

Charity Registration No. 1142325

Company Registration No. 07577822 (England and Wales)

BOWDON PREPARATORY SCHOOL
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

Haines Watts

Chartered Accountants
Bridge House
157A Ashley Road
Hale
Altrincham
Cheshire
WA14 2UT

BOWDON PREPARATORY SCHOOL

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

Dr T Myatt
Mrs J Duschenes
Mr J Stevenson
Mrs M Bocquet
Mr M Haywood
Mrs S Rylands
Dr H Zhao (Appointed 25 March 2019)
Dr N Tighe (Appointed 25 March 2019)
Mr G Hemming (Appointed 20 May 2019)
Mr G Lines (Appointed 7 October 2019)
Mrs E Howard (Appointed 7 October 2019)

Secretary

Mrs J Duschenes

Charity number

1142325

Company number

07577822

Registered office

Ashley Road
Altrincham
Cheshire
WA14 2LT

BOWDON PREPARATORY SCHOOL

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BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 AUGUST 2019

The trustees present their report and the financial statements of the company for the year ended 31 August 2019.

Reference and administrative information

Reference and administrative details are shown in the schedule of company information on the first page of the financial statements.

The trustees

The trustees who served the company during the period were as follows:

Dr T Myatt	
Mrs J Duschenes	
Mr J Stevenson	
Mrs M Bocquet	
Mr M Haywood	
Mrs S Rylands	
Dr H Zhao	(Appointed 25 March 2019)
Dr N Tighe	(Appointed 25 March 2019)
Mr G Hemming	(Appointed 20 May 2019)
Mrs C Birkett	(Appointed 25 March 2019, resigned 2 December 2019)
Mrs C Ashurst	(Resigned 31 December 2018)
Mrs C Withey	(Resigned 1 May 2019)
Mrs G Healey	(Resigned 17 July 2019)
Mr I Pinnington	(Resigned 30 December 2019)

Mr G Lines and Mrs E Howard were appointed as trustees on 7 October 2019.

Structure, governance and management

The Governors, who are also the charity trustees, are responsible for the overall management and control of Bowdon Preparatory School and meet in full at least four times a year. The work of implementing most of their policies is carried out by the Headmistress and the Senior Management Team. The Finance Committee, which also meets at least four times a year, works under the chairmanship of a Governor appointed at the first Governors' meeting each academic year. The Bowdon Preparatory School Bursar is responsible for co-ordinating the work of the Governors and their Committees.

Organisational management

The Directors determined the general policy of the School. The day-to-day running of the School was delegated to Mrs Gee, supported by senior educational staff. Mrs Gee undertook the key leadership role, overseeing educational, pastoral and administrative functions. The day-to-day administration of the School was undertaken within the policies and procedures approved by the Directors. Mrs Gee oversaw the recruitment of all education and other staff. Mrs Gee attended all Directors' meetings.

Risk management

The Directors were collectively responsible for overseeing the risks faced by the School. Detailed considerations of risk were considered by sub-groups of the Directors and day-to-day operations were delegated to appropriate staff at the School. Risks were identified and assessed and controls were established throughout the year, and steps were taken to mitigate risks, including insurance cover where appropriate. A formal review of the charity's risk management processes was undertaken during the year.

Risks were managed under the headings of:

- (a) Health & Safety, Safeguarding/Child protection
- (b) Property/Buildings
- (c) Education/Teaching
- (d) Financial Sustainability Governance & Management
- (e) Human Resources/Employment.

Through the risk management processes, the Directors were satisfied that the major risks identified had been adequately mitigated where necessary. It was recognised that systems can only provide reasonable but not absolute assurance that major risks had been adequately managed. The key controls include formal agendas for board meetings, minutes of all meetings and follow-up action points, and formal written policies.

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Director recruitment and training

Directors were appointed at the full Directors' meetings by the existing Directors.

The Board of Directors required breadth and depth of experience to carry out its duties effectively and efficiently. When recruiting new Directors, as well as appropriate skills and experience, the Directors sought people with a high commitment to the School's ethos. The Directors are looking for additional officers to add to the skills of the existing board and are likely to seek to make further appointments in the coming school year.

Group structure and relationships

The School's activities and trading performance are included in these accounts. The School has no subsidiaries but benefits from the generosity of an active Parent Teacher Association whose support is greatly appreciated and acknowledged.

The School and its community benefit greatly from the work of the Parent Teacher Association, through fundraising events that finance enrichment activities and opportunities for the pupils and also strengthen the School's ethos through the family community events.

