

CH  
COBHAM HALL  
(A Charitable Company Limited by Guarantee)

TRUSTEES' REPORT

AND

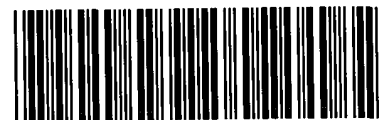
ACCOUNTS

YEAR ENDED 31 AUGUST 2016

haysmacintyre  
Chartered Accountants  
London

Company Registered No: 686707  
Registered Charly No: 313650

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COMPANIES HOUSE

## **COBHAM HALL**

### **TRUSTEES' REPORT**

**YEAR ENDED 31 AUGUST 2016**

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#### **TRUSTEES**

The Trustees, who are the Directors of the company and also form the Governing Body, unless otherwise stated, served throughout the year and to the date the report and accounts are signed were:-

Mr M Pennell (Chairman) # @  
Mr C Balch #  
Mr J Dick #  
Mrs L Ellis #  
Mr M Frost #  
Mrs S McRitchie @  
Mr C Sykes # @  
Mrs K O'Neill-Byrne @  
Mrs P Tebbitt @  
Mrs S Webb @ (From February 2016)

# - members of the finance and general purposes committee

@ - members of the education, staffing and welfare committee

#### **KEY MANAGEMENT PERSONNEL**

<b>Headmaster</b>	Mr P Mitchell
<b>Bursar</b>	Mr D Standen
<b>Deputy Headmistress</b>	Dr S Coates-Smith
<b>Assistant Headmistress</b>	Mrs W Barrett

#### **OFFICERS AND ADVISORS**

<b>Bankers:</b>	National Westminster Bank Plc City of London Office 1 Princess Street London EC2R 8PH
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<b>Auditors:</b>	haysmacintyre Chartered Accountants 26 Red Lion Square London WC1R 4AG
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<b>Solicitors:</b>	Veale Wasbrough Orchard Court Orchard Lane Bristol BS1 5WS
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<b>Insurance Brokers</b>	Marsh Brokers Limited Education Practice Capital House 1-5 Perrymount Road Haywards Heath West Sussex
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## **COBHAM HALL**

### **TRUSTEES' REPORT (Continued)**

#### **YEAR ENDED 31 AUGUST 2016**

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The Trustees present their annual report together with the accounts and auditors' report. These have been prepared under the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2015. The financial statements comply with all statutory requirements and the requirements of the charity's governing document.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Charity (also referred to below as the School) was founded in 1961 as a company limited by guarantee, number 686707 and is a registered charity, number 313650. The Memorandum and Articles of Association are regularly reviewed by the Governors and updated as required. The current constitution of the School is the 1995 Memorandum and Articles of Association as amended by resolutions in 2006, 2007, March 2015 and June 2015.

A Board of Governors manages the School with day to day management delegated to the Headmaster and Leadership Team.

##### **Organisational Management**

The Governors, as the trustees of the Charity, are legally responsible for the overall management and control of the School. The Board has established three sub committees. The Education Staff and Welfare Committee and the Finance and General Purposes Committee, manage the detailed delivery of policies. These meet and report directly to the Board on at least a termly basis. The Remuneration Committee approves, on behalf of the Board of Governors, the financial terms and conditions of employment of the staff of Cobham Hall, including the key management personnel. This Committee reports to the Board and meets at least twice a year.

The Headmaster and Leadership Team are responsible for the day to day delivery of the agreed policies and strategies. The Leadership Team use recognised self-evaluation templates to evaluate teaching and learning as well as boarding. Financial performance and recruitment are monitored against forecasts agreed by the Board. The Headmaster, Deputy Headmistress, Assistant Headmistress and Bursar report to the sub committees and Board on at least a termly basis.

##### **Governing Body**

The Governors who served during the year are shown on Page 1. The Board is a self-appointing Body.

Governors are appointed by the Board as an additional member or to fill a vacancy at any time provided that the appointment is supported by at least two thirds of the Board members. Governors serve for an initial period of five years and may be re-elected for a further five years unless they reach the age of 70 during their first term in which case they may be re-elected for a further year.

The Chairman and Vice Chairman are appointed by the Board and may serve for any period agreed with the Board up to a maximum of three years. At the end of a Chairman's or Vice Chairman's term, however the term is brought to an end and provided that they are still a governor of the Company, the outgoing Chairman or Vice Chairman may stand for re-election. Any Governor may be removed if notice of the proposed removal is issued with the notice of a meeting and two thirds of the Board vote in favour of the motion.

New Governors are recruited based on a set of skills and competencies as agreed from time to time by the Governing Body, which will include, but are not limited to, education, finance and management. The policy of the Governors is to maintain a balanced Board with a broad experience base.

##### **Related Entities**

The School has a subsidiary trading company, Cobham Hall Enterprises Ltd., whose principal activity continues to be lettings and related services at Cobham Hall.

