members of the Trust are appointed by the Governors. During the year all the Governors plus the following were Members of the School company:

H Atwood	Dr R A S Atwood	J M Banfield
N A C Booth	Dr A M Dempsey	G Douglass
T Fox-Young	D Korn	Dr H E Ladebeck
D Malcolm-Green	C Mann	L McComish-Owen
A Murugappan	J Sharpley	G Shenton
R P J Sonneborn	M Sunter	Rev J R Taylor
J Turner	P M G Voller	J G Williams

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is governed by its Memorandum & Articles of Association dated 16th August 1961 which were amended in 2017.

Recruitment and Appointment of New Governors

Only persons approved by the Trustees (Governors) of the School are eligible to be Members of the School company. The number of Trustees (Governors) is required to be not less than 4 nor more than 16. The Secretary of the School company is appointed by the Trustees and is currently Mr Stuart Ansell. The Members of the School company meet annually. The School is governed by the Board of Governors, the School's Trustees, who meet at least four times in any one academic year. Details of Governors are given on page four.

The School's elected Governors are appointed at the Annual General Meeting of the Members of the School Company and are selected on the basis of their eligibility, personal competence, specialist skills and local availability.

In response to Lord Hodgson's review of the Charities Act 2006 the School has adjusted the Articles of Association to reflect that Governors will serve no more than 12 years in four terms of three years.

Induction and Training of Governors

New Governors are inducted into the workings of the School and its policies and procedures by the Headmaster and the Clerk to the Governors during a day visit to the School and are also sent on The New Governors Study Day arranged by the Association of Governing Bodies of Independent Schools (AGBIS).

Members of the Board of Governors attend external trustee training and information courses designed to keep them informed and updated on current issues in the sector and regulatory requirements. All governors are required to undertake specific regular training in relation to safeguarding.

Organisational Management

The Governing Body has the ultimate responsibility for directing the affairs of the School, ensuring it is solvent, well run and delivering the best possible education for present and future pupils. Governors focus on the strategic direction of the School while the day-to-day running of the School is delegated to the Executive (Headmaster, Chief Operating Officer and senior staff). The Governors assist the Executive to formulate the policy and the strategy necessary to run the School efficiently. A number of committees have been formed to enable Governors to pass on their knowledge and give support to the Executive.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within band scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Connected Charities

The McComish Foundation (Registered Number 298358).

This foundation was started by the Founder Headmaster on his retirement from the School in 1987. The aim of the foundation is to 'perpetuate the teachings of Kurt Hahn by offering an annual award to members of Years 11, 12 and 13 at Box Hill School, so that an individual may be provided with an opportunity to take up a personal challenge of his or her own choosing'.

Round Square (Registered Number 327117).

The School is a member of Round Square and plays a full part in its activities around the world. The Registered Office of Round Square is Swan House, Madeira Walk, Windsor, Berkshire, SL4 1EU.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to appraise staff of current issues. An example of an exceptional briefing were presentations by the Chief Operating Officer to all staff on the School finances during the lockdown caused by the Covid-19 pandemic.

Information regarding pension changes is communicated to staff electronically.

Staffing

At 31st July 2020, the School employed a total of 68 members of academic staff and 72 support staff. These figures include those staff employed on part time contracts.

RESERVES AND INVESTMENT POLICY

Reserves Policy

The reserves of the School represent the unrestricted funds which the Governors are free to use in accordance with its charitable objects. Reserves are defined as total funds excluding restricted funds and amounts held as fixed assets (net of loan financing). The total funds at the year end have accumulated to £7,507,482 and are all unrestricted. £65,465 is held as a designated bursary reserve to fund current and future bursaries and it is the intention of the Governors that this is only used for bursaries and scholarships to be awarded by the School.

The net book value of tangible fixed assets held at the balance sheet date was £15,089,003, with related loans of £6,627,320, giving a net amount of £8,461,683 which is in excess of total funds. This shows that after taking into account the significant investment in the School's campus and buildings and associated loan financing there are currently no free reserves. This is common in independent schools which have to finance their own capital investment.

The Governors have always considered that, given the strength of the balance sheet, strong cash flows and popularity of the school, it has had sufficient funds available to cover normal fluctuations in working capital but will consider the need to build up free reserves in the future. It has been the Governor's strategy to work towards positive reserves of up to one term's operational expenditure. This will require a build-up of surpluses and continuing repayment of the School's debt. While this approach to reserves remains the governors long term strategy in light of the impact of the Covid-19 pandemic it has not been realistic to make progress towards it this year and the approach has been to work to minimise the financial impacts of the pandemic on the School. This is discussed further in the Financial Review.

Investment Policy

The charity's powers of investment are governed by its articles of association and as a matter of good practice the trustees apply the principles of the Trustee Act 2000 if making investment decisions.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The objects for which the School is established are to promote the advancement of education for the benefit of the public having regards to the principles of education of Kurt Hahn and in connection with that object to acquire, establish, provide, conduct, and carry on residential and non-residential schools in which boys and girls of all sections of the community may receive a sound general education.

Mission Statement

- To create successful life-long learners and leaders with a global mind-set who will always make a difference in the world around them through the Round Square IDEALS, which are:
    - I nternationalism
    - D emocracy
    - E nvironmentalism
    - A dventure
    - L eadership
    - S ervice

- To enable the promotion of these IDEALS by demonstrating the School's holistic approach to education through understanding of others; encouragement of individual talents and sporting skill; promotion of a spirited attitude to life; pastoral care; and pride in what we do.

The School's charitable status means that it does not make a profit, however the Governors must budget for a surplus over expenditure in order to maintain the buildings and equipment in good order.

Intended Impact

Within its Charitable Objects, the School's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to 'become the best version of themselves'. This involves emphasis on public examination results and the co-curriculum through cerebral, sporting, artistic, team building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at School and in later life.

Aims for the Public Benefit

The School's aims are:

- To establish a school on predominantly boarding principles in which there are strong and active partnerships between parents and the School and between the School and the local community;
- To offer all pupils a range of opportunities so that they can achieve to the best of their ability within a framework of shared values and standards;
- To value and nurture pupils as individuals, giving them a sense of their own self-worth and of the value of service to others, thus preparing them for life beyond school.
- That the Trustees have complied with their duty to have due regard to the commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

Primary Objectives

The primary objectives of the School to fulfil these aims are:

- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, co-education, respect for one another and good citizenship;
- To provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- To provide pupils with the opportunity to take decisions based on their own judgement and to communicate those decisions appropriately and effectively;
- To provide financial support to enable children whose parents are unable to afford the full fees to benefit from a Box Hill School education;
- To provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately;
- To provide the necessary training and administrative framework to meet the needs of members of staff and pupils alike;
- To build a productive relationship with the local community, schools and alumni;
- To maintain a school roll over 415 with a target of 425;
- To provide an international boarding experience to the benefit of UK and overseas students alike.

