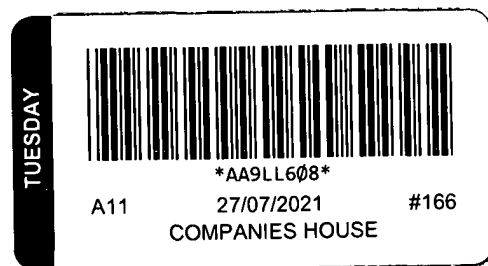


**Registered number: 686707**  
**Charity number: 313650**

**COBHAM HALL**  
**(A company limited by guarantee)**

**GOVERNORS' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**



---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

---

**CONTENTS**

---

	Page
<b>Reference and administrative details of the charity, its trustees and advisers</b>	1 - 2
<b>Governors' report</b>	3 - 11
<b>Independent auditor's report</b>	12 - 14
<b>Consolidated statement of financial activities</b>	15
<b>Consolidated balance sheet</b>	16
<b>Company balance sheet</b>	17
<b>Consolidated statement of cash flows</b>	18
<b>Notes to the financial statements</b>	19 - 36

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2020**

---

**Governors**

Mr J Dick, (Chairman from 4th March 2021)  
Mrs S McRitchie  
Mrs K O'Neill-Byrne  
Mr M Pennell, (Chairman until 4 March 2021)  
Mr G Smith (resigned 24 June 2020)  
Mrs S Webb  
Mr F Whitehead (appointed 3 September 2019)  
Mr C Sykes (resigned 10 December 2019)

**Company registered number**

686707

**Charity registered number**

313650

**Registered office**

Cobham Hall  
Gravesend  
Kent  
DA12 3BL

**Key management personnel**

Mrs M Roberts, Headmistress (to 26 July 2020)  
Mr D Standen, Bursar  
Mrs W Barrett, Headmistress (from 27 July 2020)  
Mrs S Carney, Director of Studies

**Independent auditor**

Crowe U.K. LLP  
Riverside House  
40 - 46 High Street  
Maidstone  
Kent  
ME14 1JH

**Bankers**

National Westminster Bank PLC  
1 Princess Street  
London  
EC2R 1AG

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2020**

---

**Advisers (continued)**

**Solicitors**

Veale Wasbrough  
Orchard Court  
Orchard Lane  
Bristol  
BS1 5WS

**Insurance Brokers**

Marsh Brokers Limited  
Education Practice  
Capital House  
1-5 Perrymount Road  
Haywards Heath  
West Sussex

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

The Governors present their annual report together with the audited financial statements of the group and the company for the 1 September 2019 to 31 August 2020 and statements made concerning current activities cover this period only as Cobham Hall entered into a merger agreement on 1st December 2020 with the Mill Hill School Foundation. This is expanded further in the post balance sheet events review below.

The Governors confirm that the Annual Report and financial statements of the company comply with current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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) as amended by Update Bulletin 2 (effective 1 January 2019).

### **Objectives and Activities**

#### **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 provide a well-rounded education to students of all abilities by maximising their potential through challenge and opportunity in a caring and inspiring international environment where each individual feels valued and supported in their unique journey of self-discovery whilst embracing cultural diversity.*

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: -

- Providing a broad and balanced curriculum based on the principles of Round Square.
- 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.
- Developing effective systems of pastoral care specifically tailored to the needs of the School and the individuals.
- Providing a wide and balanced range of extra-curricular activities.
- Developing a real sense of community among the pupils, staff and everyone involved with and in the School.
- 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.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

- 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.
- 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.

### **Strategic report**

#### **Merger with The Mill Hill School Foundation**

During the spring and summer of 2020, the Governors and Leadership Team, carried out a strategic review in light of the immediate and future impact of the Covid pandemic. Having carefully considered a range of options, the Board took the strategic decision to look for a suitable merger partner. Over the summer the Board initiated discussions with the Mill Hill Foundation, formally entering into Due Diligence in September 2020. Following detailed Due Diligence, the merger completed in March 2021. On completion, all assets and liabilities of Cobham Hall were transferred to the Mill Hill School Foundation. The future planning for Cobham Hall also passed to the Foundation. The Governors unanimously agreed that the merger, with a Foundation that has the same ethos, allows the school to better meet its objectives by providing greater financial stability, the opportunity for investment and collaboration and, as a consequence, the potential to improve outcomes for students.

