

REGISTERED COMPANY NUMBER: 02478341 (England and Wales)  
REGISTERED CHARITY NUMBER: 803152

REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021  
FOR  
STEEPHILL SCHOOL

The Carley Partnership  
Statutory Auditor  
St James's House  
8 Overcliffe  
Gravesend  
Kent  
DA11 0HJ

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The governors, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2021. The governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2015.

#### Steephill Background

The School was founded in 1935 by Miss Eileen Bignold who established its excellent reputation for high academic standards. Following her death in 1989, her executors continued to run the School for the rest of the academic year until Steephill School, a company limited by guarantee, was formed and Charitable Status granted on 31st March 1990. The freehold of the property was acquired in July 1990 when the Trust took over the running of the School through a Board of Governors.

#### Steephill Today

Steephill is an independent day school which takes pupils from 3 to 11 years old. It is situated in the beautiful Fawkham Valley in a quiet lane overlooking the 12th Century St. Mary's Church. The School has pleasant grounds including lawns, a sports field, an integrated orchard and Forest School. These areas allow for plenty of opportunity to explore nature and to run free at break times.

Steephill has built on its excellent reputation for academic results. Small classes of not more than 16 children have led to a high success rate for children applying to grammar schools and selective independent schools. The latest inspection during 2019 found it to be excellent in all categories with no issues to be addressed at all.

The IT resources continue to be updated. Smartboards and interactive televisions are used in all of the classrooms for teaching purposes and the tablets are very popular. The 2 minibuses continue to prove essential for educational and sporting visits. They also help non-driving parents and those who need to leave for work early by picking up children in the mornings and dropping them off at home on the afternoon runs. This also helps the environment by saving more cars being used by parents. The school details, displayed on the side of the bus, also increase awareness locally of the possibility for parents to apply for a pupil place at Steephill.

The Headteacher is responsible for the day to day running of the school, reporting to the Board at meetings held regularly throughout the school year and to the Chairman. The School does not undertake any cold-calling or telemarketing and does not send letters or approach people asking for donations. Steephill does not employ chuggers or any other person or organisation to undertake fund-raising. It does not pass on details of supporters or families to third parties.

The School's website [www.steePhill.co.uk](http://www.steePhill.co.uk), Facebook pages and Twitter account are very popular with pupils and parents. They are often used by prospective parents and job applicants. The School recruits pupils mainly via its website, the minibus and word of mouth. The School does minimal advertising but holds Open Mornings twice a year in non-pandemic times.

## OBJECTIVES AND ACTIVITIES

### Our Objects

The objects of the charity, as per the governing document, are to promote and provide for the advancement of education (including social and physical education of children) and in connection herewith to conduct, carry on, acquire and develop in the County of Kent any boarding or day school or schools for the education of children.

### Our Aims

- \* To develop a love of learning.
- \* To develop good social skills and a high awareness of good conduct within pupils.
- \* To develop a determination to succeed in all endeavours.
- \* To encourage creativity and the enjoyment of sport.

The principal activity of the company is the education of children and the objectives of the Charity are to promote and provide for the advancement of education of children of any gender or ethnicity. It aims to provide high quality education within a welcoming and productive environment, to celebrate the individual, to foster a family community and to provide a broad-based education for all its pupils. This is helped by the close relationship between teachers and pupils.

### Our Curriculum

As well as all of the core and non-core subjects, the pupils learn Spanish, French, Latin and Mandarin Chinese in the curriculum. This helps to develop their cultural understanding and is normally supported by the biennial school residential trip to France in non-pandemic times. They also learn First Aid, CPR and how to use an automatic defibrillator. The pupils can take part in Bikeability, learning about road safety when riding bikes. They also focus on the environment, using eco-friendly materials, avoiding using plastic bags or bottles and recycling as much as possible. This includes using the school's compost heap, turning off lights and closing doors.

SteePhill is a mixed ability school and in this academic year 86% of the year group passed the Kent selection test or attained the school of their choice. In previous years SteePhill's pass rate has ranged from 72% to 100%. However, every child benefits from individual attention to help them to achieve their full potential.

### Public benefit

In setting school objectives and planning its activities SteePhill Governors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee-charging. Objectives for every year are to develop teaching and learning, to increase the value of the school to the local community and to develop the premises to support this; and to improve leadership and management.

