

COMPANY NO. 2829156

MANOR LODGE SCHOOL

*A Company Limited by Guarantee*

GOVERNORS' ANNUAL REPORT INCLUDING  
THE STRATEGIC REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31ST AUGUST 2017

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**MANOR LODGE SCHOOL**  
**A Company Limited by Guarantee**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31ST AUGUST 2017**

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**GOVERNORS' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

The Board of Governors present their annual report for the year ended 31 August 2017 under the Companies Act 2006 and the Charities Act 2011, together with the audited financial statements for the year, and confirm that the latter comply with the requirements of the Companies Act 2006, the Company's Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

**REFERENCE AND ADMINISTRATIVE INFORMATION**

Manor Lodge School Limited (the Company) was incorporated as a company on 22 June 1993 and commenced activities on 19 November 1993. The Company changed its name from Forestpost Limited to Manor Lodge School Limited on 4 May 1995, and arranged pursuant to Section 60(1) (a) of the Companies Act 2006 to have the word "Limited" omitted from the Company name. The School registered as a Charity with the Charity Commissioners on 25 August 1995, number 1048874.

The Registered Office and principal address of the Company is at Manor Lodge School, Rectory Lane, Ridge Hill, Shenley, Radlett, Hertfordshire WD7 9BG. Its registered company number is 2829156.

**Governors**

The Governors of the School, who are also Directors of the Company and the Charity Trustees, during the year were:

Mr D Arnold MBE #	(Chairman)	Ms M Jones *	(appointed 22 September 2016)
Mr G Black #		Dr M Malik *	
Mrs T Capaldo #		Mr A Phipps #	(resigned 18 November 2016)
Mr M Cherry # @		Dr R Shafran *	(resigned 22 June 2017)
Mrs H Gunasekera *		Mr A Williams *	
Mrs S Hollis *	(appointed 18 November 2016)	Mr S Wilson *	

# Member of Finance and General Purposes Committee

@ Member of Health and Safety Committee

\* Member of Education Committee

**Key Executives and professional advisors**

The Head	Mr G Dunn CertEd
Deputy Head	Mrs A Lobo BEd(Hons)
The Bursar, Company Secretary & Clerk to the Governors	Mrs A Ridler BSc(Hons) CMgr MCMI  Mr R Blight (Interim Bursar – March to December 2017)
Bankers	Barclays Bank plc, 22-24 Upper Marlborough Road, St Albans AL1 3AL
Solicitors	Debenhams Ottaway, Ivy House, 107 St. Peter's Street, St. Albans, Hertfordshire AL1 3EW  Boyes Sutton & Perry, 20 Wood Street, Barnet, Hertfordshire, EN5 4BJ  Taylor Walton LLP, 28-44 Alma Street, Luton, Bedfordshire, LU1 2PL
Auditors	Knight Wheeler Limited, Statutory Auditor, Chartered Accountants, 54 Sun Street, Waltham Abbey, Essex EN9 1EJ
Insurance Brokers	Aon UK Limited 8 Devonshire Square London EC2N 4PL

**GOVERNORS' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Document**

The Company is governed by its Memorandum and Articles of Association, originally drawn up on 1 June 1993 and last amended on 14 March 2002.

**Governing Body**

The Governors, who are also required under the Articles to serve as Directors of the Company and Trustees of the Charity, are elected at a full general meeting.

Governors are appointed for a term of three years. They can be re-elected.

**Induction, Recruitment and Training of Governors**

Potential Governors are identified by recommendation from existing Governors or from the Head. They are considered by the Board on the basis of professional or business experience, specialist skills and personal competence.

New Governors are inducted into the workings of the company as a school and also as a registered charity, including its Board Policy and Procedures. All Governors receive a copy of the AGBIS publication 'Guidelines for Governors' as well as a comprehensive Governors Manual which highlights their legal responsibilities. Further information is provided by the Chair of Governors, Head and Bursar, as necessary.

Training opportunities are regularly publicised to and taken up by the Governors.

**Organisational structure**

The Governors meet as a Board at least once a term to determine the general policy of the School and to review its overall management and control, for which they are legally responsible. The implementation of most of the Board's policies is carried out by the Finance and General Purposes Committee (chaired by Mr M Cherry) and the Education Committee (chaired by Mrs H Gunasekera). These Committees meet at least once a term, prior to the full Governors' Meeting, to review the budget, monthly management accounts, annual report and accounts and all other relevant matters. The Health and Safety Committee (chaired by Mr M Cherry) reviews the School's work and leisure practices and monitors Risk Assessments.