Strategies to achieve primary objectives 19/20

The School continues to plan ambitiously for the future. During the first part of the year, the Governing Board worked with the Executive towards shaping a five-year plan-with these two main objectives at its core:

- Investment in people, pedagogy, student experience, and diversity

In order to achieve this the school is focussed, in its educational provision, on the following aims;

1. A focus on the wellbeing, safety, individual needs and personal development of each child.
2. A focus on developing student experiences in the classroom which promote a positive attitude to learning.
3. A focus on promoting student experiences beyond the classroom which develop leadership and positive character traits.
4. An inclusive student body representative of a large number of peoples from across the world.
5. A school experience which promotes awareness of adventure, service, democracy, and a concern for the environment.

- Planning for business growth through
  1. A focus on financial stability through robust stewardship and tight budgetary control
  2. Maximising core revenue via inbound recruitment with a particular focus on high value international and junior boarders,
  3. Revenue growth via in-country partnerships in overseas territories allowing the BHS brand to reach new markets
  4. Securing core revenue via the exploration and implementation of local collaborative partnerships.
  5. Protecting the core asset of the school through continued campus development.

Strategies to meet these objectives during the year included:

- communicating high expectations to all staff (including support staff) about securing and maintaining high standards, through a variety of means including the use of appraisal.
- Using professional development training to reiterate core values and expectations
- Appointing a new Deputy Head Academic and Assistant Head Academic

- Maximising examination outcomes with clear progression of performance from 2019 summer exams through 2020 January mocks to final examination summer 2020
- setting challenging target grades and communicating these to pupils and parents;
- Continuing the monitoring of teaching and learning through formal and informal lesson observations, department reviews and common teaching and learning appraisal objectives;
- Sharing best practice and facilitating peer review and dialogue with middle leaders leading improvement
- Building best practice within teams to ensure compliance with regulations.
- Developing mental health policies.
- Ensuring that PSHEE teaching and learning in this area is innovative, engaging, and dynamic, promoting positive learning experiences.
- Ensuring successful implementation of changes in pastoral management of Year 7 and Year 8 day pupils
- Actively promoting pupil voice and pupil leaders.
- Establishing formal training programme for Syndicate members.
- Building on work undertaken with feeder schools
- Expanding a range of visits to new markets and developing links with agents covering our non-traditional markets
- Establishing a clear 'brand' proposition
- Implementing a targeted activity plan across appropriate media, to maximise opportunities to promote our brand and place the School in front of key audiences.
- Defining and promoting the Sixth Form 'offer' to Yr10 & Yr11 students, parents and agents.
- Implementing a thorough retention programme targeting year 11 students into sixth form
- Ensuring the Schools IT systems, equipment and infrastructure continue to be secure and fit for purpose

During the year 2019-2020, the school was impacted significantly by the global pandemic of Covid-19. This impact required a substantial re-envisaging of the plan to focus on the wellbeing of students, their continued virtual educational provision and short-term business imperatives.

Covid-19 and the school's response

As with the majority of organisations across the UK and beyond, the school has been significantly affected by Covid-19 and the subsequent regulations surrounding schooling in England.

In March 2020 the Government announced that schools would close physically for an indefinite period of time. The primary focus of the initial days was the safety of all concerned, especially the boarders, who all returned home or to guardians. This was successfully and smoothly achieved.

The media presented a situation where schools were 'closed' but in fact Box Hill School was fully open. It had simply moved to teaching through virtual technology in remote learning. Our goal was immediately to offer value to our students and their parents by continuing with a high-quality learning experience. At least 50% of all teaching, rising to 75% by mid-summer, was conducted live and online in Zoom classrooms through shared screen home working. This engaged the students and the school received numerous positive emails from parents. This live teaching was supported by set work and distance learning to complete the curriculum and no child has lost pace with the expected normal learning trajectory as a result. PHSEE, assemblies, and sports fitness were also all carried out through full time virtual teaching. All teachers remained fully employed and engaged.

Boarding staff were conscious of the need to deliver high quality pastoral care and community wellness through repeated and regular tutorials and house meetings, again online, and these initiatives resulted in a 96% loyalty return rate from in-programme students after the summer vacation.

Multiple scenario planning for school re-opening continued across all departments in the school with the result that Box Hill was ready for both the year 10 and 12 return to school experience of July and subsequent reopening after the summer.

Running in parallel to the work to minimise the impact on student's academic progress and wellbeing significant emphasis was put on the School's financial situation by the Governors and the Executive. The term long transition to a

remote rather than physical school meant that after careful consideration by the Governors a discount was applied. The impact of this can be seen in the income statement and led to reduction in revenue of approximately £1.2m. The discount was well received by the community and the vast majority of parents paid in full.

On quantifying the immediate impact and challenge of the move to remote learning the School's Chief Operating Officer promptly revised cost budgets, put staff on furlough where this was appropriate and devised a medium-term cost saving strategy to protect the School's prospects. At all times the Governing Board were informed, involved in and supportive of this process. The immediate actions led to approximately £700k of costs being saved in the summer term which greatly reduced the impact of the discount on the Income Statement. The School also worked closely with its bankers in this period and was granted a one-year repayment holiday on its debt which helped to stabilise cash flow.

Unfortunately but inevitably the School has been required to review its headcount in this period and before the end of the financial year commenced discussions which have reduced staff numbers by 9. This was a painful but necessary process in order to stabilise the School for the future. The Governing Board are confident that the combined actions taken to date have put the School in as strong a position as possible to face the ongoing effects of the Covid-19 pandemic whilst positioning the School positively to continue its development as the global economy begins to return to normal.

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant

The benefits that the School's education brings are highlighted throughout this report. The Governors are committed to ensuring that those who cannot afford the full fees are not excluded from benefiting from the education the school provides. The principal way in which the school achieves this is through the provision of bursaries, as well as through activities with state schools. In deciding how to achieve this the governors have taken into account the circumstances of the school.

Bursary Policy

The Governors are aware that the School has no endowments from which to draw funds to meet the financial commitments of bursaries with the majority of the Charity's income coming solely from fees. There is, therefore, a balance to be struck in the number of bursaries awarded and keeping the fees reasonable for those not receiving bursaries. Fee remissions were 6% of fee income.

This year, the value of scholarships, bursaries and other awards made to the School's pupils out of unrestricted funds was £560,195 to a total of 146 pupils where the aim, in addition to the awards set out in the Scholarships & Bursaries Policy, is to relieve hardship where the pupil's education and future prospects would otherwise be at risk. Box Hill School Governors' policy, in line with that of other independent schools, is to make these awards on the basis of the individual's education potential alongside a consideration of the families' means to ensure that scholarships and bursaries are used to broaden access to high quality education.

Number of bursaries and scholarships awarded during the year:

		2020		2019
Bursaries and sibling discounts	30 pupils	£282,967	24 pupils	£206,953
Scholarships	116 pupils	£277,228	104 pupils	£283,887
		£560,195		£490,840

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We seek opportunities to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

Independent / State Sector Partnership

The Governors regard the creation of partnerships with state schools to be important and the school continues to seek opportunities to further develop these initiatives.