The targets within these objectives are laid out within our School Development Plan and the key targets linked to public benefit are to:

- \* Continue the School Council which has responsibility for organising charitable events to raise funds for outside charities
- \* Ensure that pupil entry to the school is supported financially through a limited number of Bursaries.
- \* Develop the well-established recycling and re-using programme in school
- \* Increase the opportunities for SteePhill School choir to sing in public in locales such as residential and care homes, and large choir events for charity, e.g. Barnardo's. It already performs at the Milestone special school and Old Downs Residential Home in non-Covid times.
- \* Support local festivals and the promotion of the arts in non-Covid times.
- \* Contribute towards the upkeep of the local church car park area for the use of St. Mary's Church and local villagers, the local state school, as well as our own parents at pick up and drop off school times.
- \* Continue to support the church at four services a year and its summer fete with the possibility of increasing parental and visitor numbers and donations, as well as making a regular financial contribution to the upkeep of the church. The School also provides equipment for the local Fawkham Parish Fete.
- \* Donate foodstuffs to the church for community food banks at the Harvest Festival.
- \* Provide opportunities for student teachers by offering student placements for Canterbury Christchurch University.
- \* Support newly qualified teachers by mentoring NQTs and provide observation weeks for prospective teaching students.
- \* To continue to train teachers on a regular basis.
- \* To continue to provide work experience each year for children from local secondary schools.
- \* To offer the provision of foreign language tuition to local schools if required.

## OBJECTIVES AND ACTIVITIES

### Volunteers

#### Friends of Steephill School (FOSS)

The FOSS committee members meet amongst themselves to organise fund-raising events throughout the year. They discuss their proposed ideas with the Headteacher. They usually hold their AGM in the autumn term for parents, teachers, governors and committee members to attend.

FOSS raised almost £5,300, which is particularly commendable due to the pandemic restrictions and because there are only approximately 90 families at the School. Steephill children benefit greatly from the goods and equipment donated to the School by FOSS. The bake-sales, Easter Egg Hunt, Summer camp-out, Christmas parties and Panto are very popular, although not all possible this year, their return is planned. They provide the teacher's 'grants' for incidentals each term. Its members are all to be thanked for their hard work and dedication during the year. The new committee will no doubt enjoy the same support in achieving a very successful year and we wish them all well.

## ACHIEVEMENT AND PERFORMANCE

### School commitment

SteePhill School welcomes pupils from all backgrounds. Children entering are awarded a place regardless of ability, economic status, gender, ethnicity, race, religion, disability or any protected characteristics. Children are assessed before entry to the school by a taster day and where possible assessment in their previous setting. Any behavioural or learning difficulties which may affect other children's learning will also be taken into account. Steephill is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, gender, sexual orientation or disability. The School will make all reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

### Current & Past Report

SteePhill is committed to safeguarding and promoting the welfare of its pupils and expects all staff and volunteers to share this commitment. The pupils' exam results show they are 18 months above the national average for achievements. In the latest glowing ISI (Independent Schools' Inspectorate) Report in March 2019, the school was rated 'excellent' in all categories with no requirements to change anything, which is almost unheard of in local schools currently. This is the equivalent of 'outstanding' in the state sector.

The academic results for the school have been excellent for the year 2020/2021 with 86% (compared to the average of 25% in Kent) of the children in Class 6 having passed the Kent Selection Test for entry to selective schools or achieving the school of their choice. Parents are given regular information about their children's social and academic progress through parent evenings in addition to the traditional end-of-year reports. The Headteacher, SENCo or Class Teacher work together and may ask parents to come in as needed to discuss specific matters of concern. Regular contact is maintained with parents throughout the year by informal contacts and through the school's newsletters, website, teachers2parents email and text and also through social media.

Pupil numbers for 2020/21 were excellent with a waiting list in some classes and a healthy waiting list in future intakes. In 2018 the demand for places necessitated the opening of a second year group class. During the pandemic lockdown the school taught the children online and engaged them continuously with their work and fellow pupils. However, some staff stayed in the school teaching the children of key workers throughout this time. Since returning full time the children adapted extremely well to the new way of washing hands regularly, sanitising and staying in their bubbles or keeping regulation distancing until restrictions were eased. This was helped by the extra gazebos in the extensive school grounds. The pupils were very happy to see their class mates and start back to their regular routines once more. All the staff, particularly the Headteacher and Bursar, should be praised for their tireless hard work in making this possible.

As well as concentrating on the academic side, the School is keen to promote the Arts. It provides a very high standard and diverse opportunity for the children to take part in art, design & technology, drama, poetry, singing & music, etc. This helps the pupils' wellbeing and they are supported by the staff at all times. The school has been winner and runner-up in many categories at Festivals throughout North Kent as well as nationally in recent years. The Choir has been particularly successful during the last few years, gaining places at several festivals in North Kent including the Maidstone and Sevenoaks festivals. Extra curricular clubs now include quizzes, yoga, dance, choir, netball, football, rugby, art, sewing, recorder, gardening, athletics and science, though these were run as smaller groups during the pandemic to incorporate the 'bubble' system. These clubs normally rotate termly and form an essential part of the community spirit of the School as well as supporting the pupils' mental health. The school also has an automatic Defibrillator for adults and children on site and the pupils have been shown how to use it which should be useful even outside of their school life.