Our parents help with many community projects and fundraising activities, which in the past year have included:

- Organisation of summer ball
- Running a second-hand uniform shop
- Charity fundraising
- Organising Christmas Fairs
- Funding of outdoor activities
- Coach hire, sports and music
- Funding library resources
- Funding specialist curriculum workshops
- Funding the entertainment for Early Years and KS1 Christmas parties

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Objectives and activities

Our aims

The School operates under the terms of the Memorandum and Articles of Association. The Objects of the School, as defined in the Articles, are the advancement of education for the public benefit at Altrincham in Cheshire, through an independent preparatory school for girls and boys, in which pupils are taught the duties and doctrines of Christianity. The School is non-selective. Although the Objects allow for the education of boys, there is no intention of doing so at the present time and the school remains committed to girls rather than mixed education.

We aim, through the Pre-Prep and Prep Departments, to provide an excellent education to girls aged 3-11. We seek to enable the attainment of the highest academic levels, through an academic curriculum and attentive pastoral care, whilst promoting the physical, moral and social development of pupils. Pupils are encouraged to benefit from the extra-curricular programme providing opportunities for creativity and self-expansion.

Our objectives

Our objectives reflect the educational aims and the ethos of the School. With academic success comes choice. We are committed to producing well-balanced, rounded and confident individuals. The Directors 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.

Our key objectives for the year included:

- To sustain pupil numbers to a self-supporting and sustainable level.
- To enable all pupils to achieve their academic potential.
- To offer a specialist education where all pupils access a tailored education which reflects how girls learn best.
- To continue the School's excellent pastoral care for pupils.
- To promote sport, music and drama within the school and the wider community.
- To maintain a purposeful learning environment within which girls explore their identities, have opportunities to lead and influence, take risks and develop positive values.
- To smooth the transition of pupils to secondary schools, by developing important life skills that prepare pupils for their next steps.
- To develop ideas of wellbeing and leadership.
- To work in partnership with parents to enable our girls to thrive within a secure and nurturing environment.
- To engender enthusiasm, a genuine love of learning, good work habits and the ability to think and speak for themselves.
- To provide support for pupils with additional needs.
- To maintain the provision of means-tested bursaries.
- To widen our links with our local community and increase community access to our facilities.
- To secure the financial viability of the School.

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Our ethos, strategy and policies

Our ethos can be summed up as a school that enables each pupil to achieve their potential, identifying and building on their areas of strength, be they academic, sporting, artistic or other. Our vision is to empower girls to believe in themselves, and to persevere and succeed in all that they do. All pupils are encouraged to adopt the traditional values of hard work, self-discipline and respect for others.

The Company is a registered charity that seeks to benefit the public through the pursuit of its stated aims.

Policies:

- Our school welcomes pupils from all backgrounds. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils would benefit from the educational offer and supportive environment that the School provides. An individual's economic status, ethnicity, race, religion or disability does not form part of the assessment processes.
- We are an equal-opportunity organisation and are committed to a working environment that is free from any form of discrimination on grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability.
- Our school is committed to safeguarding and promoting the welfare of pupils and requires all staff and volunteers to share this commitment. Parents are given regular feedback on their children's social and academic progress through regular parents' evenings and written reports. In addition, our staff maintain informal contact with parents as required.
- Our school is committed to ensuring that access to the education that we offer is not restricted to those who can afford our fees. The funds of the School need to be built up first, but several bursaries have been made to relieve hardship where a pupil's education would be at risk owing to, for example, business failure or redundancy. In assessing means, we took into account a number of factors, including family income, savings, assets and investments, and dependant relatives. The School does not, however, have a capital endowment and we have to be careful to maintain a balance between fee-paying parents, many of whom made considerable sacrifices to pay fees, and those who benefit from awards. The Bursary awards ranged from 50% to 100% remission of fees. Details of how to apply are included in information packs provided to parents applying to the School. The success of our Bursary Scheme is explained in our review of activities and achievements below.
- The school also offers discounts where parents have more than one child at the School, which we believe assists larger families' access to our school.
- We seek to attract and retain high-calibre staff; there is a contributory pension scheme available to all staff, both teaching and non-teaching.