During the year such partnerships took the form of detailed weekly provision of music instruction with the Weald Primary School (Dorking) and also the Headmaster sitting as a Governor at Powell Corderoy Primary School (Dorking) with oversight of KS2 curriculum.

The music involved teaching of year 5s and year 6s by our Director of Music Mr Adam Stanworth on a regular timetabled slot on Tuesday afternoons as well as the provision of assembly support. The Weald is part of a MAT (Multi Academy Trust).

At Powell Corderoy School, The Headmaster and fellow governors work with the staff to monitor the progress of the school against its development plan and to oversee the delivery of subject content in Key Stage 2.

In addition, the Headmaster became the Independent School's representative on the Surrey County Council Safeguarding Forum. In September 2019, Surrey adopted new safeguarding children partnership arrangements in line with national requirements. The statutory partners and relevant agencies together form the new Surrey Safeguarding Children Partnership. Members of the Partnership will typically represent an agency (eg the council; the CCG; Surrey Police) or a 'constituency' (eg schools; Third Sector). All will have statutory responsibilities in respect of safeguarding children. This code of conduct applies to all individuals nominated to serve as members of the partnership and is designed to clarify the expectations we should make of ourselves and our agencies in undertaking this most important work. The vision is to ensure that the new safeguarding arrangements will make a difference to the lives of children and young people in Surrey. They will ensure that agencies work better together, learn from local and national practice and continuously improve services to enable children to be safe and feel safe in their families and communities.' Box Hill School is committed to this goal at the school, local, and National Level.

The Headmaster also sits on the Society of Heads' Development sub-committee with the goal of working in partnership with other Independent Schools to develop the knowledge and provision of learning experiences for Heads across the sector.

Sharing our Facilities

- The School actively seeks sports fixtures with numerous secondary state schools – both local and regional;
- The School facilities are let, at a reduced rate, to a variety of local sports clubs and organisations including Mickleham FC, Mickleham CC, Mickleham Badminton Club and various junior teams;
- Our facilities are used for educational groups during holiday periods, international language schools and sports groups.

Local Community

The School continues to provide opportunities to share its facilities to various local organisations and groups as part of its day to day activities. In addition we highlight the following new initiatives:

- This year we partnered with Maggie's Centres to support their fundraising projects. Together we initiated and created a new charity cycle event which will be hosted by the school, enabling it to take place for the first time. It is intended that it will become an annual event.

- We have also partnered with the Royal Marsden Hospital. Students will create artwork (in conjunction with young patients) which will be featured in designated waiting room spaces at the hospital.
- We support the Leatherhead Youth Project (charity supporting disadvantaged young people). The School developed a programme to provide free access to facilities and use of the campus for a designated 'holiday' week. Sadly, both of these were unable to go ahead as a result of Covid-19.

Information on fundraising practices

The school recognises the contribution made by its supporters, with voluntary donations being a valuable part of the school's incoming resources. Fundraising activity has historically been carried out by Box Hill School Parents' Association (BHSA) which is led by an elected committee of parents and operates independently from the school. This group raises money for the school through events and activities which are voluntary and advertised in a non-intrusive manner. The school does not utilise the services of any external commercial fundraisers.

During the year and prior to the Covid-19 lockdown the School embarked on a large-scale fundraising programme with the ambition of funding the development of a new "creative hub" to enhance the School's physical facilities. The School had previously voluntarily signed up to oversight from the Fundraising Regulator to ensure best practice. The fundraising work was done by the staff of the School and took the form of direct contact with potentially large donors. The work was indefinitely suspended as a result of the Covid-19 pandemic and its impact on the School.

Whilst the fundraising for the Creative Hub was the main focus during the year the School continued with its "business as usual" much smaller scale activities raising funds, these are too numerous to mention here but generally involve specific events and campaigns aimed at generating funds for Scholarships and Bursaries and other specific issues.

During the year there were no instances where the School failed to comply with its regulatory obligations and there were no complaints regarding its fundraising activities. All the School's fundraising efforts are undertaken in a respectful, consensual and non-intrusive manner and we are conscious of the need to ensure that our staff are aware of the need to protect the interests of vulnerable people when engaging in fundraising activities. The School ensures that approaches to potential donors are well researched so that the potential donor is of the appropriate profile for a discussion and all approaches are carefully planned to avoid any pressure being put on the other party.

STRATEGIC UPDATE

This section outlines the strategic aims and objectives for the School, together with a review of its performance for the year and plans for the future.

The school's strategic objective has been to become the first-choice school both locally and globally for those families that understand that education is about growing the whole person. To this effect, the operational successes of the school works towards this goal as part of a strategy of continued development, repositioning and messaging; making clear who we are, what we do, and why children thrive here.

The school reached its cap of 425 students prior to the Covid-19 lockdown, in January 2020.

Academic

All of our GCSE results were on or above the Centre Assessment Grades (CAGs) issued by teachers. Our level 9-4 pass rate was 91% with a level 7+ rate of 30%. Our target for GCSE was 85% level 9-4 pass rate. If compared, these are our best GCSE results (as were IB and A-level results).

At A-level, we achieved a 98% pass rate (A*-E) and 56% A*-B which are our best ever (again, if compared). This pass rate is well above our target of 86%. Most students have either met their firm or insurance choice university criteria. Our real highlight was a student who received 2 A*s and an A grade. These A-level results are very strong for Box Hill School albeit in a very unusual year.

At IB we achieved a diploma average of 32.5 points, above the world average of 29.9 points. This is well above our target of 30 points. We do, however, have to be cautious about the fact that these are our best ever and how we compare them. Our diploma pass rate was 94.5%.

We aim to achieve the highest possible standards of academic learning, offering great breadth (for example in curriculum choice, where we offer GCSEs, and iGCSEs, A level and IB, and an International Study Centre), within a wide ability range and developing the individual needs of every student. Our outcomes, as evidenced above, are strong in relation to cognitive and SEN demographics.

We aim to develop independent learning throughout the school and to extend all our students to enable them to fulfil their potential. We encourage our students to work hard and to take pride in their achievements and to develop a lifelong love of learning. The school is proudly comprehensive: our ideal is to work towards an intake which is fully representative of the entire range of learners in the outside world, including students deemed gifted, of 'average' cognitive ability, and with differences/difficulties or with special education needs. Well-planned lessons, with clear learning objectives and expected progress, high standards of engagement are normal everyday practice.

Teachers are encouraged to be dynamic and engaging, and lessons include a variety of tasks. Our recent, remote teaching and learning delivery during lockdown received heavy praise from our parent body. We delivered over 50% live lessons through Zoom and backed it up with online resources delivered through various platforms. All students communicated with teaching staff and each other through their school email and those who fell behind with their remote learning were picked up on. All departments are aligned to the whole school action plan and departments have built action plans that 'harness' the incredible remote work and used resources made (eg. pre-recorded Zoom lessons) to link into their schemes.