Sport continues to be an important part of School life. There is a large sports field for football, athletics, cricket, hockey, rugby and rounders. Short tennis and netball are played on the purpose built court. Matches are played against other schools with a great deal of success. Swimming now takes place at Cobham Hall. Sports Day took place again with parents present in bubbles. Taking part is praised as much as winning.

The Annual Prize Giving took place on the sports field in the summer with the children providing entertainment for the parents and Class 6 did a presentation about the school year. It was an enjoyable and memorable way for the pupils in the top class to say goodbye to Steephill before progressing to their senior schools.

The children raised funds for a number of charities during the academic year including The Royal British Legion Poppy Appeal, as well as a cake sale for Macmillan Cancer Support. Provisions were brought in by the children for Harvest Festival, which were then donated to the local Community Cupboard to distribute to the needy. Each of the three Steephill Houses has its dedicated charity - namely Bignold House has The Ellenor Hospice, Francis House has Guide Dogs and Ford House has The Children's Society.

The school also contributes towards the upkeep of St. Mary's Church car park as the parents use it for parking during the school runs. Pupils attended St. Mary's for their Harvest festival, Easter, Founders Day and Christmas Services.

The sensory garden and wildlife trail, developed 7 years ago, are enjoyed by the children throughout the year. The pupils grow vegetables and flowers as part of their learning and appreciation of nature as well as for their wellbeing. The outdoor teaching areas and back garden are used regularly and have been particularly useful during the pandemic restrictions. The Forest School is always popular. It helps the pupils to learn leadership, resilience, develop character and confidence. These attributes were particularly highlighted by the recent ISI inspection that rated them excellent.

#### Inspection

The school became a member of the Independent Schools Association (ISA) in 2006. A full inspection of the school was carried out by ISI in March 2019. The School received 'Excellent' in all categories of education and school life, with no aspects needing to be addressed. This is an exceptional result and all the staff were congratulated on such a brilliant outcome. The School also passed its compliance inspection in 2016.

#### FINANCIAL REVIEW

##### Financial position

The School is financially stable with sufficient funds to cover all obligations. The fees are set at a level to ensure the financial viability of the School and at a level which is consistent with the aim of providing a first class education for pupils. The school has no social investments. No formal complaints had been received during the academic year 2020-21. No one person has Significant Control and the Board does not make Social Investments.

The Bursary Policy addresses financial support for some families who may otherwise not be able to access the school. This support is currently offered to 6 pupils at the school with a reduction in fees ranging from 20% to 100% in accordance with the school's policy. A monthly payment plan is available to help those who wish to fund educational costs through regular contributions. It also offers sibling discounts.

As of the year end the total of unrestricted funds, amount to £919,389 and the net surplus in the year is £134,732.

##### Independent Examiners/Auditors

The Carley Partnership were appointed for the 2015/16 accounts and re-appointed each academic year since then.

##### Principal funding sources

The principal source of income is fees. The Governors are continuing their strategy of deploying incoming resources to investing in the educational purposes and fabric of the school at the same time as retaining sufficient reserves for future needs. As a charity the pupils' parents have the assurance that all the income of the School must be applied for educational purposes.

##### Reserves policy

The Governors review the level of reserves held on an annual basis with a view to ensuring that the company has sufficient resources to fund its activities and to provide adequate resources to repay long term loans as well as developing the facilities of the School. The Governors aim to hold £700,000 in reserves and consider that level to be adequate for the present time.

##### Going concern

No material uncertainties that may cast doubt about the ability of the school to continue as a going concern have been identified by the governors.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

##### Recruitment and appointment of new trustees

New governors are appointed by means of a majority vote of the existing board.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Organisational structure

#### Structure, Governance and Management

The Governors, who are also the charity trustees, are responsible for the overall management and control of the School. They determine the general policy of the School. The Headteacher is responsible for the day to day running of the School, reporting to the Board at meetings held regularly throughout the school year. The Head undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. This is within the policies and procedures approved by the Governors. Significant expenditure decisions and major capital projects are referred to the Governors for prior approval. The Head and Bursar are invited to attend Board meetings to give regular reports.

The Board meets at least every half term to manage the School's affairs. The Finance & Strategy Committee meet more regularly with the Bursar and Headteacher to review the budget, salaries, costs and future financial planning to recommend actions to the full Board. The Board discuss and review the School Development Plan, Vision Statement, Self-Evaluation Review and 3 year budget. Martin Levy, as well as head of the F & S Committee, is the Board's Vice Chairman. Other committee meetings are held in between Board meetings. The Board members are kept in regular touch by email or phone between meetings and visit the school from time to time. All the Governors have attended in-house or online training days on Child Protection and Safeguarding.