#### **Responding to Covid-19 and Covid Impact**

The emergence of the Covid pandemic at the start of the 2020 and the subsequent lockdown restrictions introduced by the UK government, which saw schools across the UK close for the summer term, required an exceptional and unprecedented response from staff, students and parents. To ensure that the School reacted in a timely manner to the ever-changing advice and requirements the Governors and Leadership Team significantly increased the frequency of management meetings, with a primary focus on ensuring the health, safety and wellbeing of staff and students. Despite the constraints, Cobham Hall provided, online, a full curriculum as well as extra curricula activities throughout the lockdown alongside a comprehensive and enhanced wellbeing and tutorial programme. During the lockdown period, the School continued to provide on site teaching for the children of key workers and vulnerable students, introducing appropriate social distancing and virus control mechanisms based on Government advice. In line with Government advice, arrangements for Year 10 and 12 to have face to face tuition were put in place from 15th June 2020. Following a further period of closure, the School re-opened, with a comprehensive Covid testing programme in place on 8th March 2021.

During the year, the School worked closely with parents to manage the financial impact of the pandemic on their personal finances. This included a one-off reduction in fees during the summer term and first Spring half term. The School also agreed short term payment schemes to assist parents with cash flow concerns. To help mitigate the financial impact on the School, Governors made use of the Government's furlough scheme, where appropriate. The Governors were not, however, able to mitigate the impact of the lockdown on the School's summer intensive English Course. The lockdown also forced the cancellation of the summer lets resulting in a significantly reduced income from the School's trading company, a loss that was subsequently judged to fall outside of the School's Business Interruption insurance.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**ACTIVITIES AND ACHIEVEMENTS**

**Academic and Pastoral**

What started as a normal year with the School looking forward to our first set of A Level results, turned into one full of change and challenge following the outbreak of the Covid pandemic, the closure of schools and move to online learning.

Academic staff stepped up admirably to the challenge moving quickly from a full curriculum in the classroom to a full curriculum online and blended learning. The Pastoral Team also rose to the challenge not only ensuring that the normal high levels of pastoral care continued but that care was stepped up and adjusted to meet the new pastoral demands of online learning.

The decision to cancel examinations put additional strain on staff and students. However, systems and measures were put in place to ensure that Centre Assessed Grades were robust. As a result, there were only three grade changes following two appeals, an extremely low number in comparison to other schools.

Despite the change to the examination system, we were delighted with the performance of the students and their positive attitude during what was a difficult year.

At A Level, there was a 100% pass rate with 77% of students achieving A\* to C and 29% achieving A\* to A. Our first results in the Extended Project Qualification were equally strong with 50% achieving A\* to B.

At GCSE, 96% of students achieved a Grade 4 and above in all of their examinations. 8% achieved an average point score of 7.8 and above with one student gaining an average point score of 8.7 across 10 subjects.

Whilst we are confident that the examination results are a true reflection of the students' ability and the results that they would have achieved in a normal year, the process required during the lockdown was far from normal. We have therefore taken the decision that a comparison to previous results provides little value for this year.

Students also achieved success in Speech and Drama, Music and Foreign Language examinations as well as the Duke of Edinburgh's Award. There was a 100% pass rate in the LAMDA Speech and Drama examinations with two thirds of students achieving a distinction and four achieving a Gold Medal. We also saw 100% pass rates in EFL and ABRSM examinations, and a 100% pass rate in The Duke Of Edinburgh's Award expeditions, with several girls completing their Gold Award.

Progress testing remained in place throughout the entire year, despite the move to online with students receiving attitude or assessment grades twice a term. Work also continued to embed formative marking to ensure that students understand their next steps in order to progress. This is complemented by a comprehensive reporting system and online homework app that ensures parents are fully aware of progress.

The school is 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 school was inspected in May 2019. The report commented that 'the Parents consulted were full of praise for the school and for the Student Support Department in particular. One parent said of the school 'I can't fault it' and another reported that their daughter 'had come on in leaps and bounds' since being at Cobham Hall. Despite the move to lockdown and online learning, Student Support continued in the virtual classroom and in one to one sessions.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

#### Co-Curricular Activities

The School continues to provide a comprehensive and balanced range of co-curricular activities for day girls and boarders which are well attended. The restriction imposed due to Covid meant that the School had to adapt to a different way of delivering co-curricular as online provision. Staff responded exceptionally and creatively developing a range of online clubs ranging from creative writing to STEM projects to exercise sessions. As well as continuing to stretch and challenge students, many of the sessions were designed to keep students in contact with each other while outside of the classroom and engage families. Participation in a range of activities is central to the School's ethos and reflects the principles of Round Square.

#### Training and Staff Development

In the early part of the year, training focused on use of smart screens in the classroom and use of Office 365, training that was to provide extremely useful following the move to online learning. Retrieval practice and formative marking were also the subject of INSET.