The day to day management of the School is delegated to the Head and the Bursar, supported by other members of the senior management team, comprising the Deputy Head, Director of Studies and Director of Individual Learning.

**Relationships with connected parties and affiliated bodies**

The School is a member of the Independent Association of Prep Schools (IAPS), the professional association for Heads and Deputy Heads of the leading 600 independent prep schools in the UK and worldwide. Teaching members of the senior management team regularly attend discussion forums with their peers from other preparatory schools in the area in order to enhance the quality and scope of the lessons given within the School.

The School is also a member of the Association of Governing Bodies of Independent Schools (AGBIS), which provides governance advice, and the Independent Schools' Bursars Association (ISBA), which promotes the efficient and effective management of the non-academic aspects of independent schools.

Pupils regularly support other charities, for example by raising funds and goods through collections at Harvest Festival assemblies, House Cake sales and Christmas appeals to support a number of local charities including the local RSPCA sanctuary, a local Hospice, a local Family Centre and a major charity chosen by pupils each academic year. In 2016/17 this was Herts Young Homeless, a local charity offering a variety of free services open to all 16 – 24 year olds who are homeless or threatened with homelessness. These initiatives are educational and give pupils an awareness of life outside the school community.

**GOVERNORS' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

The School has registered as an Eco-School, and has become part of an international group of schools working towards education for sustainable development and a better quality of life for local and global communities. The Eco-School scheme provides a framework to enable analysis of operations and assists the School to become a more sustainable community. By following this programme the School will become a more stimulating place in which to learn, whilst reducing the environmental impact on the community. The children's involvement is the key part of the programme and to this end they have been involved right from the start in activities such as producing ideas for projects: recycling, reducing and re-using waste; decision making; monitoring and action planning. The School once again successfully renewed its Eco-Schools Green Flag award in November 2015.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The School has reviewed all major risks and established systems and procedures to manage those risks.

The principal risks and uncertainties facing the School are as follows:

**External economic factors and the sustainability of fee increases**

The School relies on parents' ability to pay fees as its main source of income. There is a risk that external economic factors reduce parents' ability to pay fees or result in parents withdrawing pupils due to fee levels.

**Impact of government legislation**

Changes in government legislation, for example charity law and guidance, may impact on the School's status and operation. The School must be able to adapt to such changes practically and efficiently.

**Reputational risk and nearby schools opening extra classes or changing structure**

The continuing success of the School is dependent on continuing to attract applicants by maintaining high academic standards.

**The rising costs of maintaining the fabric of the school, in particular the listed building**

Repairs and maintenance costs are a major component of the School's expenditure every year. The main school building is Grade II listed and approaching three hundred years old. Although the School maintains a rolling programme of redecoration and refurbishment, the historic trend shows that major repair expenditure is incurred periodically.

**PAY SETTING ARRANGEMENTS**

Pay and remuneration for the School's senior management team is arranged according to a scale set by the governors. The scale is agreed by the Governors with reference to IAPS and AGBIS benchmarks and national teaching pay scales.

Members of the senior management team are appraised biennially. Governors review the scale as necessary, at least every five years.

**OBJECTS, PUBLIC BENEFIT AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES**

The Objects of the Company, in accordance with its Memorandum of Association, are to advance education in particular by establishing and carrying on in Great Britain (and any other countries) schools at or by means of which students may obtain education and instruction in all subjects whatsoever that may be included in a commercial, technical, scientific, classical or academic education, or may be conducive to knowledge of or skill in any trade, pursuant or calling. In the furtherance of these objects the Governors, as the Charity Trustees, have complied with the duty in s.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

**Principal Activity**

The principal activity of the School continues to be the provision of education for children aged between 3 and 11. The School is set in an attractive 11 acre site within easy reach of the M25, St Albans, Potters Bar and Cuffley, Radlett, Elstree, Stanmore and Edgware, and most other parts of Hertfordshire and north-west London.

**GOVERNORS' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**School Aims**

The Board is responsible for setting a strategy for achieving the School's objectives. As a charitable independent school, the strategic aim is the attainment of the highest academic levels. The School's aim is to draw out pupils' abilities and academic potential, to assist them to develop wider interests in life and to motivate them for a successful outcome at their chosen senior school. The School's bursary and admissions policies enable wide access to this education and the facilities by helping lower income or otherwise disadvantaged families to benefit if they cannot afford the School's standard fees.