Staff work hard to ensure that there is appropriate differentiation in class and homework and have an acute awareness of the learning needs and styles of students. Teaching is regularly monitored by the Head and Deputy through unannounced lesson drop-ins, departmental reviews and by Appraisal Reviewers and Heads of Department. The Deputy undertakes joint observations with Heads of Departments of newly appointed teachers. One of the key features of the education that we provide is that it is holistic, in that it places equal emphasis on all areas of school life, be it artistic, academic, sporting, activity-based, pastoral, or creative.

Pastoral

The School understands just how critical the pastoral care of its pupils is for their all-round development. The Autumn/Winter edition of the September 2020 'The Week' Independent Schools Guide has identified the School as providing very good pastoral care, and the work to achieve this was carried out in this and previous years. It is vital that we continue to drive this forward and so we continue to proactively pursue character education.

The mission (vision statement) of BHS is ***to create successful global citizens who will always positively impact the world around them through the Round Square IDEALS.*** This short sentence encapsulates the culture of respect, the focus on learning, and the challenge of influencing tomorrow's world, that we wish to promote at BHS. Increasingly, young people today are faced with a range of challenges which are new and unique.

Within this context, the task of educating our students remains the same; to form character, to promote wisdom, to encourage ethical living, right choices, and to promote a spirit of enquiry based on a firm grounding of knowledge. This is still our task. It is also clear that a set of values as singular and striking as this cannot just be taken for granted. We must work actively to guard the distinctiveness of BHS in the face of all kinds of changes in the environment in which we operate. Some of these are broad changes in society; others are regulatory and specific to education and the welfare of children. To the former we must adapt, with the latter we must comply. But our aim should be to continue to provide boys and girls with an educational experience as extraordinary and as inspirational as possible, but as fit for the 2020s and as valuable today as that of the pioneers a century ago.

The PSHEE curriculum has been further improved and is reviewed annually by the Deputy Head Pastoral and assistant Head Pastoral. Pupils regularly provide feedback to assist this process. We follow guidelines from the PSHEE association in putting together a programme of study and are always looking at ways to improve our content and delivery to

students. We invite guest speakers to come in and provide training or support for students on topics that are relevant and challenging. All L6th pupils attend 'Safe Drive, Stay Alive' and this always provides an opportunity for sensitive discussions about driving just before many learn to drive.

PSHEE at KS3 & 4 promotes decision making and the consequences of making decisions and encourages our students to be responsible members of our school community and the wider local community.

An understanding of democracy is encouraged via the School Council and associated pupil groups such as a food committee. Pupils are also involved in deciding the charities that the School supports.

Citizenship

Box Hill School is not a faith school and proudly welcomes pupils of all faiths and none. We do hold some gatherings, such as Boarders Services and Carol Services, in the local historic church and this enhances children's appreciation of the non-material aspects of life.

Often the school community looks outwards to those in greater need and responds to world events. Mufti days, cake sales, Box Hill Day (when we focus on 'making a difference'), Christmas jumper day, Sports Relief and staff supporting *Movember*, for example, to raise money for charity. The school community regularly raises money from various small scale projects including the highly successful Macmillan cake sale which is run each year by Miss Appleton along with a large team of pupils (this always raises over £300).

In addition to financial giving, pupils willingly give of their time to support local and international charitable organisations. During the past year, the pupils have undertaken for example, the shoebox collection, gardening for older people and regular litter picking in the local area.

In addition, the school also supports the village church, with pupils attending a service twice a term, acting as side persons and helping to serve refreshments at the end of the service. This is in addition, to service projects pursued by individual pupils as part of Round Square and the Duke of Edinburgh's Award scheme which this year have included running football for younger children, peer mentoring, teaching language classes and volunteering for local organisations. It is worth highlighting those older pupils who have raised funds for Covid-19 charities and volunteered for the Red Cross; this included delivering food to families during lockdown and working within a hospital.

Holistic Education

Establishment of key events such as public speaking competitions, and senior student initiatives to organise and run an annual 'Variety Show', have all promoted student voice and independence.

We have an excellent Syndicate and Guardian team, who lead the student body and set a good example to all students. The Guardians run the school council sub-groups and they work with the representatives to improve any areas of the school that they feel need to be developed. In addition, the Guardians and members of the Syndicate are working with younger year groups to encourage team building.

Box Hill Day (also known as Make a Difference Day) is a day when all students are involved in raising money and awareness for our chosen charities and they work together in year groups to achieve a common goal. Each house or small group will select an activity to raise money and this includes activities such as the coconut shy, face painting, 'soak a teacher', pancake making and then the whole school walks up Box Hill on the same day. Throughout the year students support each other by organising events such as the Variety Show, fashion shows and also lead assemblies on their chosen topics. Although this year Coronavirus put paid to these initiatives after March, the school operated normally up to that point with considerable success.

Expeditions remain a core part of what pupils in KS3 undertake. This always involves team building activities and reflection. The tone is set from the beginning by the use of team building activities as part of the KS3 and Sixth Form induction programmes. DofE expeditions allow pupils beyond KS3 to further develop their skills.

The activities programme, sport and drama also routinely encourage working together. 35 pupils of varying ages have worked collaboratively on the latest school production (Peter Pan at Christmas 2019).

Boarding

As with many things in this current climate, the boarding year has been a strange and challenging one. Prior to the interruption of the school year in the latter stages of March, boarding had continued to thrive at the school. Numbers were buoyant, and we continued to attract boarders from all around the World. The provision in place had continued to build on the foundation set in earlier years, with plenty of weekend trips for the boarders to enjoy, sports centre orientated competition which included a very successful football tournament, numerous house events and the usual array of boarders themed supper's, Church services and the enjoyment of relaxation time in the houses.

We had various different forums by which we were able to ascertain both student and parent feedback, with the general consensus being our boarding provision was excellent and provided the balance and structure students needed.

Although the global pandemic has impacted the school significantly, it has been particularly acute within boarding. The School closure necessitated by Covid-19 created a very difficult situation for our boarders and staff. The School is proud of the support we offered to our boarders to allow them to get home at the start of lockdown. Despite there being no boarding provision during the closure our staff were proactive in staying in contact with boarders and their families both individually and via house meetings held electronically. This work has been successful and the vast majority of boarders who left part way through their course have returned for the new academic year.

Financial Review & Results for the Year

The results for the year are set out in detail on page 23. With income of £9,476,338 the School had an operating deficit of £140,610 (2019 surplus: £449,918). The deficit this year has occurred as a direct result of the global Covid-19 pandemic which required the School to operate remotely for a term. The remote operation led the Board of Governors to apply a discount to the summer term fees which significantly impacted revenue. Some of this impact to revenue and cashflow was mitigated by the School taking advantage of the government furlough scheme, cost savings made as a result of a reduced physical operation in the third term and the Schools bankers providing a 12-month repayment holiday on the Schools debt from March 2020.