## **COBHAM HALL**

### **TRUSTEES' REPORT (Continued)**

**YEAR ENDED 31 AUGUST 2016**

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#### **Charity Objects**

Cobham Hall is established to provide 'by the establishment and maintenance of schools in England and Wales, education for boys and girls and in particular (but without prejudice to the generality of the foregoing) to maintain and carry on the girls' school known as Cobham Hall'. Cobham Hall currently operates Cobham Hall, an independent Round Square boarding and day school for girls aged 11 to 18.

#### **Aims and objectives**

The objectives of Cobham Hall are encapsulated in the School's Mission Statement;

"To inspire the fullest possible all round development of each individual, thus impelling all to achieve more than they ever thought possible. Through challenge, service and adventure to produce true global citizens who actively engage in producing a better world."

The aims of the School in fulfilling these objectives are then set out in greater detail in the following principles which serve to guide everything that the School looks to achieve at Cobham Hall: -

1. To provide, within the framework of the Round Square pillars of Internationalism, Democracy, Environment, Adventure, Leadership and Service, an education for girls which enables each individual to develop her abilities to the full, have a wide range of interests, a sense of self respect, compassion towards others, an understanding of responsibility and international understanding.
2. To make education a challenging and positive experience in which each girl achieves success by developing themselves as fully as possible intellectually, physically, socially, morally and spiritually.
3. To prepare girls for the challenges and demands placed on women in their future careers and life choices.

These are achieved by: -

1. Providing a broad and balanced curriculum based on the principles of Round Square.
2. Developing ways of giving each pupil significant individual attention in both teaching and pastoral situations, including stretching and challenging each pupil and encouraging dialogue between staff and pupil.
3. Developing effective systems of pastoral care specifically tailored to the needs of the School and the individuals.
4. Providing a wide and balanced range of extra-curricular activities.
5. Developing a real sense of community among the pupils, staff and everyone involved with and in the School.
6. Developing ways of giving new purpose to the qualities the School values, e.g. community service, democratic debate, perseverance, excellence in individual development, leadership, teamwork, diversity.
7. Providing the staff with expertise and methods of sharing best practice to inspire pupils with enthusiasm for their subjects and to act as role models.
8. Providing effective professional development in surroundings with up-to-date facilities and well maintained buildings and grounds.

These over-arching aims and objectives are reviewed through the School's self-evaluation process and reflected in the School Development Plan which is updated on at least an annual basis and provides a focus for on-going review and evaluation.

## COBHAM HALL

### TRUSTEES' REPORT (Continued)

YEAR ENDED 31 AUGUST 2016

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#### STRATEGIC REPORT

##### ACTIVITIES AND ACHIEVEMENTS

###### Academic and Pastoral

In the Sixth Form students study for the International Baccalaureate (IB), a qualification which aligns well with the aims and principles of the School. Results were good with 68% of entries achieving levels 5, 6 or 7 (IB scores are awarded on a 1 – 7 scale). 79% of students entered for the IB Diploma gained the award with half being awarded the demanding Bilingual Diploma. Over half of students entered for the IB Diploma gained 30 or more diploma points and over 10% achieved more than 40 diploma points.

At GCSE, a record 98% of entries achieved grades A\* - C. Subject value added factors remained positive with students achieving, on average, higher results than indicated by their CAT (Cognitive Ability Tests) scores on entry to GCSE courses. Students also achieved successes in Speech and Drama, Music and English Foreign Language examinations as well as the Duke of Edinburgh's Award. The LAMDA Speech and Drama examinations included Using Spoken English. Level 3 Awards (A level equivalent) in Performance were gained by several students including Bronze, Silver and Gold Medals with Merit. ABRSM Music examinations had passes with both merit and distinction and ranged from Grade 1-8.

These results reflect the individual help and attention given to students and are testament to the success of the on-going review of the School's teaching and learning policies and systems.

	2011	2012	2013	2014	2015	2016
GCSE entries achieving A* - C	86%	74%	94%	78%	83%	98%
IB entries achieving levels 7-5	83%	70%	69%	71%	60%	68%
Diploma Pass Rate	71%	84%	95%	81%	89%	79%

There is a comprehensive system of pastoral and academic care within the School. Each student has a personal tutor to help guide them through their time at Cobham Hall. Whole school INSET is provided and will continue to be developed, overseen by the Pastoral Committee. A system of peer mentoring also exists with training provided for the peer mentors.

Students have assessment grades twice a term and a thorough reporting system is in place for all year groups. This is to ensure that both students and their parents understand their progress and the way in which targets and goals can be met. Independent smart target setting by students is in place. The comprehensive careers programme aids students in their discovery of their skills and potential and helps them to make decisions about their future, both at university and in terms of a career path.