The School's specific aims are:

1. To provide excellent teaching and learning opportunities within a caring environment in which high standards of behaviour and good manners are encouraged and expected.
2. To ensure that all pupils achieve their full potential and are prepared for entry to the secondary school of their choice, appropriate to their potential.
3. To develop and deliver a broad and balanced curriculum enhancing as far as possible the standards set by the National Curriculum.
4. To encourage tolerance of different cultures and to encourage moral and spiritual development through an awareness of the needs of the wider world.
5. To encourage and nurture a wide range of extra-curricular activities, including Sports, Music and the Arts.
6. To encourage communication with a friendly family atmosphere, thereby creating an effective partnership between staff, parents and children to promote the development of the School.
7. To foster staff development, confidence, support and enthusiasm through a variety of relevant opportunities.

The School is committed to safeguarding and promoting the welfare of our pupils and expects all staff and volunteers to share this commitment.

**Objectives and strategies for the year**

The Board's main objective continues to be the promotion of high academic standards combined with financial prudence. The strategy for achieving this is to maintain good teacher-to-pupil ratios and to provide the resources deemed necessary by the Head, senior management team and Education Committee.

**OFFICERS' LIABILITY INSURANCE**

The company maintains insurance policies on behalf of all the Governors against liability arising from negligence, breach of duty and breach of trust in relation to the company.

**STATEMENT OF GOVERNORS' RESPONSIBILITIES**

The Governors, as Directors of the Company for the purposes of company law, are responsible for preparing the Governors' Annual 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, 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 the year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

**GOVERNORS' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

The Governors are responsible for keeping adequate accounting records that 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.

**DISCLOSURE OF INFORMATION TO THE AUDITORS**

The Governors who held office at the date of approval of these financial statements as set out above each confirm, so far as they are aware, that:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**AUDITORS**

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that Knight Wheeler & Co be re-appointed as auditors to the company will be put to the Annual General Meeting.

**STRATEGIC REPORT SECTION**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**Operational performance of the School**

At the end of the academic year there were 402 pupils on roll in the main School and 31 in the Nursery. There was a substantial waiting list for most year groups.

Academic results were again extremely good. The vast majority of Year 6 pupils moved forward to their first choice secondary schools, both independent and state schools. A total of 52 scholarships were awarded to Year 6 pupils by senior schools: academic, along with all-rounder, art, dance, drama, music and sports awards.

The School was inspected by the Independent Schools' Inspectorate (ISI) in June 2015 and received a highly satisfactory report, with all of the School's activities being rated "excellent". The inspectors reported that "the school is extremely successful in meeting its aims".

These achievements were greatly assisted by the high quality teaching staff the School has been able to retain and recruit in the face of intense competition for this increasingly scarce resource from other schools in the locality.

**STRATEGIC REPORT SECTION**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**Bursaries and public benefit**

The Governors have given due consideration to the Charity Commission's guidance on public benefit. It is important to the School that access is not restricted to those who can afford the fees. The Bursary Policy contributes to a widening of access to the education the School offers and the facilities available. The Governors continue to review the School's Bursary policy to ensure that able children are able to accept places offered at the School even if they are unable to afford the fees, and the policy is publicised on the School's website.

Bursary awards are available to new entrants who meet the School's entry criteria and also to existing pupils, on the basis of parental means or to relieve hardship. In assessing means, a number of factors are taken into consideration, including family income, savings, investments and family circumstances. However, the School does not have an endowment fund so must also ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefitting from the awards.

During the year 39 pupils benefited from the staff fee reduction scheme, multi-children discounts and bursaries, the last calculated on a means-tested basis. Such benefits reduced annual fee income by £175,831. Of this amount, bursaries totaling £130,782 supported 15 pupils by the remission in part or in full of their fees. Bursary awards ranged from 15% to 100% remission of fees. In some cases, extra-curricular activities and school lunches are also supported by a bursary. Means-tested bursaries are reviewed annually and represented 2.9% of the School's gross fee income in the 2016/17 year.

The School makes its premises and facilities available to local organisations free or at a modest cost, for example hosting a community choir, annual chess tournament and weekly fitness class. The Basil Flashman Centre will help the School to expand this offer in future.

The School is developing links with local state primary schools, for example hosting an annual football tournament and giving free tickets and transport to its annual Year 6 production. Work experience placements are offered to pupils from local senior schools and teaching staff from local schools have been invited to join staff training sessions.