Report on finance and all aspects of the school progress and targets are given to the Governors at every Board meeting or they are circulated by the individual committee minutes. Policies are regularly reviewed. The Health & Safety checks are done by the caretaker every term, along with the governor responsible, Michelle Peirce. The Governors attend inset days at the beginning of the academic year, along with all the staff. All Governors give of their time freely and no remuneration or expenses were paid in the Year (apart from course/training expenses). No Governor or person connected with a Governor receive any benefit from either means-tested bursaries or scholarships awarded to pupils.

The Annual General Meeting took place on 9th February 2021 when the Financial Statement of the annual accounts, audited by The Carley Partnership, were approved. Wayne Smith and Davina Dhinsa retired on rotation and were re-elected for 3 years. The auditors were re-appointed for the ensuing year and a full audit will be required for the next academic year.

It is agreed that all the Governors work extremely hard in their particular field of expertise to help the staff achieve such a successful school. The Governors are also advised by the Bursar, Mrs Tucker, who is a qualified accountant. The insurance is updated annually.

The retention of teaching, support, office and lunch staff has remained fairly stable this year. Mr. John Abbott, has had another most challenging year, but has exceeded the expectations of the Board. All the staff (teaching, office and kitchen) have coped remarkably well during the Pandemic challenges and gone above and beyond to ensure the children are happy, safe and able to continue their education. All the staff have taken on the extra work with their customary commitment and energy, which is part of what makes Steephill such a successful school. They are congratulated for all the extra work they have put in again during the last year.

The SENCo uses Provision Mapping throughout the school, following the new Code of Practice. Jenny Smith-Spark, the governor responsible for SEND, has an overview of the implementation of the new policy along with the Headteacher. Mrs Smith-Spark is the Designated Board Safeguarding Lead.

Steephill is fortunate to have a number of volunteers, including parents, and they work with the children on a regular basis listening to reading and helping throughout the School. Parents can also take part in school life both in and out of class and they can join the Parents Association FOSS (Friends of Steephill School).

The kitchen staff provide locally sourced healthy meals and in October 2019 were awarded excellent 5 star rating by Sevenoaks District Council Environmental and Operational Service/ Food Standards Agency for very high standards of food safety management. The menus, embracing government guidelines on nutrition and healthy eating, overseen by Doreen Page, Governor for catering, have been very welcome. These are published on the website so parents and pupils are fully aware of the choices available each day.



## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Risk management

The Governors are responsible for the overseeing of the risks faced by the school. Detailed considerations of risk are delegated to the Finance & Strategy Committee. Risks are identified, assessed and controls established throughout the year. A formal review of the charity's risk management processes is undertaken on a regular basis. The school's success is built on its reputation for the excellent education and well-being of the pupils. The Governors manage this risk through safeguarding policies, staff recruitment policies, pastoral support for both pupils and staff and active identification and resolution of health and safety related issues.

The Governors have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems are in place to mitigate exposure to major risks. These systems will be updated during the academic year. The F & S Committee also review and update the Financial Risk Assessment policy, the Governance policy, Social Investments Policy and 'Persons With Significant Control' Policy.

### Current and Future Development Report

The Governors intend to continue their current strategies of maintaining the school's position in a competitive market by investing to provide high quality education for the pupils. Achieving a high standard of academic results is a constant aim whilst maintaining the breadth and depth of the education provided.

The principal source of income is fees. The Governors are continuing their strategy of deploying incoming resources to invest in the educational purposes and fabric of the school at the same time as retaining sufficient reserves for future needs. As a charity the pupils' parents have the assurance that all the income of the School must be applied for educational purposes. An alternative non DfE teachers' pension scheme started at the beginning of January 2020 after full discussion with the staff.

During the summer holidays the sports hut was moved, a new building was installed to replace a former portable one. This now provides more spacious accommodation for Reception and Year 1. It was formally opened by past Board Chairman Edward Oatley as the building is now named after him. The portable building at the front of the school was adapted during the holidays to make a much larger art and science room. Planning permission is in place for an extension to the hall, office and kitchen when funds are available. During 2020/21 further upgrading and maintenance was carried out to the IT room. The school development plan focuses on increasing facilities.

The Headteacher, Mr. Abbott, continues to update Schemes of Work, the Staff Handbook, staff training and Policy Reviews, in accordance with the Independent Schools regulations. The Governors review these regularly and consult the Head and other staff members. Mr Abbott is also a team member of the Independent Schools Inspectorate and will undertake at least one school inspection a year (when resumed) which helps keep the School and staff abreast of current regulations.

#### REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number  
02478341(England and Wales)

Registered Charity number  
803152

Registered office  
Off Castle Hill  
Fawkham  
Longfield  
Kent  
DA3 7BG

#### Trustees

Wayne Eric Smith  
Martin Levy  
Sandra Scotting  
Jennifer Smith-Spark  
Doreen Page  
Laura Fulker  
Davina Dhinsa  
Michelle Peirce

Chairman, Education Committee Lead  
Vice Chairman/Head of Finance & Strategy Committee  
Company/Trust Secretary, Finance & Strategy Committee.  
SEND, Education, Health & Safety Committee  
Health & Safety Committee & Catering  
Former pupil, Education Committee  
Finance & Strategy Committee/Legal. Retired August 2021  
Health & Safety Lead

Company Secretary  
Sandra Scotting

Headteacher  
Mr John Abbott

From 1st August 2019

#### Auditors

The Carley Partnership  
Registered Auditor  
St James's  
8 Overcliffe  
Gravesend  
Kent DA11 0HJ

#### Bankers

Lloyds Bank Plc  
25 Gresham Street  
House London  
EC2V 7HN

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Governors/Trustees (who are also directors of Steephill School for the purposes of company law) are responsible for preparing the Report of the Trustees 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 which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Governors are required to select suitable accounting policies and then apply them consistently; observe methods and principles in the Charity SORP; make judgements and estimates that are reasonable and prudent; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the governors are aware:

There is no relevant audit information of which the charitable company's auditors are unaware; and the governors have taken all steps that they ought to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The Carley Partnership were appointed for the 2015/16 audit and re-appointed each academic year since then.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 14 February 2022 and signed on its behalf by:

W E Smith - Trustee

#### Opinion

We have audited the financial statements of Steephill School (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its 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 UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 22 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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

#### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

#### Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

#### Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, our approach was as follows:

- we obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that are applicable to the company and of how the company is complying with those frameworks;
- we enquired of management about their own identification and assessment of the risks of irregularities, including any known instances of fraud;
- we discussed matters concerning non-compliance with laws and regulations and how fraud might occur including assessment of how the financial statements might be susceptible to fraud.

As a result of these procedures we consider that the most significant laws and regulations relating to the financial statements are the Companies Act 2006, 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', Independent Schools Inspectorate and tax compliance regulations. We performed audit procedures to enable us to detect non-compliance with significant laws and regulations which may have a material impact on the financial statements which included reviewing disclosures within the financial statements and inspecting correspondence with tax authorities.

We considered the risk of fraud through management override and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. In response, we incorporated testing of the appropriateness of journal entries, assessing judgements made by management in making accounting estimates and evaluating the business rationale for any significant unusual transactions or those outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Ralph (Senior Statutory Auditor)  
for and on behalf of The Carley Partnership  
Statutory Auditor  
St James's House  
8 Overcliffe  
Gravesend  
Kent  
DA11 0HJ

16 March 2022

STEEPHILL SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2021

		2021 Unrestricted fund £	2020 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Donations and legacies	2	1,829	179
Charitable activities	4		
Education of children		1,190,035	1,141,131
Investment income	3	5,125	5,453
Other income		4,068	3,420
Total		1,201,057	1,150,183
EXPENDITURE ON			
Charitable activities	5		
Education of children		964,926	904,894
School premises costs		101,399	142,138
Total		1,066,325	1,047,032
NET INCOME		134,732	103,151
RECONCILIATION OF FUNDS			
Total funds brought forward		784,657	681,506
TOTAL FUNDS CARRIED FORWARD		919,389	784,657

The notes form part of these financial statements

BALANCE SHEET  
31 AUGUST 2021

		2021 Unrestricted fund £	2020 Total funds £
	Notes		
FIXED ASSETS			
Tangible assets	12	531,984	468,344
CURRENT ASSETS			
Stocks	13	5,000	3,000
Debtors	14	4,706	7,887
Cash at bank and in hand		969,486	830,035
		<u>979,192</u>	<u>840,922</u>
CREDITORS			
Amounts falling due within one year	15	(292,489)	(206,207)
		<u>686,703</u>	<u>634,715</u>
NET CURRENT ASSETS			
TOTAL ASSETS LESS CURRENT LIABILITIES		1,218,687	1,103,059
CREDITORS			
Amounts falling due after more than one year	16	(299,298)	(318,402)
		<u>919,389</u>	<u>784,657</u>
NET ASSETS			
FUNDS	20		
Unrestricted funds		919,389	784,657
TOTAL FUNDS		<u>919,389</u>	<u>784,657</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 14 February 2022 and were signed on its behalf by:

W E Smith - Trustee



CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	272,004	132,900
Interest paid		(3,524)	(4,744)
Net cash provided by operating activities		<u>268,480</u>	<u>128,156</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(107,491)	-
Interest received		5,125	5,453
Net cash (used in)/provided by investing activities		<u>(102,366)</u>	<u>5,453</u>
Cash flows from financing activities			
Loan repayments in year		(18,602)	(17,842)
Capital repayments in year		(8,061)	(13,754)
Net cash used in financing activities		<u>(26,663)</u>	<u>(31,596)</u>
Change in cash and cash equivalents in the reporting period		<u>139,451</u>	<u>102,013</u>
Cash and cash equivalents at the beginning of the reporting period		<u>830,035</u>	<u>728,022</u>
Cash and cash equivalents at the end of the reporting period		<u><u>969,486</u></u>	<u><u>830,035</u></u>

NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities)	134,732	103,151
Adjustments for:		
Depreciation charges	43,849	43,428
Interest received	(5,125)	(5,453)
Interest paid	3,524	4,744
Increase in stocks	(2,000)	-
Decrease in debtors	3,181	15,561
Increase/(decrease) in creditors	93,843	(28,531)
Net cash provided by operations	<u>272,004</u>	<u>132,900</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.20 £	Cash flow £	At 31.8.21 £
Net cash			
Cash at bank and in hand	<u>830,035</u>	<u>139,451</u>	<u>969,486</u>
	<u>830,035</u>	<u>139,451</u>	<u>969,486</u>
Debt			
Finance leases	(8,061)	8,061	-
Debts falling due within 1 year	(17,841)	-	(17,841)
Debts falling due after 1 year	<u>(197,902)</u>	<u>18,604</u>	<u>(179,298)</u>
	<u>(223,804)</u>	<u>26,665</u>	<u>(197,139)</u>
Total	<u>606,231</u>	<u>166,116</u>	<u>772,347</u>

## 1. ACCOUNTING POLICIES

### Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

### Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### Allocation and apportionment of costs

Certain expenditure is directly attributable to the children's education and has been included in that cost category. Certain other costs, which while necessary do not constitute educational costs, are included under "education of children" as support costs.

Governance costs comprise expenses associated with the charity's status as a legal entity, rather than expenses that are for charitable purposes.

### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property	- 5% on cost and 2% on historical cost
Short leasehold	- Amortised over period of lease
Fixtures and fittings	- 33% on cost, 20% on cost and 5% on cost
Motor vehicles	- 20% on cost and Amortised over period of lease

### Stocks

Stocks are valued at the lower of cost and net realisable value.

### Taxation

The charity is exempt from corporation tax on its charitable activities.

### Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

### Pension costs

Teaching staff employed by the company were eligible for membership of the Teachers' Pension Scheme, which is administered by the Teachers' Pension Agency, an executive agency of the Department for Education and Employment. The Teachers' Pension Scheme is a multi-employer plan and as it is not possible to identify the charity's share of the scheme, it is accounted for on a defined contribution basis.

All contributions to this scheme were closed on 31st December 2019. From 1st January 2020 all of the teachers moved to Aviva Pension Trust for Independent Schools.

The company has arranged a defined contribution pension scheme for the members of staff who are not eligible to join the Teachers' Pension Scheme. The assets of this scheme are held separately from those of the company, being invested with insurance companies.

All pension costs are charged in the Statement of Financial Activities in the period in which they relate.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 AUGUST 2021

## 1. ACCOUNTING POLICIES - continued

Pension costs

Government grants

Grant income is recognised using the accrual model in the period in which it becomes receivable.

## 2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	<u>1,829</u>	<u>179</u>

## 3. INVESTMENT INCOME

	2021	2020
	£	£
Bank interest receivable	<u>5,125</u>	<u>5,453</u>

## 4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2021	2020
		£	£
Gross invoiced school fees	Education of children	1,159,804	1,121,129
Less Bursaries	Education of children	(33,278)	(41,470)
Minibus, clubs, outings and swimming	Education of children	49,853	42,499
Government Grants	Education of children	<u>13,656</u>	<u>18,973</u>
		<u>1,190,035</u>	<u>1,141,131</u>

During the year, the charity received Coronavirus Job Retention Schemes Grants amounting to £13,656 (2020 : £18,973).

## 5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Education of children	839,385	125,541	964,926
School premises costs	<u>101,399</u>	<u>-</u>	<u>101,399</u>
	<u>940,784</u>	<u>125,541</u>	<u>1,066,325</u>

## 6. SUPPORT COSTS

	Other £
Education of children	125,541

Support costs, included in the above, are as follows:

	2021 Education of children £	2020 Total activities £
Management and administrative salaries	86,758	76,686
Sundries	2,948	6
Information Technology	15,728	12,939
Provision for bad debts	(959)	(9,223)
Pension fund administrative fees	1,026	418
Professional fees, subscriptions and memberships	14,382	13,499
Accountancy charges	5,466	5,244
Bank charges	192	128
	<u>125,541</u>	<u>99,697</u>

## 7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation - owned assets	35,791	29,672
Depreciation - assets on hire purchase contracts and finance leases	<u>8,060</u>	<u>13,755</u>

## 8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

Trustees' expenses

Travel expenses of £0 (2020 : £54) were paid to trustees during the year.