The school is a registered with CReSTeD (The Council for the Registration of Schools Teaching Dyslexic Pupils) and as such has regular re-registration visits from CReSTeD consultants. The most recent report, following a very successful visit in February 2016 commented that Cobham is a 'friendly boarding and day school that offers excellent learning support combined with access to a mainstream academic curriculum. The school aims to support students in becoming confident and independent learners who reach their full potential. Learning difficulties are very much viewed as learning differences.'

The School aims to develop a culture where students are responsible for their own learning. This not only means that a rigorous application to learning has to be developed from Year 7 onwards, but also suggests that students must learn that enquiry and risk taking are to be encouraged. They also have to learn moral respect for the intellectual property of others and the dangers of plagiarism.

**ACTIVITIES AND ACHIEVEMENTS (continued)**

**Creativity, Action, Service**

Participation in a range of activities is central to the School's ethos and reflects the principles of both the Round Square and IB organisations. To this end, students have taken part in a number of different activities including a significant proportion of Year 9, 10 and 12 taking part in the Duke of Edinburgh's Award Scheme. Students have attended both international and local Round Square conferences, service projects and exchanges with other schools. They have taken part in an outdoor activities programme and all Year 12 IB students participate in some form of service. Students, through the Round Square Committee in particular, have raised a significant amount of money for charities chosen by the students. The school has an active Amnesty International group.

The School's commitment to service in the local, national and international community is strong and many girls across year groups take part in various events and activities.

**Extra Curricular Activities**

The School continues to provide a comprehensive and balanced range of extra-curricular activities for day girls and boarders. The Model United Nations group is thriving with a large number of students participating both in school MUN debates and as delegations to events hosted by other schools. Sport also has strong attendance with over 75% of girls participating in extra curricula netball and good numbers attending swimming, hockey and trampolining.

**Community**

The integration of boarders and day girls in year groups has resulted in a continued rise in the take up of flexi boarding options for daygirls. The Friday night reduced boarding fee and more free sleepovers continues to encourage daygirls to stay at school. Students have regular input into the planning and management of events and common rooms are available to all students. A programme has been set up for Saturday mornings to enable boarding students to develop life skills through activities and discussion groups.

Peer mentoring and the "big sister" scheme have continued to be effective promoters of community cohesion.

**Training and Staff Development**

The staff peer observation scheme, along with twice yearly work scrutiny within faculties, continues to encourage and promote the sharing of good practice. Under the scheme teaching staff pair up and observe each other's lessons. This year there has been an emphasis on challenging the more able and differentiation during the observations. Staff continue to attend local cluster groups, through both the GSA and IBSCA, providing an opportunity for staff to meet with teachers from other schools and share common issues, and this year the School has organised and hosted meetings. Attendance at IB workshops and training courses is encouraged where possible.

INSET remains an important part of the School's approach to staff development. This year staff have attended a wide range of courses outside the School. In School INSET has included a session on target setting for staff review. Pastoral and boarding staff have received training on a variety of topics including e-safety, child protection and safeguarding. Two members of boarding staff are also continuing with Boarding School's Association accredited training.

## **COBHAM HALL**

### **TRUSTEES' REPORT (Continued)**

**YEAR ENDED 31 AUGUST 2016**

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#### **ACTIVITIES AND ACHIEVEMENTS (continued)**

##### **Physical Environment and Facilities**

The School has continued to carry out improvements to the fabric of the building and grounds. During the year there has been a strong focus on boarding areas. One of the Sixth Form houses has a new communal bathroom and refurbished common room. All the sash windows in the Main House boarding area have been completely refurbished along with several bedrooms and corridors. All of this work has been carried out in consultation with the girls. WiFi provision has been improved and extended to all areas along with improvements to software that enable finer control of usage to better protect the girls.

##### **Public Benefit**

The Governors are responsible for ensuring that the School provides public benefit and have reviewed the definition, requirements and activities undertaken.

In the past year 20% of the gross fee income was provided in the form of discounts to pupils enabling students who would not otherwise be able to afford to attend the School to benefit from the education provided at Cobham Hall. This included awards equivalent to 100% of fees.

The School has continued to work closely with local preparatory and primary schools offering free and discounted use of indoor and outdoor sports facilities. The School has organised and hosted a schools' netball competition and hosted the Kent Safety in Action, a County Council run scheme providing practical safety lessons to Year 6 pupils from local schools. Facilities have also been provided at no cost for the running of student support training for local teaching staff.

The Trustees believe that they that they have complied with the duty in section 17 of the Charities Act 2015 to have due regard to public benefit guidance published by the Charity Commission in determining the activities undertaken by the Charity.

##### **Links to the Community**

Students from the School all undertake service and are engaged in a wide range of activities including assisting at local schools, working at the local hospice, assisting at local youth clubs and voluntarily working in the village community shop. The School also provides free use of facilities to local charities.

This year the School has continued to work closely with the Friends of Cobham Hall Heritage Trust to provide a programme of events linked to the history and landscape of Cobham Hall. The School has also opened up a number of events, including the annual firework display, to the local community.