Review of activities and achievements for the year

Review of activities

Public benefit

Bursaries/family support

- Bursaries have been provided during the year
- Three morning clubs are available – namely Wake up Shake up, Workout and Story Time
- Afterschool club is offered, along with at least two activity clubs each night – attendances at the clubs are high
- Staff training to support vulnerable families
- Increase wellbeing provision for pupils
- Holiday Club is offered for all half-term and full holidays

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Extra-curricular local involvement

Fundraising – The school supported the following charities:

In house:

- Children in Need
- Adventure Farm Trust
- British Legion Poppy Appeal
- Comic Relief
- Jeans for Genes

General:

- Trafford South Food Bank – donation of harvest food
- Handsworth Residential Home – choir performances, donations of plants, confectionery and biscuits
- Year 6 Carol singing at Bickham House
- Sponsorship of a giraffe at Chester Zoo
- Promoting local community

Career support and professional development:

Training placements offered:

- Two placements offered to pupils from local senior schools (work experience/D of E)
- One placement offered to a student teacher (Teaching Assistant)
- Four ITT placements offered (Edge Hill University)

Facilities

- Use of car park by local community (Altrincham Baptist Church)
- Reunion events for previous pupils of Culcheth Hall School
- Cheshire Sports for Schools

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Achievements for the year

Teaching and learning

- Further development of extra-curricular sports programmes and sports awards
- Additional sessions offered to support pupils with individual needs
- Additional staff have been recruited to support teaching and learning
- Teacher shared drive has been further developed to share good practice, resources, policies and documents
- Redesigning the organisation, aligning roles and responsibilities
- Further development of MIS to enable sharing of pupil data with staff
- Recruitment of further specialists in English and Mathematics to support the learning needs of pupils with special educational needs
- Further development of drama and logical problem solving sessions throughout school

Success and achievements

A strong commitment to strategic leadership has facilitated further development throughout the lower school with the introduction of resources throughout all areas of the curriculum and a strong focus on teaching styles to maximise independence, thinking skills and resilience.

Progress and tracking system have been introduced and embedded throughout the school providing an intuitive insight to pupils learning and development. Benefiting teaching, learning and inclusion by mapping progress and providing up to date and valuable information to pupils, teachers and parents.

Progress and tracking systems have been embedded throughout the school providing clearer insight to pupils, teachers and parents enabling further progress in areas of personalised learning support.

Broader development of online resources such as Abacus maths, also benefited learning outcomes by adding greater depth to pupils learning and foster effective independent study habits.

Pupils achieved exceptional results in the state and independent entrance assessments along with outstanding results in the Greater Manchester Mathematics Challenge and ISA essay writing competition.

As well as its academic excellence, the school is proud of its record in encouraging its pupils to get involved in the wider opportunities and to aim high. These activities are numerous and extensive, some of the highlights were:

- School Games Mark Gold Award for 2018/19
- Winners of ISA U11 regional rounders tournament
- 55 pupils awarded merit and distinction passes in LAMDA examinations
- Greater Manchester swimming champions
- ISA U11 National netball bronze medallists
- ISA swimming – National finalists
- 3rd place in the ISA North Mixed Swimming 'A' Gala
- 3 pupils qualified for the ISA National Swimming Championships at the ISA North
- 5 pupils qualified for National ISA Regional Art Competition
- ISA National Art Competition: Year 6 pupil awarded First Prize
- Two Book Trust Under My Sky commendations
- ISA U11 National netball bronze medallists
- Greater Manchester swimming champions
- Hosted ISA regional dance competition with 1st and 2nd place awards
- Winners of ISA U11 regional rounders tournament
- 55 pupils awarded merit and distinction passes in LAMDA examinations
- Bowdon Festival Choir Competition 1st and 2nd places
- Trafford athletics champions
- Successful Outdoor and Adventurous Residential trip to Ullswater for Year 6

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

Pupil numbers and fees

Our educational activities were carried out through our Prep Reception and Prep Year 1– 6 Departments.

The average number of pupils at the School during the year was as follows:

	2019	2018
Pre-Preparatory	62	53
Preparatory	225	251
Total	<u>287</u>	<u>304</u>

Our fee increase in September 2019 was 4%. Our fees for the year to August 2020 before the deduction of any bursaries or discounts are £2,592 per term.