In the early part of the year the School was able to complete important structural and aesthetic improvements to one of its older boarding houses. This significantly improved the look and feel of the accommodation and ensures that it will be fit for purpose for the longer term. Other investment in the Schools facilities took place as normal for the first part of the year but was put on hold due to the Covid-19 pandemic.

The Governing board have carefully considered the School's immediate future in the context of the Covid-19 pandemic and its impact on the School's going concern status. The Governors are confident in the ability of the School to continue as a going concern for at least the next 12 months and a long time beyond. Confidence is derived from the fact the School was full and thriving before lockdown and both domestic and international interest in the School has continued at expected levels during the pandemic. Further confidence is derived from tangible actions and outcomes after the year end as follows:

- The School reopened in September 2020 with 395 pupils which is only a 7% decline on the pre-lockdown roll of 425. The decline was driven by the expected and sector wide fall in recruitment from overseas markets, particularly China, as a result of the Covid-19 pandemic
- The revised student numbers lead to a budget and cash flow forecast that is manageable and achievable for the School
- The School has identified and is marketing a residential property for sale which will generate cash to support the School if there are further impacts from the pandemic
- The School has drawn down a £1m government backed business interruption loan which will ensure further funds are available should there be a need. The loan will be repaid, free of penalties, should the funds not be required

RISK MANAGEMENT

The Board of Governors consider that the Covid-19 pandemic has significantly altered the risk profile of the School. It is however important that the board continue to manage the pre-existing risks facing the School which can be summarised as follows:

- As with any charity or business there is always a risk that an incident might occur which could potentially damage the School's reputation. We mitigate and manage this risk through extensive managerial training on risk and crisis management together with support from third party PR and legal firms with excellent track records in these fields. Communications and reputation with our existing stake holders are very strong. The School's response to the need to physically close at short notice was an example of excellent crisis management.
- There is a risk that we could fail to meet regulatory requirements set out by the Independent Schools Inspectorate. To ensure we meet all requirements we have prepared and fulfilled an action plan and met all criteria. Management staff have received the necessary training regarding compliance.
- There is an increasing risk of cyber-crime affecting the School. The School has taken measures to mitigate the risk by implementing the recommendations of specialist third party IT Security Consultants. This continues to be reviewed by our IT team.

Risks changed, increased or created by the Covid-19 pandemic are summarised as follows:

- Due to the current restrictions on, and decline in, global travel there is a risk to the stability and sustainability of revenues from our overseas markets for boarding pupils. We are mitigating this risk with extensive online marketing activity as well as providing safe quarantine facilities for pupils arriving from countries where this is a stipulation. The School is now operating on the basis that boarders are likely to stay on site during holiday periods and is making this available to boarders.
- There is a further risk to revenues from the domestic and global economic impact of the pandemic which may make independent education unaffordable for an increasing portion of our target markets. So far demand has held up well but there is future economic uncertainty that could have a significant impact. In response to this the School has not applied any fee increases for the 2020-21 academic year and will carefully consider its pricing strategy for the following year.
- The possibility of a further lockdown adds risk to the School's operations and revenues. The board are monitoring this risk with the executive and cash is being freed up where possible to allow impacts from this to be absorbed if it should happen.
- There is a reputational risk should a Covid-19 outbreak occur in the School community. The School has ensured that it has reopened in a "Covid Safe" environment with significant changes to operational practices to allow for social distancing and for pupils to be safely accommodated in "Bubbles". Detailed risk assessments have been undertaken and communicated for all activities and protocols and facilities are in place to safely isolate any pupil or staff member who shows symptoms or tests positive.

More generally detailed consideration of risk is delegated to the Risk and Compliance Committee, which reports formally to the Governing Body each term. The structure of the Committee comprises four members of the Governing Body assisted by Senior Management. The risk management process and the resulting reports identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The Board also monitors the effectiveness of internal control processes and other issues, including insurance cover where appropriate, by which those risks can best be mitigated.

The key controls used by the charity include:

- Formal agendas for all Committee and Board activity;
- Detailed terms of reference for all Committees;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;

- Formal written policies;
- Clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of the vulnerable.

Through the risk management processes established for the School, Governors are satisfied that the major risks identified have been adequately mitigated where necessary

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

Appreciation
The Governors wish to record their thanks to the Headmaster, Senior Leadership Team, bursarial staff, teachers, administrative and establishment staff, parents and students for their continuing support and enthusiasm throughout the year. Grateful thanks are also due to the Box Hill School Parents' Association and their successful fund-raising activities.

Relevant Audit Information
Kreston Reeves LLP have indicated their willingness to continue in office as auditors. At the AGM, the Governors will propose a motion for the members to approve the re-appointment of Kreston Reeves LLP as auditors.

Insofar as each of the Directors, as members of the Governing Body, at the date of approval of this report is 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 member of the Governing Body 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 Board of Governors of Box Hill School Trust Ltd, including, in their capacity as company directors, approving the Report of the Governors and Strategic Reports contained therein, and signed on its behalf by:

Signed on behalf of the Governors

T Johnson
Chair of Governors

Approved by the Governors on 17 November 2020

Statement of Governors' responsibilities for the year ended 31 July 2020

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

Company law requires the Governors to prepare financial statements for each financial year. 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 and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Governors are required to:

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Box Hill School Trust Limited
(A company limited by guarantee)

Independent auditors' report to the Members of Box Hill School Trust Limited

Opinion

We have audited the financial statements of Box Hill School Trust Limited (the 'charitable company') for the year ended 31 July 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Governors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Governors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' 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 Governors' responsibilities statement, the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the Members of Box Hill School Trust Limited (continued)

Auditors' responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Kreston Reeves LLP

Sarah Ediss (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Horsham

Date: 18 November 2020

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 July 2020

	Note	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:				
Donations and legacies	3	**211,472**	**211,472**	64,029
Charitable activities:	4			
School fees receivable		**8,863,553**	**8,863,553**	9,778,846
Ancilliary trading income		**396,402**	**396,402**	597,423
Investments	7	**366**	**366**	2,428
Other income	8	**4,545**	**4,545**	97
Total income		**9,476,338**	**9,476,338**	10,442,823
Expenditure on:				
Charitable activities		**9,413,909**	**9,413,909**	9,718,088
Other expenditure	9	**203,039**	**203,039**	200,539
Total expenditure		**9,616,948**	**9,616,948**	9,918,627
Net movement in funds		**(140,610)**	**(140,610)**	524,196
Reconciliation of funds:				
Total funds brought forward		**7,648,092**	**7,648,092**	7,123,896
Total funds carried forward		**7,507,482**	**7,507,482**	7,648,092

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

The notes on pages 25 to 47 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)
Registered number: 00700927

Balance sheet
as at 31 July 2020

	Note	2020 £		2019 £	
Fixed assets					
Tangible assets	14	**15,089,003**		15,147,035	
Investments	15	**100**		100	
		15,089,103		15,147,135	
Current assets					
Debtors	16	**2,592,957**		2,998,951	
Cash at bank and in hand		**1,020,500**		1,293,052	
		3,613,457		4,292,003	
Creditors: amounts falling due within one year	17	**(4,280,517)**		(5,194,395)	
Net current liabilities			**(667,060)**		(902,392)
Total assets less current liabilities			**14,422,043**		14,244,743
Creditors: amounts falling due after more than one year	18		**(6,914,561)**		(6,596,651)
Net assets			**7,507,482**		7,648,092
Total net assets			**7,507,482**		7,648,092
Charity funds					
Restricted funds	19		**-**		-
Unrestricted funds	19		**7,507,482**		7,648,092
Total funds			**7,507,482**		7,648,092

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

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

T. Johnson

.....