#### **FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

The net deficit for the year amounted to £119,574 before depreciation. This includes a contribution of £276,261 by way of Gift Aid from the subsidiary trading company. A total of £70,762 capital was invested in physical improvements around the School.

The Governors forecast a further deficit in 2016/17 as low recruitment six years ago affects sixth form numbers. However, the Governors expect the School to return to surplus from 2017/18 as stronger numbers from middle and lower school move through.

##### **Resources**

The School's assets are sufficient to meet the obligations of the School.

## **COBHAM HALL**

### **TRUSTEES' REPORT (Continued)**

**YEAR ENDED 31 AUGUST 2016**

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#### **ACTIVITIES AND ACHIEVEMENTS (continued)**

##### **Reserves Policy**

As at 31 August 2016, the total funds of the School were £4,978,578 (2015: £5,183,311). Of these £6,500,178 (2015: £6,514,575) were represented by fixed assets. Therefore the School had a deficit on free reserves of £1,521,600 (2015: £1,331,264).

Over the coming year the Governors forecast an increase in the free reserves associated with the forecast deficit. From 2017/18, as the School returns to surplus, the Governors will return to the policy of reducing the free reserve deficit.

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

##### **Risk Review**

The Board of Governors is responsible for the management of the risks faced by the Charity. Governors are assisted in this by the School's Leadership Team. Risks are identified, assessed and controls established throughout the year. The School's Risk Register is reviewed by the Board on an annual basis.

The principal risks identified by the Governors include:

- Failure to recruit sufficient pupils
- Non-compliance with legislation and standards
- Misappropriation of School funds
- Failure to operate within the School's Charitable objectives
- Failure to secure sufficient insurance cover
- Failure of Governance
- Failure to implement appropriate financial controls

Through the risk management processes established for the Charity, the Governors are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed.

#### **PLANS FOR THE FUTURE**

The School Development Plan is produced by the Leadership Team in consultation with all staff and Governors. It is a working document that is updated annually by the Leadership Team. The key objectives and actions identified for the coming year are:-

##### **1. Teaching and Learning**

- Continue to develop staff and student awareness of targets including the use of projected and predicted grades in examination years.
- To further develop faculty self-evaluation and improvement using a combination of current data, past examination results and predictive data.
- To develop the level of challenge for abler students through both the use of external resources such as IGGY.com and within the classroom.
- To investigate the provision of additional and alternative qualifications to Sixth Form students.
- To develop and implement an intensive English course for EFL students that could run in parallel with mainstream timetable in Lower and Middle School year groups.



**PLANS FOR THE FUTURE (continued)**

**2. Boarding**

- To develop and implement a Wellbeing Programme of a wide range of coordinated but varied activities aimed at improving mental, social and physical health, based in boarding but available for all students.
- Continue to integrate daygirls and boarders so that all students feel part of a single community and develop a better understanding of each other's lives with its benefits and constraints. Promote flexi boarding and the benefits of being a daygirl at a boarding school.
- Promote and facilitate more frequent and varied opportunities for boarders to integrate more with the wider local community in particular utilising the recently expanded school mini-bus fleet.
- Continue to run and promote local boarding schools cluster group.

**3. Spirituality**

- Continue to use the links with different faith groups in the local community enabling students to celebrate their own faith and regularly attend church on Sunday.
- Enhance the celebration of cultures and religion within the School and create opportunities for discussion and debate.
- Ensure there is a balance of active boarding activities and events to enable sufficient quiet time for boarders.

**4. Creativity, Action, Service**

- Continue to develop new opportunities for students to engage in adventurous activities through the introduction of a planned and programmed series of events.
- Continue to develop and review links to the community and community groups and increase scope and variety of service projects including opportunities overseas.
- Continue to embed the whole school CAS programme for all years.

**5. Admissions and Marketing**

- Continue to build on the links that have been made with feeder schools within the School's 50 minute catchment area
- Work with current education agents to further develop overseas markets
- Develop stronger links with the School's Elders Association
- Continue to develop the School's growing on line profile including the social media profile

In developing and reviewing the School Development Plan, the Leadership Team and Governors have full regard for the overriding objects of the Charity, the School's stated aims and the principal objectives identified earlier in this report.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees, as Directors of the charitable company, are responsible for preparing the Trustees' Report, incorporating the Strategic Report, and the financial statements in accordance with applicable law and regulations.

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

**COBHAM HALL**

**TRUSTEES' REPORT (Continued)**

**YEAR ENDED 31 AUGUST 2016**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES (continued)**

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

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

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

So far as each of the Directors is aware at the time the report is approved:

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

Trustees' Report, incorporating the Strategic Report, approved on behalf of the Board on 13<sup>th</sup> December 2016:



Mr M Pennell  
Chairman of Governors

Cobham Hall  
Cobham  
Kent  
DA12 3BL

## INDEPENDENT AUDITORS' REPORT

### TO THE MEMBERS OF COBHAM HALL

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We have audited the financial statements of Cobham Hall for the year ended 31 August 2016 which comprise Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

#### Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

#### Opinion on financial statements

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 2016 and of its net movement in funds, 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.