Public benefit

In setting its aims, the Governors have carefully considered and complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's published general guidance on public benefit and, in particular, to the guidance on the advancement of education and fee charging. The School fulfils its public benefit requirement in various ways, including:

- (a) Bursaries – the School operates bursaries to six children ranging from 50% to 100% for pupils who would otherwise be unable to take up a place. There is no current bursary fund and the bursaries need to be paid out of the income achieved for the year. The School must balance the awarding of bursaries against the long-term sustainability of the School in general. Where possible, the School will award bursaries in cases of hardship and especially to children who will benefit and flourish from the environment the School has to offer. Bursaries are offered only to existing pupils and that forms part of the bursaries policy.
- (b) Facilities – local residents have used the car park regularly, including Altrincham Baptist Church every Sunday. All the external club providers are allowed to use the school facilities free of charge.
- (c) Volunteers – parents of pupils helped with various activities at the School, including the Christmas and summer fairs, and the Governors would like to express their gratitude for the continuing and valuable support.

Financial review and results for the year

1. Operating performance overview – the School reported a deficit of £79,238 after a £41,565 contribution to the bursary fund, which the Governors regard as satisfactory in the current conditions. The School has no current debt, and maintains strong cash reserves.
2. Numbers – the School, like other preparatory schools, faces considerable pressure on roll numbers, owing to increased competition, the general downward trend in demographic numbers and problems with the wider economy. The Governors are not complacent about the need to carefully monitor cash flow and expenditure in this environment. That said, the school is at capacity in a number of year groups. This is thanks to the hard work of Mrs Gee and all the staff at the school.
3. Income – total fee income of £2,098,152 has been achieved this year.
4. Expenditure – whilst there have been a number of material increases in expenditure this year, the careful control of expenditure has meant that overall resources expended has remained relatively constant at just over £2.4million. The level of expenditure reflects planned maintenance work on the main school building and also the strengthening of the senior leadership team. The average number of staff remained constant at 60. Taken in conjunction with significant increases in employer national insurance and government changes to teachers' pension arrangements, total staff costs increased by 4.1% to £1.72m. We remain focused on keeping costs under tight control and in line with budget projections.
5. Reserves policy – the School has invested in upgrading its buildings and facilities, but it has no free unrestricted reserves. The Governors wish to build up a capital fund for use should parts of the building fail, although this requirement is being carefully balanced with the more immediate educational needs of the school.

BOWDON PREPARATORY SCHOOL

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

6. Investment policy and objectives – the Memorandum and Articles of Association authorise the Governors to make and hold investments and to operate an overdraft facility and take loans. At present, the Governors have not needed to run an overdraft or take out any such loan. At present, the Governors consider they have sufficient cash reserves for emergency requirements.

Plans for future periods

Future plans – the School's current financial and premises plans continue to be reviewed by the Governors. The key objectives for the coming year are to:

- Continue to improve ICT facilities at the School.
- Expand the "Girls on Board" participation in school, enabling a better understanding of the complexities and dynamics of girl friendships
- Maintain and, where possible, increase pupil numbers, to the maximum the School can accommodate whilst ensuring the optimum class size for teaching is maintained.
- Maintain and continue to develop the high current standards of education and academic achievement.
- Widen access to the School by continuing to raise additional funds to support pupils financially who would otherwise be unable to continue attending the School.
- Continue to enhance the School's facilities, in particular the field, tennis courts and science labs, subject to funding availability.
- Maintain and develop the School website and social media functions to ease communication for parents and the wider community.
- Further develop the specialist science and nature area.

Auditor

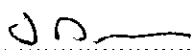
Haines Watts is deemed to be re-appointed as auditors under section 485 of the Companies Act 2006.

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as each director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- each director has taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Registered office:
Ashley Road
Altrincham
Cheshire
WA14 2LT

Signed by order of the trustees


.....
Mrs J Duschenes
Company Secretary

Date: 28.5.2020

BOWDON PREPARATORY SCHOOL

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2019

The trustees, who are also the directors of Bowdon Preparatory School for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

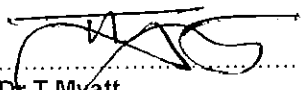
Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 28/08/20 and signed on its behalf by:


.....
Dr T Myatt
Chair of trustees

BOWDON PREPARATORY SCHOOL

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BOWDON PREPARATORY SCHOOL

Opinion

We have audited the financial statements of Bowdon Preparatory School (the 'charity') for the year ended 31 August 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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).

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 2019 and of its incoming resources and application of resources, 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 charity 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity'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.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and wider economy.