T Johnson
Chair of Governors
Date: 17 NOVEMBER 2020

.....

I Gomes
Governor and Chair of Finance Committee

The notes on pages 25 to 47 form part of these financial statements.

Box Hill School Trust Limited
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 July 2020

	2020 £	2019 £
Cash flows from operating activities		
Net cash used in operating activities	**96,834**	1,230,481
Cash flows from investing activities		
Dividends, interests and rents from investments	**366**	2,428
Purchase of tangible assets	**(473,742)**	(335,133)
Sales proceeds from tangible fixed assets	**17,974**	-
Net cash used in investing activities	**(455,402)**	**(332,705)**
Cash flows from financing activities		
Repayments of borrowing	**(6,448,480)**	(453,737)
New loans	**6,811,772**	183,118
Capital element of finance lease rentals	**(74,237)**	(8,998)
Interest paid	**(203,039)**	(200,539)
Net cash provided by/(used in) financing activities	**86,016**	**(480,156)**
Change in cash and cash equivalents in the year	**(272,552)**	**417,620**
Cash and cash equivalents at the beginning of the year	**1,293,052**	875,432
Cash and cash equivalents at the end of the year	**1,020,500**	1,293,052

The notes on pages 25 to 47 form part of these financial statements

Notes to the financial statements
for the year ended 31 July 2020

1. Accounting policies

1.1 Basis of preparation of financial statements

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

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

The company owns the entire share capital of Box Hill School Limited, registered company number 4275164. The subsidiary is exempt from the requirements of the Companies Act 2006 regarding an audit under section 479A of the Act. The charitable company is exempt under Section 402 of the Companies Act 2006 from the requirement to prepare consolidated financial statements on the grounds that under the Companies Act 2006 Section 405 the Subsidiary could be excluded from consolidation as it is not material.

1.2 Company status

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

1.3 Going concern

Having reviewed the funding facilities available to the school together with the expected ongoing demand for places and the school's projected cash flows, the Trustees 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.

These considerations take into account the impact of Covid-19 and the Trustees have concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities.

1. Accounting policies (continued)

1.4 Income

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

All income is included in the Statement of Financial Activities (SoFA) when the school is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it i probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School ffes receivable consist of charges billed for the School year ending 31 July, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 July. Income from ancillary activities is generated from additional activities such as music exam fees and after school clubs being offered to pupils in the school year ending 31 July.

Income from ancilliary trading includes income earned from rents and lettings to raise funds for the charity.

Income from investments includes interest which is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

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

1.5 Expenditure

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregare all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds relates solely to loan interest payable
- Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

1. Accounting policies (continued)

1.5 Expenditure (continued)

The irrecoverable element of VAT is included with the item of expense to which it relates.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include administrative and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

1.6 Grants

Grants are credited to the Statement of financial activities as the related expenditure is incurred.

1.7 Tangible fixed assets and depreciation

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

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land & buildings	- 2% per annum on cost
Motor vehicles	- 25% on a reducing balance basis
Furniture, fixtures and fittings	- 5%, 10% or 20% per annum on cost
Computers, software and network	- 20%, 25% or 33.33% per annum on cost

Depreciation has been apportioned across the Charitable activities according to estimated usage as follows;

Charitable Activities	Land and Buildings	Furniture, Fixtures and Fittings	Computers, Software and Networking	Motor Vehicles
Teaching	50%	45%	50%	All minibuses
Welfare	50%	45%		
Premises				All estate vehicles
Support		10%	50%	

1.8 Investments

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

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

1. Accounting policies (continued)

1.9 Debtors

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

1.10 Cash at bank and in hand

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

1.11 Liabilities and provisions

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

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

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

1.12 Financial instruments

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

1.13 Finance leases and hire purchase

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

1.14 Operating leases

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

1. Accounting policies (continued)

1.15 Pensions

The charitable company operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS17 'Retirement benefits', the company accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities incorporating income and expenditure account represents contributions payable to the scheme in respect of the accounting period.

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

1.16 Taxation

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

1.17 Advance fees and deposits

Parents may enter into a contract with the School to pay up to the equivalent of seven years' tuition fees in advance. A simple discount is offered on prevailing fees. There is no interest paid on the advance fees and future fees are not capped. The advance payments are recorded as deferred income until the criteria for income recognition are met. Fees will be recognised in the period to which they relate. Parents also pay deposits to secure a child's future place at the school. These are refundable and are reflected within the School's liabilities on the Balance Sheet.

1.18 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

Notes to the financial statements
for the year ended 31 July 2020

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

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 material adjustment to their carrying amounts in the next financial year.

Critical areas of judgement:

Deposits held by the school repayable when a pupil leaves the school are included in other creditors, a proportion of the total deposits are classified as falling due after one year as this reflects the true timing of their repayment.

3. Income from donations and legacies

	Unrestricted funds 2020 £	**Restricted funds 2020 £**	**Total funds 2020 £**
Donations	1,817	-	**1,817**
Grants	209,655	-	**209,655**
Total 2020	211,472	-	**211,472**

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Donations	34,029	30,000	64,029

The restricted donation in 2019 was received from Box Hill school parents' association for the purchase of sports equipment for the new sports hall which had been incurred in the previous year. Having been spent, the funds were transferred to unrestricted funds as shown in note 18.

4. Income from charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Teaching and Academic Services (Note 5)	8,863,553	**8,863,553**	9,778,846
Ancillary trading income (Note 6)	396,402	**396,402**	597,423
Total 2020	9,259,955	**9,259,955**	10,376,269

All income from charitable activities in the prior year was to unrestricted funds.

5. School fees receivable

	2020 £	2019 £
Board and tuition fees	**9,313,991**	10,139,446
Fees in lieu of notice	**109,757**	66,512
Scholarships and bursaries	**(560,195)**	(490,840)
Bursaries reserve reallocation	**-**	63,728
	8,863,553	9,778,846

6. Ancillary trading income

	2020 £	2019 £
Income from extra tuition	**193,284**	252,922
Courses and sub-lettings	**182,092**	307,848
Registration fees	**21,026**	36,653
	396,402	597,423

Notes to the financial statements
for the year ended 31 July 2020

7. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Investment income - other local unlisted	-	**-**	2,250
Bank interest receivable	366	**366**	178
Total 2020	366	**366**	2,428

All investment income received in the prior year was to unrestricted funds.