The staff peer observation scheme and work scrutiny within faculties continued, even during lockdown, providing an opportunity to promote the sharing of good practice. Under the scheme teaching staff pair up and observe each other's lessons. Staff continued 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. Attendance at workshops and training courses was encouraged where possible.

However, the lasting memory of the year for many was the quick up skilling required to move from classroom teaching to online teaching. Although staff had prior knowledge of Microsoft 365, the move to teaching through Teams required an intensive period of IT training along with adoption of new teaching practice during the early spring followed by ongoing training and development during the lockdown period. The fact that the School continued to provide a full curriculum, ongoing student support and pastoral care during the lockdown is testament to the hard work, resilience and adaptability of academic and support staff.

#### Community

The integration of boarders and day girls in year groups has resulted in a sustained 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. The Wellbeing Centre is open lunchtime. There is a programme of extra curricular events and activities that take place in the centre. There are plenty of self-help books to read, literature that can be taken away and signposts for further help.

Anti-bullying ambassadors, Wellbeing ambassadors and the "big sister" scheme continue to be effective promoters of community cohesion.

#### Training and Staff Development

In the early part of the year, training focused on use of smart screens in the classroom and use of Office 365, training that was to provide extremely useful following the move to online learning. Retrieval practice and formative marking were also the subject of INSET.

The staff peer observation scheme and work scrutiny within faculties continued, even during lockdown, providing an opportunity to promote the sharing of good practice. Under the scheme teaching staff pair up and observe each other's lessons. Staff continued 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. Attendance at workshops and training courses was encouraged where possible.



---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**Public Benefit**

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

In the past year 7% of the gross fee income was provided in the form of means tested 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.

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 continued to host Take Pride, a Community Interest Partnership set up to support the development of sport in local primary schools. The School provides offices at no cost and works with the partnership to develop a range of sporting activities and events using the School's facilities.

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 in a variety of locations. The School's Head of Music and our Voice and Piano Tutor assist the local Community Choir with the School providing a venue, free of charge, for concerts. The School has also continued to work with local charities to support fundraising including free use of the School to host major fundraising events.

**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

The net deficit for the year amounted to £731,711 before depreciation (2019: £6,079 surplus). A significant factor in the annual outturn was the impact of Covid on commercial activities and the failure of insurances to respond to the pandemic. Additionally, following a review of the impact of Covid 19, the continued financial uncertainty and to align their policy with that of the Foundation, the Directors have elected to increase bad debt provision.

**Resources**

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

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**PRINCIPAL RISKS AND UNCERTAINTIES**

The Governors have overall responsibility for the management of risks faced by the Charity with the Leadership Team taking day to day responsibility. 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.
- Failure to maintain good standards of Health and Safety.
- Failure to operate within the School's Charitable objectives.
- Failure to secure sufficient insurance cover.
- Failure of Governance.
- Failure to implement appropriate financial controls.
- Failure to adequately respond to potential further lockdowns due to Covid 19 and failure to ensure the safety of staff and pupils.

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.

**Structure, governance and management**

**Constitution**

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 June 2006, December 2007, March 2012, June 2013 and June 2018.

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

**Pay policy for senior staff**

The salaries of senior staff are reviewed annually by the School's Remuneration Committee. The Committee reports its recommendations to the Board of Governors.

**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 Headmistress 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

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

as well as boarding and other compliance issues. Financial performance and recruitment are monitored against forecasts agreed by the Board. The Headmistress, Deputy Headmistress, Director of Studies 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.

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 once. 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.

**Post balance sheet events**

On 1st December 2020, following extensive discussion and Due Diligence, supported by the School's legal advisors, the Board of Governors resolved that it was in the best interests of Cobham Hall to enter into a Merger Deed with the Mill Hill School Foundation (MHSF). The merger completed on 4th March 2021. Under the terms of the merger, all assets and liabilities of Cobham Hall were transferred to MHSF. All shares in Cobham Hall Enterprises, were also transferred on completion.

The merger deed protects the individual character of the school whilst providing financial security, the opportunity for joint promotion and collaboration, as well as the ability to unlock Cobham Hall's assets to enable future investment in the School.

Following completion of the merger and full transfer of leases and other liabilities, Cobham Hall will be struck off.