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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

BOWDON PREPARATORY SCHOOL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BOWDON PREPARATORY SCHOOL

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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



John Whittick BSc FCA (Senior Statutory Auditor)

for and on behalf of

Haines Watts

Chartered Accountants

Statutory Auditor

Bridge House

Ashley Road

Hale

Altrincham

WA14 2UT

Date 28/05/2020

BOWDON PREPARATORY SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT AND STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 31 AUGUST 2019

	Notes	Unrestricted funds £	Total 2018 £
<u>Income from:</u>			
Charitable activities	3	2,407,548	2,397,240
Investments	4	1,934	1,772
Total income		<u>2,409,482</u>	<u>2,399,012</u>
<u>Expenditure on:</u>			
Charitable activities	5	2,488,720	2,206,505
Total resources expended		<u>2,488,720</u>	<u>2,206,505</u>
Net (expenditure)/income for the year/ Net movement in funds		(79,238)	192,507
Fund balances at 1 September 2018		<u>3,026,577</u>	<u>2,834,070</u>
Fund balances at 31 August 2019		<u>2,947,339</u>	<u>3,026,577</u>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BOWDON PREPARATORY SCHOOL

BALANCE SHEET

AS AT 31 AUGUST 2019


	Notes	2019 £	£	2018 £	£
Fixed assets					
Tangible assets	10		1,778,544		1,796,128
Current assets					
Debtors	11	546,965		561,294	
Cash at bank and in hand		1,581,489		1,658,846	
		2,128,454		2,220,140	
Creditors: amounts falling due within one year	12	(938,275)		(975,435)	
Net current assets			1,190,179		1,244,705
Total assets less current liabilities			2,968,723		3,040,833
Creditors: amounts falling due after more than one year	14		(21,384)		(14,256)
Net assets			2,947,339		3,026,577
Income funds					
Unrestricted funds			2,947,339		3,026,577
			2,947,339		3,026,577

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The accounts were approved by the trustees and authorised for issue on 28/05/20 and are signed on their behalf by:


Dr T Myatt
Chair of trustees

Company Registration No. 07577822

BOWDON PREPARATORY SCHOOL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2019

	Notes	2019 £	£	2018 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	17		(21,450)		306,139
Investing activities					
Purchase of tangible fixed assets		(84,571)		(48,379)	
Proceeds on disposal of tangible fixed assets		19,602		-	
Interest received		1,934		1,772	
Net cash used in investing activities			(63,035)		(46,607)
Financing activities					
Payment of obligations under finance leases		7,128		(7,128)	
Net cash generated from/(used in) financing activities			7,128		(7,128)
Net (decrease)/increase in cash and cash equivalents			(77,357)		252,404
Cash and cash equivalents at beginning of year			1,658,846		1,406,442
Cash and cash equivalents at end of year			<u>1,581,489</u>		<u>1,658,846</u>

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2019

1 Accounting policies

Charity Information

Bowdon Preparatory School is a private company limited by guarantee incorporated in England and Wales. The registered office is Ashley Road, Altrincham, Cheshire, WA14 2LT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Fees receivable are accounted for in the period in which the service is provided, and as such, consist of charges for the school year ending 31st August 2016.

Other fixed assets and net current liabilities from Culcheth Hall School were previously introduced as donations at market value.

1.5 Expenditure

Resources expended are accounted for on an accruals basis. The irrecoverable element of VAT is included with the item of expense to which it relates. Expenditure is allocated to expense headings either on a direct cost basis, or apportionment according to time spent.

Costs of charitable activities include expenditure associated with the running of the school and include both direct and support costs.

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

Governance costs represent the costs of audit, accounting, legal and professional fees incurred during the incorporation and maintenance of the charity.

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

1 Accounting policies

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% on a straight line basis
Other assets	25% of written down value
Plant and machinery	25% of written down value
Office equipment	25% of written down value
School equipment	25% of written down value

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

1 Accounting policies

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

For eligible employees, the school contributes to the Teachers' Pension Agency, a superannuation scheme which provides benefits based on final pensionable salary.

There is also a group contributory scheme for non-teaching staff, with the contribution rates set by the school.

The pension costs charged in the accounts represents the amount of contributions payable to the schemes in respect of the accounting period.

1.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to net income/(expenditure) for the year so as to produce a constant periodic rate of interest on the remaining balance of the liability.