## 9. STAFF COSTS

The average number of employees during the year, based on head count, was 40 (2020: 43). Analysis of staff costs and employee benefits is as follows:

	£
Gross Salaries	671,821
Social Security Costs (Employer's National Insurance)	55,595
Employer's Pension Contributions	99,769
Operating Costs of Pension Scheme	1,026
	<u>811,388</u>

The average full-time equivalent of teaching staff for the year was 15.5 (2020: 15) and of administrative and support staff 9.5 (2020 : 8). No employee received emoluments (excluding employer's pension and employer's National Insurance) in excess of £60,000. Key management personnel received remuneration as follows:

## 9. STAFF COSTS - continued

	2021
	£
Gross salary	60,000
Employer's National Insurance	7,060
Employer's pension contributions	9,888
	<u>76,948</u>

## PENSIONS COSTS

During the year, 12 (2020 : 11) teachers paid into the APTIS scheme. 18 other employees paid into a defined contribution scheme (2020: 19)

Contributions payable by the charity for the period were £99,769 (2020: £99,991). As at 31st August 2021, creditors included £12,534 (2020 : £11,160) relating to pension contributions.

## 10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	179
Charitable activities	
Education of children	1,141,131
Investment income	5,453
Other income	3,420
Total	<u>1,150,183</u>
EXPENDITURE ON	
Charitable activities	
Education of children	904,894
School premises costs	142,138
Total	<u>1,047,032</u>
NET INCOME	<u>103,151</u>
RECONCILIATION OF FUNDS	
Total funds brought forward	681,506
TOTAL FUNDS CARRIED FORWARD	<u><u>784,657</u></u>

## 11. ACCOUNTANCY COSTS

During the year the accounts payable for the statutory audit were £1,500 (2020 : £1,470) and for other accountancy services were £1,560 (2020: £1,530).

## 12. TANGIBLE FIXED ASSETS

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 September 2020	729,801	10,000	87,213	54,516	881,530
Additions	107,491	-	-	-	107,491
	<u>837,292</u>	<u>10,000</u>	<u>87,213</u>	<u>54,516</u>	<u>989,021</u>
At 31 August 2021	837,292	10,000	87,213	54,516	989,021
<b>DEPRECIATION</b>					
At 1 September 2020	290,151	7,741	68,838	46,456	413,186
Charge for year	28,853	334	6,604	8,060	43,851
	<u>319,004</u>	<u>8,075</u>	<u>75,442</u>	<u>54,516</u>	<u>457,037</u>
At 31 August 2021	319,004	8,075	75,442	54,516	457,037
<b>NET BOOK VALUE</b>					
At 31 August 2021	<u>518,288</u>	<u>1,925</u>	<u>11,771</u>	<u>-</u>	<u>531,984</u>
At 31 August 2020	<u>439,650</u>	<u>2,259</u>	<u>18,375</u>	<u>8,060</u>	<u>468,344</u>

Fixed assets, included in the above, which are held under finance leases are as follows:

	Motor vehicles £
<b>COST</b>	
At 1 September 2020 and 31 August 2021	<u>54,516</u>
<b>DEPRECIATION</b>	
At 1 September 2020	46,456
Charge for year	<u>8,060</u>
At 31 August 2021	<u>54,516</u>
<b>NET BOOK VALUE</b>	
At 31 August 2021	<u>-</u>
At 31 August 2020	<u>8,060</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 AUGUST 2021

## 13. STOCKS

	2021	2020
	£	£
Kitchen and classroom stock	<u>5,000</u>	<u>3,000</u>

The stock held represents kitchen supplies, teaching materials and stationery which all relate to the activity "education of children".

## 14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other debtors and prepayments	<u>4,706</u>	<u>7,887</u>

## 15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Bank loans and overdrafts (see note 17)	17,841	17,841
Finance leases (see note 18)	-	8,061
Trade creditors	20,342	20,825
Social security and other taxes	13,623	12,036
Early years funding	1,412	-
Credit balance debtors	223,466	128,210
Wages and pension creditor	12,377	11,160
Contra account	7	4,945
Accruals and deferred income	3,421	3,129
	<u>292,489</u>	<u>206,207</u>

## 16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Bank loans (see note 17)	179,298	197,902
Parental retainers	120,000	120,500
	<u>299,298</u>	<u>318,402</u>

## 17. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>17,841</u>	<u>17,841</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>17,841</u>	<u>17,841</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>53,523</u>	<u>53,523</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	107,934	126,538



## 18. LEASING AGREEMENTS

Minimum lease payments under finance leases fall due as follows:

	Finance leases	
	2021	2020
	£	£
Net obligations repayable:		
Within one year	-	8,061
	<u>          </u>	<u>          </u>

## 19. SECURED DEBTS

The following secured debts are included within creditors:

	2021	2020
	£	£
Bank loans	197,139	215,743
	<u>          </u>	<u>          </u>

The bank loan is secured by a charge on the company's assets.