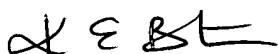
#### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report incorporating the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

#### Matters on which we are required to report by exception

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

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



Kathryn Burton (Senior Statutory Auditor)  
for and on behalf of haysmacintyre, Statutory Auditors

26 Red Lion Square  
London WC1R 4AG

Date: 13 February 2017

haysmacintyre is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**COBHAM HALL**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED 31 AUGUST 2016**

		<b>Unrestricted Funds</b>	
	<b>Notes</b>	<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
<b>INCOME</b>			
<b>Income from charitable activities</b>			
Fees receivable	2(a)	2,960,548	3,109,806
Other educational income	2(b)	392,292	436,851
<b>Other trading income</b>		441,596	413,618
<b>Investments</b>		48,070	37,849
<b>Voluntary sources</b>		72,372	133,552
<b>Total Income</b>		<u>3,914,878</u>	<u>4,131,676</u>
<b>EXPENDITURE</b>			
<b>Raising Funds</b>			
Non-ancillary trading expenditure	3	165,335	167,519
Finance costs		39,560	34,041
<b>Charitable Activities</b>			
School operating costs			
Teaching costs		1,982,592	2,012,439
Welfare		426,263	435,424
Premises		796,653	867,719
Support costs of schooling		709,208	735,425
<b>Total Expenditure</b>	5	<u>4,119,611</u>	<u>4,252,567</u>
<b>Net Income</b>		(204,733)	(120,891)
Transfer between funds		-	-
<b>Net movement in funds</b>		(204,733)	(120,891)
Balance brought forward at 1 September 2015		5,183,311	5,304,202
<b>Balance carried forward at 31 August 2016</b>		<u><u>£4,978,578</u></u>	<u><u>£5,183,311</u></u>

A summary income and expenditure account has not been prepared as this information is given above.

All amounts are derived from continuing activities.

The notes on pages 14 to 21 form part of these accounts.

## COBHAM HALL

## BALANCE SHEET

AS AT 31 AUGUST 2016

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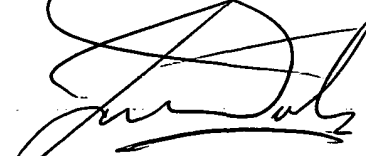
		GROUP		CHARITY	
	Notes	2016 £	2015 £	2016 £	2015 £
FIXED ASSETS					
Tangible assets	6	6,500,178	6,514,575	6,500,178	6,514,575
Investment		-	-	100	100
		<u>6,500,178</u>	<u>6,514,575</u>	<u>6,500,278</u>	<u>6,514,675</u>
CURRENT ASSETS					
Stock		14,408	6,749	-	-
Debtors -					
Fees and extras		861,924	771,033	861,924	771,033
Other debtors	7	184,138	127,144	356,577	298,925
Total debtors		<u>1,046,062</u>	<u>898,177</u>	<u>1,218,501</u>	<u>1,069,958</u>
Cash at bank and in hand		8,808	11,542	5,221	5,459
TOTAL CURRENT ASSETS		<u>1,069,278</u>	<u>916,468</u>	<u>1,223,722</u>	<u>1,075,417</u>
CREDITORS - due within one year	8	<u>(2,024,712)</u>	<u>(1,720,143)</u>	<u>(2,179,256)</u>	<u>(1,879,192)</u>
NET CURRENT LIABILITIES		<u>(955,434)</u>	<u>(803,675)</u>	<u>(955,534)</u>	<u>(803,775)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>5,544,744</u>	<u>5,710,900</u>	<u>5,544,744</u>	<u>5,710,900</u>
CREDITORS - due after more than one year	9	<u>(566,166)</u>	<u>(527,589)</u>	<u>(566,166)</u>	<u>(527,589)</u>
TOTAL NET ASSETS		<u><u>£4,978,578</u></u>	<u><u>£5,183,311</u></u>	<u><u>£4,978,578</u></u>	<u><u>£5,183,311</u></u>
FUNDS					
Unrestricted Funds		£4,978,578	£5,183,311	£4,978,578	£5,183,311

The financial statements were approved and authorised for issue by the Board of Governors on 13 December 2016 and were signed below on its behalf by:

M. PENNELL



J DICK



GOVERNORS

The accompanying notes are an integral part of this balance sheet.