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated 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 ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Charitable activities

	School fees received	Income from extra- curricular activities	Income from lunches	Total 2019	Total 2018
	2019	2019	2019		
	£	£	£	£	£
Sales within charitable activities	2,098,152	165,413	143,983	2,407,548	2,397,240

4 Investments

	Unrestricted funds	Total
	2019	2018
	£	£
Interest receivable	1,934	1,772

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

5 Charitable activities

	Teaching costs £	Welfare costs £	Premises costs £	Support costs £	Governance costs £	Total £	2018 £
Staff costs	1,353,463	68,904	64,424	230,080	-	1,716,871	1,649,770
Depreciation	5,907	-	66,092	10,554	-	82,553	77,785
Establishment costs	58,576	6,121	86,238	30,614	-	181,549	133,833
Teaching costs	164,684	-	-	-	-	164,684	115,485
Catering consumables	-	74,864	-	-	-	74,864	78,754
Cleaning	-	-	74,299	-	-	74,299	56,847
Administration - Sundry costs	-	-	-	170,942	-	170,942	72,840
Governance costs	-	-	-	-	22,958	22,958	21,191
	<u>1,582,630</u>	<u>149,889</u>	<u>291,053</u>	<u>442,190</u>	<u>22,958</u>	<u>2,488,720</u>	<u>2,206,50</u>
	<u>1,582,630</u>	<u>149,889</u>	<u>291,053</u>	<u>442,190</u>	<u>22,958</u>	<u>2,488,720</u>	<u>2,206,50</u>
Analysis by fund							
Unrestricted funds	<u>1,582,630</u>	<u>149,889</u>	<u>291,053</u>	<u>442,190</u>	<u>22,958</u>	<u>2,488,720</u>	
	<u>1,582,630</u>	<u>149,889</u>	<u>291,053</u>	<u>442,190</u>	<u>22,958</u>	<u>2,488,720</u>	
For the year ended 31 August 2018							
Unrestricted funds	<u>1,453,703</u>	<u>149,412</u>	<u>261,977</u>	<u>320,222</u>	<u>21,191</u>	<u>2,206,50</u>	
	<u>1,453,703</u>	<u>149,412</u>	<u>261,977</u>	<u>320,222</u>	<u>21,191</u>	<u>2,206,50</u>	

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

6 Support costs

	Support costs	Governance costs	2019	2018	Basis of allocation
	£	£	£	£	
Audit fees	-	6,600	6,600	6,600	Governance
Accountancy	-	2,591	2,591	1,020	Governance
Legal and professional	-	13,767	13,767	13,571	Governance
	-	22,958	22,958	21,191	

7 Net movement in funds

	2019	2018
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	6,600	6,600
Depreciation of owned tangible fixed assets	73,197	71,103
Depreciation of tangible fixed assets held under finance leases	9,356	6,682

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration/reimbursed expenses during the year.

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2019 Number	2018 Number
Number of full-time teaching staff	16	18
Number of part-time teaching staff	11	13
Number of full-time teaching support staff	7	6
Number of part-time teaching support staff	7	6
Number of full-time pupil support staff	2	-
Number of part-time pupil support staff	4	4
Number of full-time administration staff	3	3
Number of part-time administration staff	3	3
Number of full-time welfare staff	3	3
Number of part-time welfare staff	-	1
Number of full-time premises staff	2	2
Number of part-time premises staff	2	2
	<u>60</u>	<u>61</u>

Employment costs

	2019 £	2018 £
Wages and salaries	1,434,567	1,383,373
Social security costs	131,604	125,583
Other pension costs	150,700	140,814

The key management personnel of the charity comprise the member of the Executive Leadership Team. The total amount of employee benefits received by key management personnel for their services to the charity was £285,848 (2018: £186,801).

The number of employees whose annual remuneration was £60,000 or more were:

	2019 Number	2018 Number
£60,001 - £70,000	<u>1</u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2018: 1) have retirement benefits accruing under defined benefit pension schemes.

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

10 Tangible fixed assets

	Land and buildings £	Other assets £	Plant and machinery £	School equipment £	Office equipment £	Total £
Cost						
At 1 September 2018	1,800,000	297,363	20,525	58,815	59,717	2,236,420
Additions	-	42,886	4,296	1,749	35,640	84,571
Disposals	-	-	-	-	(35,640)	(35,640)
At 31 August 2019	1,800,000	340,249	24,821	60,564	59,717	2,285,351
Depreciation and impairment						
At 1 September 2018	189,000	166,224	13,246	36,939	34,883	440,292
Depreciation charged in the year	27,000	36,556	2,536	5,907	10,554	82,553
Eliminated in respect of disposals	-	-	-	-	(16,038)	(16,038)
At 31 August 2019	216,000	202,780	15,782	42,846	29,399	506,807
Carrying amount						
At 31 August 2019	1,584,000	137,469	9,039	17,718	30,318	1,778,544
At 31 August 2018	1,611,000	131,139	7,279	21,876	24,834	1,796,128

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance leases or hire purchase contracts. The depreciation charge in respect of such assets amounted to £8,910 (2018 - £6,682) for the year.