**Information on fundraising practices**

The School's fundraising activity is conducted by its trading subsidiary Cobham Hall Enterprises Limited, this consists largely of letting the premises to language schools, film producers and community groups. The charity does not undertake direct fundraising activities with members of the public. No fundraising complaints (2019:none) were received during the year.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**Governors' responsibilities statement**

The Governors (who are also directors of Cobham Hall School for the purposes of company law) are responsible for preparing the Governors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to:

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

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

**Disclosure of information to auditor**

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as that Governor is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

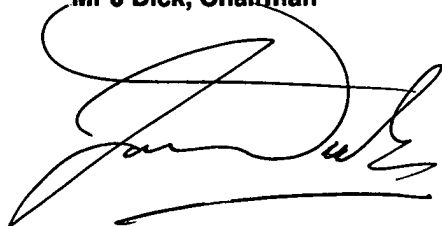
**GOVERNORS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

This report was approved by the Governors, on

and signed on their behalf by:

**Mr J Dick, Chairman**

A handwritten signature in black ink, appearing to be 'J Dick', written over a horizontal line.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COBHAM HALL**

---

**Opinion**

We have audited the financial statements of Cobham Hall (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2020 set out on pages 15 to 36. 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 group's and of the parent charitable company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

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

We draw attention to the fact that the Trustees intend to liquidate the parent company - Cobham Hall - and therefore do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trade, assets and liabilities of Cobham Hall were transferred to the Mill Hill School Foundation post year-end. Cobham Hall does, however, remain solvent.

Accordingly, the consolidated financial statements have been prepared on a basis other than going concern. Our opinion is not modified in respect of this matter.

The financial statements of the group's subsidiary, Cobham Hall Enterprises Limited, have been prepared on a going concern basis. Ownership of the shares in the subsidiary were transferred to the Mill Hill School Foundation post year-end.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COBHAM HALL**

---

**Other information**

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

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.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

- the parent charitable company has 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 parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COBHAM HALL**

---

**Responsibilities of trustees**

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

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

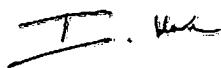
**Auditor's responsibilities for the audit of the financial statements**

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: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

**Use of our report**

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



Ian Weekes (Senior statutory auditor)

for and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

Riverside House  
40 - 46 High Street  
Maidstone  
Kent  
ME14 1J0  
Date: 31 May 2021



**COBHAM HALL**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>					
Charitable activities	2	3,734,899	-	3,734,899	3,754,566
Other trading activities	4	158,377	-	158,377	456,586
Other income	3	353,936	-	353,936	239,332
<b>Total income</b>		<b>4,247,212</b>	<b>-</b>	<b>4,247,212</b>	<b>4,450,484</b>
<b>Expenditure on:</b>					
Raising funds	4	115,701	-	115,701	257,687
Charitable activities		4,923,279	-	4,923,279	4,228,347
<b>Total expenditure</b>	6	<b>5,038,980</b>	<b>-</b>	<b>5,038,980</b>	<b>4,486,034</b>
<b>Net expenditure before transfers</b>		<b>(791,768)</b>	<b>-</b>	<b>(791,768)</b>	<b>(35,550)</b>
Restricted funds	16	-	2,001	2,001	-
<b>Net income / (expenditure) before other recognised gains and losses</b>		<b>(791,768)</b>	<b>2,001</b>	<b>(789,767)</b>	<b>(35,550)</b>
<b>Net movement in funds</b>		<b>(791,768)</b>	<b>2,001</b>	<b>(789,767)</b>	<b>(35,550)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		4,629,215	-	4,629,215	4,664,765
<b>Total funds carried forward</b>		<b>3,837,447</b>	<b>2,001</b>	<b>3,839,448</b>	<b>4,629,215</b>

The notes on pages 19 to 36 form part of these financial statements.

**COBHAM HALL**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 686707**

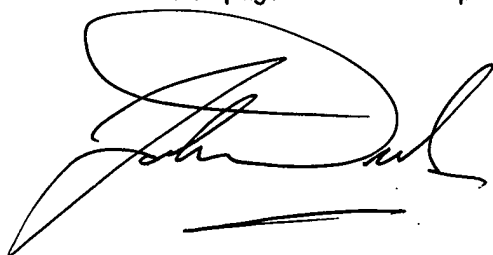
**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2020**

	Note	£	2020 £	£	2019 £
<b>Fixed assets</b>					
Tangible assets	10		6,289,714		6,270,958
<b>Current assets</b>					
Stocks	12	17,567		18,169	
Debtors	13	622,483		1,387,228	
Cash at bank and in hand		16,416		11,529	
		<u>656,466</u>		<u>1,416,926</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(2,780,063)</u>		<u>(2,659,220)</u>	
<b>Net current liabilities</b>			<u>(2,123,597)</u>		<u>(1,242,294)</u>
<b>Total assets less current liabilities</b>			<u>4,166,117</u>		<u>5,028,664</u>
<b>Creditors: amounts falling due after more than one year</b>	15		<u>(326,669)</u>		<u>(399,449)</u>
<b>Net assets</b>			<u>3,839,448</u>		<u>4,629,215</u>
<b>Charity Funds</b>					
Restricted funds	16		2,001		-
Unrestricted funds	16		3,837,447		4,629,215
<b>Total funds</b>			<u>3,839,448</u>		<u>4,629,215</u>

The financial statements were approved and authorised for issue by the Governors on 27 May 2021 and signed on their behalf, by:

**Mr J Dick, Chairman**

The notes on pages 19 to 36 form part of these financial statements.