COBHAM HALL

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2016

	2016	2015
	£	£
<b>Net cash flow from operating activities</b>		
Net income	(168,676)	(120,891)
Depreciation	85,158	96,747
Interest receivable	(48,070)	(37,849)
Interest payables	3,503	2,495
(Decrease)/increase in stock	(7,659)	2,743
Increase in debtors	(183,776)	(67,697)
Increase/(decrease) in creditors	172,316	(325,720)
	<u>(147,204)</u>	<u>(450,172)</u>
<b>Net cash flow from investing activities</b>		
Interest on late fees	48,070	37,849
Purchase of tangible fixed assets	<u>(70,762)</u>	<u>(82,959)</u>
	<u>(22,692)</u>	<u>(45,110)</u>
<b>Net cash inflow/(outflow) before financing</b>	<u>(169,896)</u>	<u>(495,282)</u>
<b>Net cash flow from financing activities</b>		
Bank loan increase		-
Bank loan repayment	(15,000)	(14,842)
Bank and loan interest paid	<u>(3,503)</u>	<u>(2,495)</u>
Decrease in cash	<u>(188,399)</u>	<u>(512,619)</u>
Cash and cash equivalents at the beginning of the year	<u>(66,303)</u>	<u>446,316</u>
Cash and cash equivalents at the end of the year	<u>£(254,702)</u>	<u>£(66,303)</u>

**1. ACCOUNTING POLICIES:**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015. The date of transition to FRS102 was 1 August 2014 and in preparing the financial statements, the Trustees have considered whether the accounting policies required by the standard require the restatement of comparative information.

The policies applied under the previous accounting framework are not materially different to Charities SORP (FRS 102) and no restatements were required in making the transition to FRS 102.

The charity has taken advantage of the exemptions available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Financial Activity or Cash Flow Statement with the consolidated financial statements.

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows over the next 12 months, the Trustees have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

**Critical accounting judgements and key sources of estimation uncertainty**

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

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

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

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

**a. Basis of Consolidation**

The financial statements consolidate the results of the charity and its wholly owned subsidiary Cobham Hall Enterprises Limited on a line by line basis.

**b. Fees and Similar Income**

Fees and charges receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deducting scholarship, allowances and other remissions allowed by the School. Other tuition fees consist of extras charged to pupils.

**c. Donations, legacies, grants and other voluntary incoming resources**

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund.

**1. ACCOUNTING POLICIES (continued)**

**d. Resources Expended**

Expenditure is accounted for on an accruals basis.

Costs of raising funds comprise finance charges associated with interest payable on the School's borrowings as well as costs associated with the School's trading subsidiary.

Charitable activities costs represent costs directly associated with the provision of education and related support costs.

Governance costs comprise the costs of running the charity, including strategic planning for its future development, external audit, any legal advice for the School's Governors, and all the costs of complying with constitutional and statutory requirements, such as the costs of Board and Committee meetings and of preparing statutory accounts and satisfying public accountability.

**e. Fixed Assets**

The School land and buildings in existence at 31 August 2000 were valued by the Governors on the following basis. This valuation will not be updated

- Land was valued at a Governors' valuation
- Freehold historic buildings were revalued at residual value using a Governors' valuation.
- Other buildings (i.e. non historic additions) were revalued using a Governors' valuation.

**f. Depreciation**

Freehold historic buildings are valued at estimated residual value and therefore no depreciation is charged on the buildings in the financial statements.

Depreciation is provided on other fixed assets to write off their cost over their estimated useful lives at the following rates:

Other freehold buildings	- 2% on valuation
Buildings of non-permanent construction	- 5% on cost
Furniture, fixtures and equipment	
Purchased before 1 September 2003	- 5% on cost
Purchased after 1 September 2003	- 10% on cost
Computers	- 25% on cost
Motor vehicles	- 25% on cost

**g. Stock**

Stock represents goods for resale and is valued at the lower of cost and net realisable value.

**h. Cash**

Cash represents cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**i. Leases**

Assets held under finance leases are included in fixed assets as total rental cost less finance charges. Finance charges are amortised over each lease term to give a constant rate of charge on the remaining balance sheet obligation. Rental costs under operating leases are charged to the income and expenditure account in equal annual amounts over the period of the lease.



**1. ACCOUNTING POLICIES (continued)****j. Employee benefits****Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

**Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

**Pension Costs**

Retirement benefits to employees of the School are provided through The Teachers' Pension Scheme. This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

**l. Unrestricted Funds**

These funds consist of the Revenue Fund and Capital Fund. The funds are applied at the discretion of the Governors in furtherance of the objects of the School.

**m. Financial instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

<b>2(a) FEES RECEIVABLE</b>	<b>2016 £</b>	<b>2015 £</b>
Gross fees	3,812,925	3,904,234
Scholarships and allowances	(852,377)	(794,428)
	<u>£2,960,548</u>	<u>£3,109,806</u>
<b>2(b) OTHER EDUCATIONAL INCOME</b>		
Extras and disbursements	298,066	339,415
Voluntary extra subjects	62,557	64,182
Registration fees	10,478	12,770
Other	21,191	20,484
	<u>£392,292</u>	<u>£436,851</u>

**COBHAM HALL****NOTES TO ACCOUNTS (Continued)****YEAR ENDED 31 AUGUST 2016****3. RELATED PARTY AND INVESTMENT IN TRADING SUBSIDIARY COMPANY**

The School owns the whole of the £100 share capital of Cobham Hall Enterprises Limited, company number 3032723, a trading subsidiary company having a principal activity of lettings and related services at Cobham Hall. All the company's profits are gift aided to the School so the company's assets less liabilities equals the share capital of £100.