	2019 £	2018 £
Office equipment	26,730	20,048

11 Debtors

	2019 £	2018 £
Amounts falling due within one year:		
Trade debtors	532,219	535,924
Prepayments and accrued income	14,746	25,370
	546,965	561,294

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

12 Creditors: amounts falling due within one year

	Notes	2019 £	2018 £
Obligations under finance leases	13	7,128	7,128
Other taxation and social security		31,450	30,720
Deferred income	16	684,221	736,817
Trade creditors		37,166	41,327
Other creditors		22,970	19,691
Accruals and deferred income		155,340	139,752
		<u>938,275</u>	<u>975,435</u>

13 Finance lease commitments

Future minimum lease payments due under finance leases:

	2019 £	2018 £
Within one year	7,128	7,128
Within two and five years	21,384	14,256
	<u>28,512</u>	<u>21,384</u>

Finance lease payments represent rentals payable by the company for an item of office equipment. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The lease is on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

14 Creditors: amounts falling due after more than one year

	Notes	2019 £	2018 £
Obligations under finance leases	13	<u>21,384</u>	<u>14,256</u>

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

15 Retirement benefit schemes

As detailed in Note 1, for eligible employees, the company contributes to the Teachers' Pension Agency scheme, for all other staff there is the option to join a defined contribution pension scheme operated by the School through an independent pension provider.

The Teachers' Pension Scheme (TPS) is a statutory, defined benefit scheme. The regulations under which the TPS operates are the Teachers' Pensions Regulations 2010. These regulations apply to teachers in schools and other educational establishments in England and Wales maintained by local authorities, to teachers in many independent and voluntary aided schools and to teachers and lecturers in establishments of further and higher education. Membership is automatic for full-time and part-time teachers and lecturers. Teachers and lecturers are able to opt out of the TPS.

The pension costs of the TPS are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014.

The key elements of the valuation and subsequent consultation are:

- Employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge) (formerly 14.1%)
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million, giving a notional past service deficit of £14,900 million
- An employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- The assumed real rate of return is 3% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%.

During the year the employer contribution rate was 16.4%. The TPS valuation for 2012 determined an employer rate of 16.4% from September 2015, which is payable during the implementation period until the next valuation as at March 2016, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

For the year covered by these accounts employee contribution rates ranged between 7.4% and 11.3%, depending on the member's salary.

Under the definitions set out in FRS102 (Retirement Benefits), the TPS is a multi-employer pension scheme. The school is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, the school has taken advantage of the exemption under FRS102 and has accounted for its contributions as if it were a defined contribution scheme. The school has set out above the information available on the deficit in the scheme and the implications for the school in terms of anticipated contribution rates.

The employer's contributions payable for the year, for both schemes, were £150,700 (2018 - £140,814) and the amount outstanding at the year end was £21,490 (2018 - £19,104).

BOWDON PREPARATORY SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

16 Deferred Income

	2019 £	2018 £
Other deferred income	684,221	736,817

Deferred income is included in the financial statements as follows:

	2019 £	2018 £
Current liabilities	684,221	736,817
	<u>684,221</u>	<u>736,817</u>

17 Cash generated from operations

	2019 £	2018 £
(Deficit)/surplus for the year	(79,238)	192,507
Adjustments for:		
Investment income recognised in statement of financial activities	(1,934)	(1,772)
Depreciation and impairment of tangible fixed assets	82,553	77,785
Movements in working capital:		
Decrease/(increase) in debtors	14,329	(7,191)
Increase in creditors	15,436	51,435
(Decrease) in deferred income	(52,596)	(6,625)
Cash (absorbed by)/generated from operations	<u>(21,450)</u>	<u>306,139</u>

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

The following pages do not form part of the statutory financial statements
which are the subject of the independent auditor's report on pages 10-11