8. Other incoming resources

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Gain on disposal of tangible fixed assets	4,545	**4,545**	97

9. Other expenditure

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Interest on bank loans and overdrafts	168,766	**168,766**	179,264
Finance lease charges	34,273	**34,273**	21,275
Total 2020	203,039	**203,039**	200,539

All other expenditure in the prior year was from unrestricted funds

Notes to the financial statements
for the year ended 31 July 2020

10. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Governance costs 2020 £	Total funds 2020 £
Teaching and Academic Services	5,349,948	-	**5,349,948**
Welfare	1,184,698	-	**1,184,698**
Premises	1,052,517	-	**1,052,517**
Support	1,740,292	-	**1,740,292**
Governance	-	86,454	**86,454**
Total 2020	9,327,455	86,454	**9,413,909**

	Activities undertaken directly 2019 £	Governance costs 2019 £	Total funds 2019 £
Teaching and Academic Services	5,261,767	-	5,261,767
Welfare	1,401,044	-	1,401,044
Premises	1,152,671	-	1,152,671
Support	1,834,330	-	1,834,330
Governance	-	68,276	68,276
Total 2019	9,649,812	68,276	9,718,088

Notes to the financial statements
for the year ended 31 July 2020

10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching and Academic Services 2020 £	Welfare 2020 £	Premises 2020 £	Support 2020 £	Total funds 2020 £
Staff costs	4,260,441	380,899	384,831	1,259,172	**6,285,343**
Depreciation	263,753	222,522	5,471	26,598	**518,344**
Supply staff costs	15,175	-	-	-	**15,175**
Staff discounts	103,008	-	-	-	**103,008**
Advertising and introductory fees	220,197	-	-	66,419	**286,616**
Text books and equipment	216,704	-	-	-	**216,704**
Maintenance	-	-	37,847	-	**37,847**
Food and subsistence	-	440,047	-	-	**440,047**
Other overheads	270,670	141,230	624,368	388,103	**1,424,371**
Total 2020	5,349,948	1,184,698	1,052,517	1,740,292	**9,327,455**

	Teaching and Academic Services 2019 £	Welfare 2019 £	Premises 2019 £	Support 2019 £	Total funds 2019 £
Staff costs	3,948,326	405,797	417,870	1,260,856	6,032,849
Depreciation	246,130	202,884	1,195	45,111	495,320
Supply staff costs	94,953	-	-	-	94,953
Staff discounts	95,312	-	-	-	95,312
Advertising and introductory fees	236,656	-	-	69,192	305,848
Text books and equipment	215,453	-	-	-	215,453
Maintenance	-	-	136,098	-	136,098
Food and subsistence	-	607,534	-	-	607,534
Other overheads	424,937	184,829	597,508	459,171	1,666,445
Total 2019	5,261,767	1,401,044	1,152,671	1,834,330	9,649,812

Notes to the financial statements
for the year ended 31 July 2020

. Analysis of governance costs

	Governance 2020 £	Total funds 2020 £
Current year		
Auditor's remuneration	16,140	**16,140**
Governors' expenses	4,440	**4,440**
Administration costs	65,874	**65,874**
Total 2020	86,454	**86,454**

	Governance 2019 £	Total funds 2019 £
Prior year		
Auditor's remuneration	16,493	16,493
Governors' expenses	3,736	3,736
Administration costs	48,047	48,047
Total 2019	68,276	68,276

11. Auditors' remuneration

	2020 £	2019 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	**12,600**	13,200
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	**3,540**	3,293

12. Staff costs

	2020 £	2019 £
Wages and salaries	**5,019,344**	5,015,868
Social security costs	**508,718**	484,008
Contribution to defined contribution pension schemes	**757,281**	532,973
	6,285,343	6,032,849

Included in the above are redundancy and termination costs of £31,377 (2019: £35,556) of which £nil (2019: £nil) remained unpaid at the year end.

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

	2020 No.	2019 No.
Employees	**143**	144

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

		2020	2019
Teaching:	Full time	**52.40**	54.00
	Part time	**12.60**	20.50
Support:	Full time	**14.50**	11.00
	Part time	**16.88**	11.50
Welfare:	Full time	**11.42**	11.00
	Part time	**7.33**	6.46
Premises:	Full time	**9.00**	11.00
Average FTE		**124**	125

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

	2020 No.	2019 No.
In the band £60,001 - £70,000	**3**	3
In the band £70,001 - £80,000	**2**	1
In the band £100,001 - £110,000	**1**	1
In the band £110,001 - £120,000	**1**	2

Notes to the financial statements
for the year ended 31 July 2020

13. Governors' remuneration and expenses

There was no Trustees' or Govenors' Remuneration or other benefits for the year ended 31 July 2020 nor for the year ended 31 July 2019.

No Governors, or any persons connected with them, received remuneration during the year. No Trustee received payment for professional or other services supplied to the school (2019: Nil).

The key management of the School comprise the Headmaster, Deputy Head, Head of Pastoral Care, Head of Boarding, Bursar and Directors of School Development. The total employee benefits including employer's national insurance and pension costs of the key management personnel were £880,042 (2019: £817,323).

During the year ended 31 July 2020, no Governor expenses have been incurred (2019 - £NIL).

14. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computers, software and network £	Motor vehicles £	Total £
Cost					
At 1 August 2019	**16,045,581**	**1,494,644**	**368,619**	**226,691**	**18,135,535**
Additions	**-**	**435,737**	**38,005**	**-**	**473,742**
Disposals	**-**	**-**	**-**	**(89,762)**	**(89,762)**
At 31 July 2020	**16,045,581**	**1,930,381**	**406,624**	**136,929**	**18,519,515**
Depreciation					
At 1 August 2019	**1,781,112**	**859,158**	**157,371**	**190,859**	**2,988,500**
Charge for the year	**312,544**	**128,800**	**65,000**	**12,001**	**518,345**
On disposals	**-**	**-**	**-**	**(76,333)**	**(76,333)**
At 31 July 2020	**2,093,656**	**987,958**	**222,371**	**126,527**	**3,430,512**
Net book value					
At 31 July 2020	**13,951,925**	**942,423**	**184,253**	**10,402**	**15,089,003**
At 31 July 2019	14,264,469	635,486	211,248	35,832	15,147,035

Freehold land & buildings include land of £1,430,774 which is not depreciated. The balance is depreciated at 2%.

All fixed assets are used for charitable purposes.

Notes to the financial statements
for the year ended 31 July 2020

14. Tangible fixed assets (continued)

The net book value of assets held under finance leases or hire purchase contracts, included above are as follows:

	2020	2019
	£	£
Computers, software and network	**206,776**	206,776
Motor vehicles	**35,834**	35,834

15. Fixed asset investments

	Shares in group undertaking
	£
Cost	
At 1 August 2019	**100**
At 31 July 2020	**100**

Shares in group undertaking

The charity owns 100% of the share capital of Box Hill School Limited, company number 4275164, which which is dormant.