**Volunteers**

A Parents' Committee meets regularly to organise and run social activities in order to raise funds for the School which are used to provide additional resources and activities for pupils. In the year under review just over £5,000 was raised in this manner. The School also has volunteers who listen to children reading. The Board would like to take this opportunity to express its appreciation for this valuable and continuing support.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

The Company's net income for the year of £342,625 (2016: £407,124) is set out in the statement of financial activities.

**Reserves**

Note 14 to the financial statements shows the assets and liabilities attributable to the solitary fund (unrestricted) used by the School. The statement of financial activities summarises the movements on each fund. At the year end, unrestricted funds amounted to £6,900,102.

It will be some years before the bank loans are repaid (as summarised in Note 13 to the accounts) and the School has funds available to be maintained in appropriate cash reserves. Once this position arises the Board has concluded that, to allow the School to be managed efficiently and to provide a buffer for uninterrupted services, a general cash reserve that equates to six months of overhead expenditure should be built up and maintained.

**Capital Expenditure**

The need to maintain and enhance the infrastructure of the School resulted in capital expenditure for the year of £243,865 as summarised in Note 11 to the accounts.

**Investment Policy**

The company has full powers of investment of its corporate reserves. The Board continues to keep under review the investment risks and rewards in the current state of the market and take professional advice as necessary.



**STRATEGIC REPORT SECTION**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**FUTURE PLANS**


The School's future plans are set out in its five year development plan which is reviewed annually by the Governors, Headmaster and senior management team, who are jointly responsible for formulating and implementing the plan. All developments are considered and executed within the framework of this plan. The aims of the school development plan are to:

1. determine the future size, composition and structure of the school based on a coeducational system that is flexible enough to meet the demands of the next 5 years.
2. identify and rank the requirements needed to provide high standards of education, teaching and administrative accommodation and facilities.
3. establish a sound financial basis to support both current facilities and future developments.
4. implement agreed policies and changes after full discussion with the Governors and senior management team, when the necessary resources are in place.

Plans for 2017-18 include:

- building on the success of the 2015 ISI inspection, maintaining excellent standards whilst implementing the two recommendations set out in the report.
- continuing to refine the School's assessment systems to inform teacher planning and curriculum development.
- continuing to develop the School's premises to suit the School's current and future needs. As the first part of the redevelopment of the new leased land, the staff car park is to be upgraded this year.
- developing Maths Mastery.
- introducing an outdoor curriculum.

The Governor's Annual Report including the section containing the Strategic Report has been approved by the Board of Governors on 8 March 2018 and signed on its behalf by:



Mr D Arnold MBE  
Chairman

Rectory Lane  
Ridge Hill  
Shenley  
Radlett  
Hertfordshire  
WD7 9BG

**TO THE MEMBERS OF MANOR LODGE SCHOOL****INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MANOR LODGE SCHOOL****Opinion**

We have audited the financial statements of Manor Lodge School (the 'charitable company') for the year ended 31 August 2017 which comprise the Governors' Annual Report, the Statement of Financial Activities and the Balance Sheet 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, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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

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 2017, 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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 Governors' Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**TO THE MEMBERS OF MANOR LODGE SCHOOL**

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.

**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 Governors' Annual Report (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 Strategic Report.

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

- adequate 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 Governors**

As explained more fully in the Governors' responsibilities statement set out on page 4. 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 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 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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

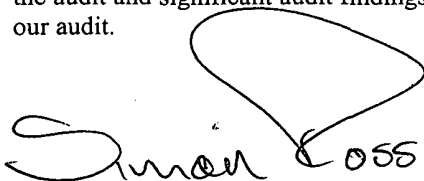
**TO THE MEMBERS OF MANOR LODGE SCHOOL****Auditor's responsibilities for the audit of the financial statements**

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment 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 on 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 auditor's 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 auditor's 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.



Simon Ross BSc FCA  
(Senior Statutory Auditor)  
For and on behalf of  
Knight Wheeler Limited  
Statutory Auditor  
Chartered Accountants  
54 Sun Street  
Waltham Abbey  
Essex  
EN9 1EJ

8th March 2018  
Date

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(including an Income and Expenditure Account)**

**FOR THE YEAR ENDED 31 AUGUST 2017**

	Notes	Total (Unrestricted) 2017 £	2016 £
<b>INCOME FROM:</b>			
Charitable activities	2	4,699,946	4,570,391
Other trading activities	3	43,454	36,201
Investments	4	6,370	5,510
<b>Total income</b>		<b>4,749,770</b>	<b>4,612,102</b>
<b>EXPENDITURE ON:</b>			
<b>Charitable Expenditure</b>			
Raising funds		33,510	24,618
Charitable activities	5	4,371,134	4,177,731
Other		2,501	2,629
<b>Total expenditure</b>		<b>4,407,145</b>	<b>4,204,978</b>
<b>NET INCOME AND NET MOVEMENT IN FUNDS</b>		<b>342,625</b>	<b>407,124</b>
<b>RECONCILIATION OF FUNDS:</b>			
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<b>6,557,477</b>	<b>6,150,353</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	14	<b>6,900,102</b>	<b>6,557,477</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.