The trading results of the subsidiary company, as shown in its audited accounts for the year to 31 August 2016 were:

	2016 £	2015 £
Turnover	441,596	413,618
Cost of sales	(162,835)	(165,019)
Gross profit	278,761	248,599
Administrative expenses - Auditors' remuneration	(2,500)	(2,500)
Operating profit	£276,261	£246,099
Gift Aid payment	£276,261	£246,099
Aggregate capital and reserves	£100	£100

The company is registered in the United Kingdom.

**4. TAXATION**

The company is a registered charity and no taxation is payable on its income.

**5. ANALYSIS OF TOTAL EXPENDITURE**

	Staff Costs £	Other £	Depreciation £	Total £
<b>Raising Funds:</b>				
Finance and other costs	-	39,560	-	39,560
Trading costs of subsidiary	-	165,335	-	165,335
<b>Charitable Activities:</b>				
School operating costs				
Teaching costs	1,594,851	370,808	16,933	1,982,592
Welfare	262,505	163,758	-	426,263
Premises	408,387	320,040	68,226	796,653
Support costs of schooling	362,974	346,235	-	709,209
Total Resources Expended – Group	2,628,717	1,405,736	85,159	4,119,612
Total Resources Expended - Charity	2,628,717	1,236,898	85,159	3,950,774

All costs above are direct costs of each activity.

**COBHAM HALL**

**NOTES TO ACCOUNTS (Continued)**

**YEAR ENDED 31 AUGUST 2016**

**5. ANALYSIS OF TOTAL EXPENDITURE (continued)**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Governance costs included within support costs comprise:</b>		
Audit fee	<u>£13,855</u>	<u>£13,450</u>

**Other support costs of schooling comprise:**

Postage, telephone, computer and office expenses	72,028	67,946
Bank charges	9,269	6,070
Subscriptions and donations	18,548	16,950
Advertising and website costs	39,225	45,943
Commissions	72,955	102,924
Courses and INSET	55,935	65,530
Recruitment	4,134	8,157
Solicitors fees and other professional charges	5,001	2,570
Round Square	4,300	1,669
Other	51,700	79,838
	<u>333,095</u>	<u>397,597</u>
<b>Total support costs</b>	<u><b>£346,235</b></u>	<u><b>£410,737</b></u>

**Staff Costs:**

The aggregate staff costs during the year were:

Salaries and wages	2,189,047	2,173,962
Social security costs	185,080	167,829
Other pension costs	243,523	221,041
Termination payments	11,067	-
	<u>£2,628,717</u>	<u>£2,562,832</u>

Number of employees earning over £60,000 during the year were as follows:

	<b>2016</b>	<b>2015</b>
	<b>No</b>	<b>No</b>
£60,000 - £70,000	<u>1</u>	<u>1</u>

	<b>2016</b>	<b>2016</b>	<b>2015</b>	<b>2015</b>
	<b>Full</b>	<b>Part</b>	<b>Full</b>	<b>Part</b>
	<b>Time</b>	<b>Time</b>	<b>Time</b>	<b>Time</b>
	<b>No</b>	<b>No</b>	<b>No</b>	<b>No</b>
The average weekly number of employees during the year was made up as follows:				
Teaching	23	14	22	12
Other	44	12	42	17
	<u>67</u>	<u>26</u>	<u>64</u>	<u>29</u>

**COBHAM HALL**

**NOTES TO ACCOUNTS (Continued)**

**YEAR ENDED 31 AUGUST 2016**

<b>5. ANALYSIS OF TOTAL EXPENDITURE (continued)</b>	<b>2016</b>	<b>2015</b>
<b>Key Management Personnel</b>	<b>£</b>	<b>£</b>
Aggregate employee benefits of key management personnel	£266,488	£264,985
Key management personnel are considered to be the Senior Leadership Team consisting of 4 employees.		
<b>6. TANGIBLE FIXED ASSETS</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Freehold land and historic buildings	5,986,333	5,986,333
Other freehold buildings	180,107	175,212
Furniture, fittings and equipment	333,738	353,030
Group and Charity total	£6,500,178	£6,514,575

The movement of tangible fixed assets were as follows:

	<b>Land</b>	<b>Freehold historic buildings</b>	<b>Freehold other buildings</b>	<b>Freehold buildings of non permanent construction</b>	<b>Furniture fixtures &amp; equipment</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>							
At 1 September 2015	399,755	5,586,578	371,993	11,264	1,815,386	56,994	8,241,970
Additions	-	-	13,140	-	57,622	-	70,762
At 31 August 2016	399,755	5,586,578	385,133	11,264	1,873,008	56,994	8,312,732
<b>Depreciation</b>							
At 1 September 2015	-	-	196,781	11,264	1,462,356	56,994	1,727,395
Charge for the year	-	-	8,245	-	76,914	-	85,159
At 31 August 2016	-	-	205,026	11,264	1,539,270	56,994	1,812,554
<b>Net Book Value</b>							
At 31 August 2016	£399,755	£5,586,578	£180,107	£ -	£333,738	£ -	£6,500,178
At 31 August 2015	£399,755	£5,586,578	£175,212	£ -	£353,030	£ -	£6,514,575

Apart from a small proportion used for administration, all fixed assets are used in direct furtherance of the School's objects.

## NOTES TO ACCOUNTS (Continued)

YEAR ENDED 31 AUGUST 2016

7. OTHER DEBTORS	GROUP		CHARITY	
	2016 £	2015 £	2016 £	2015 £
Other debtors	58,144	107,783	57,404	33,465
Prepayments and accrued income	22,912	19,361	22,912	19,361
Subsidiary trade debtors	103,082	-	-	-
Amounts due from subsidiary company - Gift Aid	-	-	276,261	246,099
	<u>£184,138</u>	<u>£127,144</u>	<u>£356,577</u>	<u>£298,925</u>

## 8. CREDITORS – due within one year

Bank loan	15,000	15,000	15,000	15,000
Bank overdraft	263,510	77,847	263,510	77,847
Amount due to subsidiary company	-	-	257,583	261,047
Final term fee deposits	242,036	136,202	242,036	136,202
Fees in advance – lump sum	108,766	99,127	108,766	99,127
Fee charged in advance	1,017,921	1,113,617	1,017,921	1,113,617
Other taxes and social security costs	79,132	67,265	51,960	43,410
Other creditors and accruals	298,347	211,085	222,480	132,942
	<u>£2,024,712</u>	<u>£1,720,143</u>	<u>£2,179,256</u>	<u>£1,879,192</u>

The School has a bank overdraft facility which is secured on the School property and other assets. This facility was renewed in December 2016.

- a) The School has entered into a loan agreement with NatWest. The bank loan is secured on all of the assets of the School, including a first legal charge on the freehold land and buildings. Interest is charged at a rate of 1.91% above Base Rate.

The bank loan is due for repayments as follows:

	2016 £	2015 £
Within one to two years	15,000	15,000
Within two to five years	60,000	60,000
In greater than five years	28,750	43,750
	<u>103,750</u>	<u>118,750</u>
Due in less than one year	15,000	15,000
	<u>£118,750</u>	<u>£133,750</u>

## 9. CREDITORS - due after more than one year

	2016 £	2015 £
Bank loan (see note 8a)	103,750	118,750
Final term fee deposits	263,131	301,474
Fees in advance – lump sum	199,285	107,365
	<u>£566,166</u>	<u>£527,589</u>

**10. PENSION SCHEMES**

**Teachers' Pension Scheme**

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2015, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in schools and, from 1 January 2017, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

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, 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.

**Other schemes**

The charity also operates defined contribution pension schemes for all its non teaching staff where those staff wish to participate. The schemes for non-teachers are operated by insurance companies.

The company's contribution for all the schemes for the year was £243,523 (2015: £221,041). The contributions outstanding at the year-end were £31,620 (2015: £29,910).

**11. CAPITAL COMMITMENTS**

There were no commitments for future capital expenditure not provided for in these accounts.

## NOTES TO ACCOUNTS (Continued)

YEAR ENDED 31 AUGUST 2016

**12. FINANCIAL INSTRUMENTS**

	<b>Group</b>		<b>Charity</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Financial assets measured at amortised cost	1,090,761	909,719	80,316	52,826
Financial liabilities measured at amortised cost	(2,471,963)	(2,113,982)	(2,368,923)	(2,011,984)
Net financial assets measured at amortised cost	<u>£(1,381,202)</u>	<u>£(1,204,263)</u>	<u>£(2,288,607)</u>	<u>£(1,959,158)</u>

Financial assets measured at amortised cost include cash, fee debtors and other debtors.

Financial liabilities measured at amortised cost include overdraft facilities, deposits, other taxes and social security, fees in advance, trade creditors and other creditors.

**13. OPERATING LEASES**

At 31 August 2016 the School had the following total commitments under non-cancellable operating leases:

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Operating leases which expire:		
Within one year	£17,237	£12,824
Within one to two years	£17,237	£5,635
Within two to five years	<u>£34,604</u>	<u>£ -</u>

**14. GOVERNORS' REMUNERATION AND EXPENSES**

No remuneration or benefits were provided to any governors during the year other than the provision of governors' indemnity insurance to provide cover of £2,000,000. The premium was part of the public liability premium and is not separately identified.

There were no expenses reimbursed to any Governors during the current or previous year.