The rate of interest payable on the bank loan is fixed at 2.35%. The bank loan is currently repayable over a period of 12.5 years and is secured by a first legal charge over the company's freehold land and buildings. The current portion of the bank loan is shown in creditors falling due within one year.

## 20. MOVEMENT IN FUNDS

	At 1.9.20	Net movement	At
	£	in funds	31.8.21
		£	£
Unrestricted funds			
General fund	784,657	134,732	919,389
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	784,657	134,732	919,389
	<u>          </u>	<u>          </u>	<u>          </u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	1,201,057	(1,066,325)	134,732
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	1,201,057	(1,066,325)	134,732
	<u>          </u>	<u>          </u>	<u>          </u>

## 20. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.19 £	Net movement in funds £	At 31.8.20 £
Unrestricted funds			
General fund	681,506	103,151	784,657
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	<u>681,506</u>	<u>103,151</u>	<u>784,657</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,150,183	(1,047,032)	103,151
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	<u>1,150,183</u>	<u>(1,047,032)</u>	<u>103,151</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.19 £	Net movement in funds £	At 31.8.21 £
Unrestricted funds			
General fund	681,506	237,883	919,389
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	<u>681,506</u>	<u>237,883</u>	<u>919,389</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,351,240	(2,113,357)	237,883
	<u>          </u>	<u>          </u>	<u>          </u>
TOTAL FUNDS	<u>2,351,240</u>	<u>(2,113,357)</u>	<u>237,883</u>

## 21. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2021.

## 22. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to assist with the preparation of the financial statements.

## 23. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid within the time periods specified:

	Land £	Total £
Due within one year	1,821	1,821
Due between one and five years	7,284	7,284
Due after five years	759	759
	<u>9,864</u>	<u>9,864</u>
	<u><u>9,864</u></u>	<u><u>9,864</u></u>

The land is subject to rent revisions every five years.

## 24. PARENTAL RETAINERS

	£
Balance at 1 September 2020	120,500
Amounts advance in the year (less repayments)	(500)
	<u>120,000</u>
Balance at 31 August 2021	<u><u>120,000</u></u>

The retainers are not included in income as they are repaid once a child has left the school.

## 25. LEGAL INFORMATION

SteePhill School is a charitable company limited by guarantee, incorporated in England and Wales. Its registered office and principal office is Off Castle Hill, Fawkham, Longfield, Kent. DA3 7BG. Further information about the charity's activities are included in the Trustees' Report.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
<b>INCOME AND ENDOWMENTS</b>		
Donations and legacies		
Donations	1,829	179
Investment income		
Bank interest receivable	5,125	5,453
Charitable activities		
Gross invoiced school fees	1,159,804	1,121,129
Less Bursaries	(33,278)	(41,470)
Minibus, clubs, outings and swimming	49,853	42,499
Government Grants	13,656	18,973
	<u>1,190,035</u>	<u>1,141,131</u>
Other income		
Other incoming resources	4,068	3,420
	<u>1,201,057</u>	<u>1,150,183</u>
<b>EXPENDITURE</b>		
Charitable activities		
Rates and water	4,447	4,710
Insurance	24,081	18,243
Light and heat	11,557	10,022
Telephone	3,568	3,703
Postage and stationery	5,539	6,205
Advertising and promotion	897	2,276
School supplies	17,785	22,480
Kitchen supplies	16,102	17,604
Teaching and other staff costs	595,673	583,752
Pension costs	82,082	99,991
Maintenance staff and costs	60,340	44,726
Cleaning and caretaking	15,347	14,021
Staff training	2,781	5,891
Equipment leasing costs	3,838	2,923
Equipment purchases and repairs	5,321	7,053
Car park and field rent and maintenance costs	4,106	4,065
Minibus, clubs, outings and swimming	39,947	51,498
Freehold property	28,852	23,478
Short leasehold	333	333
Motor vehicles	8,060	13,755
Computer equipment	6,604	5,862
Bank loan interest	3,524	4,744
	<u>940,784</u>	<u>947,335</u>
Support costs		
Other		
Management and administrative salaries	86,758	76,686
Carried forward	86,758	76,686

DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
Other		
Brought forward	86,758	76,686
Sundries	2,948	6
Information Technology	15,728	12,939
Provision for bad debts	(959)	(9,223)
Pension fund administrative fees	1,026	418
Professional fees, subscriptions and memberships	14,382	13,499
Accountancy charges	5,466	5,244
Bank charges	192	128
	<u>125,541</u>	<u>99,697</u>
Total resources expended	<u>1,066,325</u>	<u>1,047,032</u>
Net income	<u><u>134,732</u></u>	<u><u>103,151</u></u>