The attached notes form part of these financial statements.

**BALANCE SHEET**

**AS AT 31 AUGUST 2017**

		2017		2016	
	Notes	£	£	£	£
<b>TANGIBLE FIXED ASSETS</b>	11		7,993,898		8,106,892
<b>CURRENT ASSETS</b>					
Debtors	12	153,264		114,175	
Cash at Bank and in hand		2,054,459		1,260,924	
		2,207,723		1,375,099	
<b>CURRENT LIABILITIES</b>					
Creditors: Amounts falling due within one year	13	820,951		731,005	
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			1,386,772		644,094
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			9,380,670		8,750,986
<b>CREDITORS: Amounts falling due after more than one year</b>	13		2,480,568		2,193,509
<b>TOTAL NET ASSETS</b>			6,900,102		6,557,477
<b>FUNDS</b>					
General funds	14		6,900,102		6,557,477

Approved and authorised for issue by the Board of Governors on 8 March 2018 and signed on its behalf by:

  
 .....  
 Mr D Arnold MBE  
 Chairman

The attached notes form part of these financial statements.

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 AUGUST 2017**

	Note	2017 £	2016 £
<b>Cash flow from operating activities</b>	17	732,601	196,166
Interest paid		(76,252)	(62,798)
<b>Net cash flow from operating activities</b>		<u>656,349</u>	<u>133,368</u>
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets		(243,865)	(245,460)
Receipts from sales of tangible fixed assets		-	-
Interest received		6,370	5,510
<b>Net cash flow from investing activities</b>		<u>(237,495)</u>	<u>(239,950)</u>
<b>Cash flow from financing activities</b>			
Receipts from issue of new long term loans		500,000	512,500
Repayment of long term loans		(157,819)	(111,590)
Increase in deposits held		32,500	22,000
<b>Net cash flow from financing activities</b>		<u>374,681</u>	<u>422,910</u>
<b>Net increase in cash and cash equivalents</b>		793,535	316,328
<b>Cash and cash equivalents at 1 September 2016</b>		<u>1,260,924</u>	<u>944,596</u>
<b>Cash and cash equivalents at 31 August 2017</b>		<u>2,054,459</u>	<u>1,260,924</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		1,841,959	1,048,424
Short term deposits		212,500	212,500
		<u>2,054,459</u>	<u>1,260,924</u>

The notes form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**1. ACCOUNTING POLICIES**

**(a) General information and basis of preparation**

Manor Lodge School is registered as a charity with the Charity Commission and incorporated as a private limited company in England and Wales. Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the company's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are as presented on page 3 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 publishing on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. There are no material uncertainties in respect of going concern. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**(b) Funds**

Unrestricted funds are available for use at the discretion of the Governors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

**(c) Income recognition**

School fees represent amounts receivable for educational services provided including ancillary fees charged for registrations, clubs, lunches and other activities.

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity 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.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Governors' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Fees receivable consist of charges billed for the school year ending 31 August less bursaries and allowances. Fees received for education to be provided in a future year are shown as fees paid in advance at the balance sheet date.



**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**(d) Expenditure recognition**

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 recognized 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 categorized under the following headings:

- Costs of raising funds includes bank loan interest;
- Expenditure on charitable activities as set out in Note 5 to the financial statements; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**(e) Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking voluntary contributions.

The analysis of these costs is included within note 5 to the financial statements.

**(f) Tangible fixed assets**

Tangible fixed assets are included at cost including any incidental expenses of acquisition. Costs includes any costs directly attributable to render the asset capable of use as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value, on a systematic basis, over their expected useful economic lives as follows:

Freehold land	NIL
Freehold buildings	over 50 years on a straight line basis
Furniture and office equipment	over 5 years on a straight line basis
Computer equipment	over 4 years on a straight line basis
Leasehold property	over the period of the lease

**(g) Debtors and creditors receivable/payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

**(h) Loans and borrowings**

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

**(i) Impairment**

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the income and expenditure account unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**(j) Leases**

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**(k) Employee benefits**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Company contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Company also contributes to a group personal pension scheme for non-teaching staff at up to 6.0% of annual basic pay. Contributions to both schemes are charged in the SOFA as they become payable in accordance with the rules of the schemes.