16. Debtors

	2020	2019
	£	£
Fees receivable	**2,514,312**	2,818,862
Other debtors	**29,758**	9,797
Non fee debtors	**29,078**	52,056
Prepayments and accrued income	**19,809**	118,236
	2,592,957	2,998,951

17. Creditors: Amounts falling due within one year

	2020 £	2019 £
Bank loans	**395,418**	519,655
Trade creditors	**16,323**	220,842
Other taxation and social security	**107,412**	134,422
Net obligations under finance lease and hire purchase contracts	**61,827**	68,143
Deposits	**241,180**	293,462
Advance fees	**280,726**	317,094
Deposits	**200,140**	156,476
Accruals and deferred income	**2,977,491**	3,484,301
	4,280,517	5,194,395

Advance fees

Parents may enter into a contract to pay to the School up to the equivalent of seven year's tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice.

	2020 £
Advance fees at 1 August 2019	**317,094**
Resources deferred during the year	**183,077**
Amounts released from previous years	**(219,445)**
Advance fees at 31 July 2020	**280,726**

18. Creditors: Amounts falling due after more than one year

	2020 £	2019 £
Bank loans	**6,231,902**	5,744,373
Net obligations under finance lease and hire purchase contracts	**78,968**	146,889
Other creditors	**603,691**	705,389
	6,914,561	6,596,651

Included within the above are amounts falling due as follows:

	2020 £	2019 £
Between one and two years		
Bank loans	**374,640**	519,655
Between two and five years		
Bank loans	**5,857,262**	1,897,960
Over five years		
Bank loans	**-**	3,326,758

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

	2020 £	2019 £
Between one and five years	**78,968**	146,889
	78,968	146,889

During the year the school refinanced its bank borrowing. The new loan is secured by charges on Box Hill School and Rectory Cottage. Interest accrues at 1.5% above base rate. The loan is repayable in 59 monthly instalments from November 2019 with a repayment holiday granted from April 2020 to March 2021.

Notes to the financial statements
for the year ended 31 July 2020

19. Statement of funds

Statement of funds - current year

	Balance at 1 August 2019 £	Income £	Expenditure £	Balance at 31 July 2020 £
Unrestricted funds				
Designated funds				
Bursary reserve	**96,708**	**(31,243)**	**-**	**65,465**
General funds				
General Funds	**7,551,384**	**9,507,581**	**(9,616,948)**	**7,442,017**
Total Unrestricted funds	**7,648,092**	**9,476,338**	**(9,616,948)**	**7,507,482**

It is the intention of the Governors that the Bursary Reserve is used only for bursaries and scholarships to be awarded by the school. The amount of the reserve used towards bursaries in the year is shown as a deduction from school fees receivable in note 5.

Notes to the financial statements
for the year ended 31 July 2020

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 August 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2019 £
Unrestricted funds					
Designated funds					
Designated Fund - Fundraising Reserve	-	34,029	(34,029)	-	-
Designated Fund - Bursary Reserve	-	63,708	(490,840)	523,840	96,708
	-	97,737	(524,869)	523,840	96,708
General funds					
General Funds	7,123,896	10,314,989	(9,393,661)	(493,840)	7,551,384
Total Unrestricted funds	7,123,896	10,412,726	(9,918,530)	30,000	7,648,092
Restricted funds					
Restricted Funds - Sports equipment	-	30,000	-	(30,000)	-
Total of funds	7,123,896	10,442,726	(9,918,530)	-	7,648,092

The transfer from Restricted to General Funds in 2019 represents monies recceived from Box Hill School parents' association for the purchase of sports equipment for the new sports hall which had been incurred in the previous year.

Each year an amount will be transferred from General Funds to the Bursary Reserve to fund current and future bursaries. The amount is calculated by the Governors based on fees receivable and may vary from year to year.

Notes to the financial statements
for the year ended 31 July 2020

20. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	15,089,003	**15,089,003**
Fixed asset investments	100	**100**
Current assets	3,613,457	**3,613,457**
Creditors due within one year	(4,280,517)	**(4,280,517)**
Creditors due in more than one year	(6,914,561)	**(6,914,561)**
Total	7,507,482	**7,507,482**

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	15,147,035	15,147,035
Fixed asset investments	100	100
Current assets	4,292,003	4,292,003
Creditors due within one year	(5,194,395)	(5,194,395)
Creditors due in more than one year	(6,596,651)	(6,596,651)
Total	7,648,092	7,648,092

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

	2020 £	2019 £
Net income/expenditure for the period (as per Statement of Financial Activities)	**(140,610)**	524,196
Adjustments for:		
Depreciation charges	**518,345**	495,318
Impairment of investments	**-**	250
Dividends, interests and rents from investments	**(366)**	(2,428)
Loss/(profit) on the sale of fixed assets	**(4,545)**	-
Decrease/(increase) in debtors	**405,994**	(2,871,144)
Increase/(decrease) in creditors	**(885,023)**	2,883,750
Interest payable	**203,039**	200,539
Net cash provided by operating activities	**96,834**	1,230,481

22. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	**1,020,500**	1,293,052
Total cash and cash equivalents	**1,020,500**	1,293,052

23. Analysis of changes in net debt

	At 1 August 2019 £	Cash flows £	At 31 July 2020 £
Cash at bank and in hand	**1,293,052**	**(272,552)**	**1,020,500**
Debt due within 1 year	**(519,655)**	**124,237**	**(395,418)**
Debt due after 1 year	**(5,744,373)**	**(487,529)**	**(6,231,902)**
Finance leases	**(215,032)**	**74,237**	**(140,795)**
	(5,186,008)	**(561,607)**	**(5,747,615)**

24. Pension commitments

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £671,661 (2019: £469,330) and at the year-end £80,745 (2019: £62,469) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions , as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgement that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment tribunal as well as employer and member representatives to agree how the discriminations will be remedied.

For all other employees the School makes contributions into a defined contribution scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £85,620 (2019: £63,643). Contributions totaling £14,425 (2019 - £9,636) were payable to the fund at the balance sheet date and are included in creditors.

25. Operating lease commitments

At 31 July 2020 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Not later than 1 year	**63,011**	80,542
Later than 1 year and not later than 5 years	**38,355**	99,225
	101,366	179,767

26. Related party transactions

During the year the School made payments of £Nil (2019: £7,532) in legal fees to Veale Wasbrough Vizards LLP, a firm in which P Voller (a former Governor) is a partner. At the year end the balance due to Veale Wasbrough Vizards LLP was £Nil (2019: £Nil).

During the year the School paid £19,612 (2019: £28,838) for learning materials to Pearson Education Ltd. D Fallon, a Trustee of the School, is the spouse of the Chief Executive of Pearson PLC, the parent company of Pearson Education Ltd. at the year end the balance due (from) / to Pearson Education was (£590) (2019: £907).