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

	2019 £	2018 £
Incoming resources		
Voluntary Income		
Donations : Donated net current liabilities	—	—
Donations : Donated cash funds	—	—
	<u>—</u>	<u>—</u>
Investment income		
Bank interest receivable	1,934	1,772
	<u>1,934</u>	<u>1,772</u>
Incoming resources from charitable activities		
School fees received	2,098,152	2,098,083
Income from extra-curricular activities	165,413	148,056
Income from school book sales	—	—
Income from lunches	143,983	151,101
Income from uniform sales	—	—
	<u>2,407,548</u>	<u>2,397,240</u>
Total incoming resources	<u>2,409,482</u>	<u>2,399,012</u>
Resources expended		
Charitable activities		
Staff costs - Wages & Salaries	1,434,567	1,383,373
Staff costs - Employer's NIC	131,604	125,583
Staff costs - Pension costs	150,700	140,814
Operating leases - Other assets	—	—
Establishment - Rates & Water	14,187	17,539
Establishment - Light & heat	33,071	29,034
Establishment - Repairs & maintenance	101,615	64,383
Establishment - Insurance	22,928	16,304
Establishment - Other	9,748	6,573
Depreciation	82,553	77,785
Teaching costs - Bursaries and scholarships	41,565	26,125
Teaching costs - Other costs	47,858	43,583
Teaching costs - Extra-curricular activities costs	71,917	40,290
Teaching costs - Administration other costs	3,344	2,887
Teaching costs - Bad debt provision	—	2,600
Welfare - Catering consumables & LTO's	74,864	78,754
Premises - Cleaning - other costs	74,299	56,847
Support - Interest payable	—	—
Support - Administration - Sundry costs	170,942	72,840
Support - Donations	—	—
	<u>2,465,762</u>	<u>2,185,314</u>
Governance costs		
Accountancy fees	2,591	1,020
Audit fees	6,600	6,600
Other financial costs	13,767	13,571
	<u>22,958</u>	<u>21,191</u>
Total resources expended	<u>2,488,720</u>	<u>2,206,505</u>
Net (outgoing)/incoming resources for the year	<u>(79,238)</u>	<u>192,507</u>

BOWDON PREPARATORY SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

	2019 £	2018 £
Charitable activities		
Teaching costs		
<i>Activities undertaken directly</i>		
Staff costs - Wages & Salaries	1,121,214	1,075,542
Staff costs - Employer's NIC	102,962	98,097
Staff costs - Pension costs	129,287	120,814
Operating leases - Other assets	-	-
Establishment - Light & heat	29,764	26,130
Establishment - Repairs & maintenance	24,516	7,808
Establishment - Insurance	4,296	3,401
Depreciation	5,907	6,426
Teaching costs - Bursaries and scholarships	41,565	26,125
Teaching costs - Other costs	47,858	43,583
Teaching costs - Extra-curricular activities costs	71,917	40,290
Teaching costs - Administration other costs	3,344	2,887
Teaching costs - Bad debt provision	-	2,600
	<u>1,582,630</u>	<u>1,453,703</u>
Welfare costs - Activities undertaken directly		
Staff costs - Wages & Salaries	62,365	60,779
Staff costs - Employer's NIC	4,873	4,316
Staff costs - Pension costs	1,666	1,211
Establishment - Repairs & maintenance	4,289	3,115
Establishment - Insurance	1,832	1,237
Welfare - Catering consumables & LTO's	74,864	78,754
	<u>149,889</u>	<u>149,412</u>
Premises costs - Activities undertaken directly		
Staff costs - Wages & Salaries	58,299	60,088
Staff costs - Employer's NIC	4,144	4,007
Staff costs - Pension costs	1,981	1,609
Establishment - Rates & Water	14,187	17,539
Establishment - Repairs & maintenance	59,226	50,145
Establishment - Insurance	12,825	8,657
Depreciation	66,092	63,085
Premises - Cleaning - other costs	74,299	56,847
	<u>291,053</u>	<u>261,977</u>
Support costs - Activities undertaken directly		
Staff costs - Wages & Salaries	192,689	186,964
Staff costs - Employer's NIC	19,625	19,163
Staff costs - Pension costs	17,766	17,180
Operating leases - Other assets	-	-
Establishment - Light & heat	3,307	2,904
Establishment - Repairs & maintenance	13,584	3,315
Establishment - Insurance	3,975	3,009
Establishment - Other	9,748	6,573
Depreciation	10,554	8,274
Support - Interest payable	-	-
Support - Administration - Sundry costs	170,942	72,840
Support - Donations	-	-
	<u>442,190</u>	<u>320,222</u>
	<u>2,465,762</u>	<u>2,185,314</u>

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