**(l) Taxation**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

**(m) Going concern**

The financial statements have been prepared on a going concern basis as the governors believe that no material uncertainties exist. The governors have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**(n) Value added taxation**

As the Company's activities are outside of the scope of value added tax, it is unable to reclaim any input tax. Consequently, value added tax on any capital expenditure is capitalised as part of the cost of the asset acquired and value added tax on resources expended is added to the particular expense in the Statement of Financial Activities.

**(o) Parents' deposits**

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the School. These deposits will be repaid over future years when the pupils complete their education at the school. In accordance with the Charities SORP FRS 102, the balances for parents' deposits are initially recognised and measured at the amounts received, with the carrying amount adjusted in subsequent years to reflect repayments and adjusted if necessary for any impairment.

**(p) Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, which are described in note 1, Governors are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods. The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**2. INCOME FROM CHARITABLE ACTIVITIES**

	2017 £	2016 £
School fees receivable	4,385,166	4,276,275
Clubs, school lunches and other activities	300,530	281,041
Registration fees	14,250	13,075
	<hr/>	<hr/>
	4,699,946	4,570,391
	<hr/>	<hr/>

All income above was attributable to unrestricted funds.

**3. INCOME FROM OTHER TRADING ACTIVITIES**

	2017 £	2016 £
Income from fund raising events	39,741	29,670
Other	3,713	6,531
	<hr/>	<hr/>
	43,454	36,201
	<hr/>	<hr/>

All income above was attributable to unrestricted funds.

**4. INCOME FROM INVESTMENTS**

	2017 £	2016 £
Interest – Deposit and current account	6,370	5,510
	<hr/>	<hr/>

All income above was attributable to unrestricted funds.

**NOTES TO THE FINANCIAL STATEMENTS - continued****FOR THE YEAR ENDED 31 AUGUST 2017****5. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES AND ALLOCATION OF SUPPORT AND GOVERNANCE COSTS**

The Governors consider that the Company is engaged in only one category of charitable activity – namely that of the provision of education.

Analysis of charitable activity, governance and support costs

	Direct charitable activity £	Support Costs £	Governance Function £	2017 Total £	2016 Total £
Salary and employee costs	2,347,365	576,841	-	2,924,206	2,783,245
Premises and overhead costs	-	447,738	-	447,738	451,696
Catering costs	-	189,936	-	189,936	189,985
Amortisation	-	191,518	-	191,518	187,600
Depreciation	-	165,341	-	165,341	161,193
School activities and excursions	85,101	-	-	85,101	83,788
Educational supplies	70,133	-	-	70,133	60,781
Other costs	4,170	165,454	-	169,624	130,173
Finance costs including loan interest	-	98,596	-	98,596	91,573
Legal & professional fees	-	-	19,053	19,053	27,905
Audit remuneration	-	-	9,888	9,888	9,792
	<u>2,506,769</u>	<u>1,835,424</u>	<u>28,941</u>	<u>4,371,134</u>	<u>4,177,731</u>

**6. NET INCOME FOR THE YEAR**

Net income for the year is stated after charging/(crediting):

	2017 £	2016 £
Other expenditure includes:		
Fees payable to the Company's auditor		
- for the audit of the Company's annual accounts	8,979	8,892
- for other audit work on behalf of the Company	909	900
Depreciation – owned assets	356,859	348,793
Operating lease rentals - Land and buildings	61,498	61,232
Fittings and equipment	904	904
Loss on disposal of fixed assets	-	3,857
	<u>          </u>	<u>          </u>

**7. GOVERNORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES**

The governors neither requested nor waived any emoluments during the year (2016: £Nil).

In addition, the governors did not have any expenses reimbursed during the year (2016: £Nil).

The total amount of employee benefits received by key management personnel is £439,205 (2016: £414,534). The School considers its key management personnel comprise members of the School's senior management team.

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**8. STAFF COSTS**

	2017 £	2016 £
Wages and Salaries	2,334,688	2,237,423
Social Security costs	236,519	206,623
Pension costs	286,728	275,337
Other employee benefits	47,978	45,107
	<u>2,905,913</u>	<u>2,764,490</u>

Total redundancy/termination payments amounted to £13,052 (2016: £7,556).

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 in the year was as follows:

	2017 Number	2016 Number
£60,001 - £70,000	4	3
£101,000 - £110,000	1	1

Pension contribution costs in relation to the four employees paid in excess of £60,000 during the year were £49,156 (2016: £42,066). Four of the employees participated in the government superannuation pension scheme and one of the employees participated in the School's group personal pension scheme.

The average number of employees and full time equivalent (FTE) analysed by function during the year was made up as follows:

	2017 Number	2017 FTE	2016 Number	2016 FTE
Charitable activities (Teaching and support)	78	57	76	57
Administration	9	8	9	8
	<u>87</u>	<u>65</u>	<u>85</u>	<u>65</u>

**9. INTEREST PAYABLE AND SIMILAR CHARGES**

	2017 £	2016 £
Bank loan interest payable	76,252	62,798
	<u>76,252</u>	<u>62,798</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**10. PENSION COSTS**

**a) Defined contribution pension scheme.**

The Company contributes to a defined contribution scheme on behalf of certain of its non-teaching staff. Contributions are charged in the statement of financial activities as they accrue. The charge for the year was £33,034 (2016: £29,390). Contributions payable as at 31 August 2017 in respect of non-teaching staff were £2,704 (2016: £2,416).

**b) Teachers' Pension Scheme**

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £253,692 (2016: £246,200) and at the year end £21,718 (2016: £19,216) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pension Scheme Regulations 2014. 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 following scheme valuations undertaken by the Government Actuary's Department. The latest actuarial valuation of the TPS was prepared as at 31 March 2012 and the valuation report, which was published in June 2014, confirmed an employer contribution rate for the TPS of 16.4% from 1 September 2015. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 16.48%.

This employer rate will be payable until the outcome of the next actuarial valuation, which is due to be prepared as at 31 March 2016 and completed in 2018, with any resulting changes to the employer rate expected to take effect from 1 April 2019. This valuation will also determine the opening balance of the cost cap fund and provide an analysis of the cost cap as required by the Public Service Pensions Act 2013.

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

	Computer Equipment £	Equipment, Fixtures and Fittings £	Land & Freehold Property £	Short Leasehold Property £	Total £
<b>Cost</b>					
As at 1 September 2016	437,526	1,053,338	8,819,190	480,783	10,790,837
Additions	49,034	137,388	57,443	-	243,865
Disposals	-	-	-	-	-
As at 31 August 2017	486,560	1,190,726	8,876,633	480,783	11,034,702
<b>Depreciation</b>					
As at 1 September 2016	298,600	805,778	1,454,492	125,075	2,683,945
Charge for year	72,441	92,900	169,046	22,472	356,859
Disposals	-	-	-	-	-
As at 31 August 2017	371,041	898,678	1,623,538	147,547	3,040,804
<b>Net Book Value</b>					
As at 31 August 2017	115,519	292,048	7,253,095	333,236	7,993,898
As at 31 August 2016	138,926	247,560	7,364,698	355,708	8,106,892

**12. DEBTORS**

	2017 £	2016 £
Amounts falling due within one year:		
Fees receivable	27,952	18,359
Prepayments	114,086	84,475
Other debtors	11,226	11,341
	153,264	114,175

**NOTES TO THE FINANCIAL STATEMENTS - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**13. CREDITORS**

	2017 £	2016 £
Amounts falling due within one year:		
Bank loans	174,115	131,993
Taxation and Social Security payable	62,204	55,753
Other Creditors and Accruals	285,533	153,086
Fees paid in advance	226,099	362,673
Deposits held	73,000	27,500
	<hr/> 820,951 <hr/>	<hr/> 731,005 <hr/>

	2017 £	2016 £
Amounts falling due after one year:		
Long term mortgage	2,281,568	1,981,509
Deposits held	199,000	212,000
	<hr/> 2,480,568 <hr/>	<hr/> 2,193,509 <hr/>

The amounts falling due in respect of creditors payable by instalments after five years were:

	2017 £	2016 £
Bank loans – element over five years	1,585,108	1,405,351
Deposits held – element over five years	75,500	95,500
	<hr/>	<hr/>

The bank loan facilities provided by Barclays Bank plc are secured by a debenture over the freehold land and property (excluding that relating to the Nursery) at Manor Lodge School dated 23 May 2011. There were three loans in operation as at 31 August 2017: the first being repaid by monthly instalments up to May 2026 at an interest rate of 1.95% over prevailing bank base rate; the second being repaid by monthly instalments up to October 2029 at an initial five year fixed rate 4.35% (followed by a margin of 2.45% over prevailing bank base rate) and the third augmented during the year to 31 August 2017 by £500,000, being repaid by monthly instalments for a fifteen year term commencing December 2015 at an interest rate of 2.45% over prevailing bank base rate. The aggregate value of secured liabilities is £2,455,683 (2016: £2,113,502).



**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**14. FUNDS**

	At 1 September 2016 £	Income £	Expenditure £	At 31 August 2017 £
General fund	6,557,477	4,749,770	4,407,145	6,900,102
Total funds	6,557,477	4,749,770	4,407,145	6,900,102

The General fund represents the free funds of the Company which are not designated for any particular purpose.

The Company's charitable funds are thus wholly unrestricted and the net assets of the Company in support of the funds balance above is as represented by the balance sheet on page 12.

**15. OPERATING LEASE COMMITMENTS**

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Land & Buildings		Other	
	2017 £	2016 £	2017 £	2016 £
Expiring:				
In two to five years	16,805	-	2,034	1,507
In more than five years	2,469,223	2,545,505	-	-
	2,486,028	2,545,505	2,034	1,507

**16. CAPITAL COMMITMENTS**

As at 31 August 2017, the Company was contractually committed to spend a sum of £NIL (2016: £122,230) on land and buildings capital expenditure.

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

**17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Net income for the year	342,625	407,124
Interest receivable	(6,370)	(5,510)
Interest payable	76,252	62,798
Depreciation charges	356,859	348,793
(Increase) in debtors	(39,089)	(19,401)
Increase/(Decrease) in creditors	2,324	(601,495)
Loss on disposal of fixed assets	-	3,857
	<hr/>	<hr/>
<b>Net cash inflow from operating activities</b>	<b>732,601</b>	<b>196,166</b>
	<hr/>	<hr/>

**DETAILED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 AUGUST 2017**

	£	2017 £	£	2016 £
<b>Gross income</b>				
School Fees	4,385,166		4,276,275	
Registrations	14,250		13,075	
		4,399,416		4,289,350
<b>Add</b>				
Net proceeds from fund-raising activities		7,443		8,954
Clubs, school lunches & other activities		300,530		281,041
Interest receivable		6,370		5,510
		4,713,759		4,584,855
<b>Less Expenses</b>				
Salaries:				
Teaching & Administration	2,025,950		1,982,190	
Domestic Staff & Maintenance	206,034		196,837	
Drama, Elocution, Music & Casual	67,020		52,092	
Supply Teachers	35,684		6,304	
Employers NIC	236,519		206,623	
Staff Superannuation Scheme	286,728		275,337	
Life Assurance Policies	10,807		9,544	
Staff Training	18,293		18,755	
Medical Insurance	37,171		35,563	
	2,924,206		2,783,245	
<b>Premises:</b>				
Rates & Water	27,896		17,947	
Light & Heat	66,425		65,356	
Telephone	22,495		20,143	
Insurance	33,915		44,689	
Cleaning & Refuse	65,421		60,795	
Repairs & Renewals	96,939		99,530	
Security & Safety	17,334		24,358	
Grounds	117,313		118,878	
	447,738		451,696	
<b>Carried forward</b>		4,713,759		4,584,855

**DETAILED INCOME AND EXPENDITURE ACCOUNT - continued**

**FOR THE YEAR ENDED 31 AUGUST 2017**

	2017	2016
	£	£
<b>Brought forward</b>	4,713,759	4,584,855
Other:		
Travelling & Entertaining	4,157	6,289
Educational Supplies	70,133	60,781
Printing, Postage & Stationery	35,903	32,495
Advertising & Recruitment	53,291	24,595
Swimming	6,510	6,720
General Expenses	16,020	10,352
Legal & Professional Fees	19,053	27,905
Audit Remuneration	9,888	9,792
Depreciation	356,859	348,793
Bank Charges & Interest	22,344	28,775
Catering	186,108	185,675
Milk	3,828	4,310
Excursions	36,101	35,414
School Inspection	3,890	3,203
Ju Jitsu	17,160	17,895
Subscriptions	8,476	7,573
Heads Expenses	280	398
Chess	25,330	23,759
Office Software	47,607	41,411
Loss on disposal of fixed assets	-	3,857
	922,938	879,992
	4,294,882	4,114,933
	418,877	469,922
Bank loan interest	76,252	62,798
	76,252	62,798
<b>NET SURPLUS for the year</b>	<b>342,625</b>	<b>407,124</b>