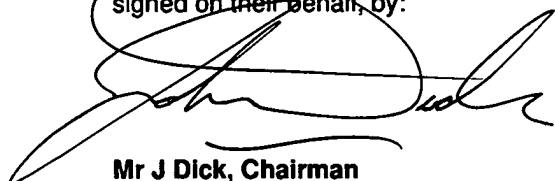


**COBHAM HALL**  
(A company limited by guarantee)  
REGISTERED NUMBER: 686707

**COMPANY BALANCE SHEET**  
**AS AT 31 AUGUST 2020**

	Note	£	2020 £	£	2019 £
<b>Fixed assets</b>					
Tangible assets	10		6,284,166		6,265,410
Investments	11		100		100
			<u>6,284,266</u>		<u>6,265,510</u>
<b>Current assets</b>					
Stocks	12	17,567		10,347	
Debtors	13	700,424		1,642,412	
Cash at bank		14,186		5,768	
		<u>732,177</u>		<u>1,658,527</u>	
<b>Creditors: amounts falling due within one year</b>	14	(2,850,326)		(2,895,373)	
<b>Net current liabilities</b>			<u>(2,118,149)</u>		<u>(1,236,846)</u>
<b>Total assets less current liabilities</b>			<u>4,166,117</u>		<u>5,028,664</u>
<b>Creditors: amounts falling due after more than one year</b>	15		(326,669)		(399,449)
<b>Net assets</b>			<u>3,839,448</u>		<u>4,629,215</u>
<b>Charity Funds</b>					
Restricted funds			2,001		-
Restricted funds - analysed	16		-		-
Unrestricted funds			<u>3,837,447</u>		<u>4,629,215</u>
<b>Total funds</b>			<u>3,839,448</u>		<u>4,629,215</u>

The financial statements were approved and authorised for issue by the Governors on 27 May 2021 and signed on their behalf, by:



**Mr J Dick, Chairman**

The notes on pages 19 to 36 form part of these financial statements.

**COBHAM HALL**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	18	(145,710)	(179,900)
<b>Cash flows from investing activities:</b>			
Interest on late fees		44,680	62,958
Purchase of tangible fixed assets		-	(4,510)
Interest paid		(8,464)	(12,533)
<b>Net cash provided by investing activities</b>		36,216	45,915
<b>Cash flows from financing activities:</b>			
Repayments of borrowings		(15,000)	(15,000)
Repayment of items on HP		(17,862)	-
<b>Net cash used in financing activities</b>		(32,862)	(15,000)
<b>Change in cash and cash equivalents in the year</b>		(142,356)	(148,985)
Cash and cash equivalents brought forward		(408,726)	(259,741)
<b>Cash and cash equivalents carried forward</b>	19	(551,082)	(408,726)

The notes on pages 19 to 36 form part of these financial statements.

**Analysis of Net Debt**

	At 1 September 2019 £	Cash flow £	New Finance Leases £	At 31 August 2020 £
Cash at bank and in hand	11,529	4,887	-	16,416
Bank overdrafts	(420,216)	(158,426)	-	(578,642)
Bank loan	(73,750)	-	-	(73,750)
Finance leases	-	14,163	(78,813)	(64,650)
<b>Total</b>	(482,437)	(139,376)	(78,813)	(700,626)

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

Accounting standards require the trustees to consider the appropriateness of the going concern basis when preparing the financial statements. For reasons set out in the governors' report, the group is not a going concern as the school entered into a merger agreement with the Mill Hill School Foundation (MHSF) post year-end. After completion of the merger, Cobham Hall will be struck off. The financial statements have been prepared to show some liabilities as over one year which remains appropriate as the liabilities will be transferred to the new business.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

**1.2 Company status**

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

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies (continued)**

**1.3 Income**

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

School fees receivable, less any bursaries or scholarships are billed termly in advance and the income is recognised on the first day of the new term to which they relate. Where fees are received in advance of the relevant period, they are recognised as deferred income.

Income receivable for extras to the core school fees is billed in arrears on the following term's bill when the amount of income receivable can be measured reliably. Amounts are recognised in the period to which they relate and held in trade debtors until payment is received.

Donations, legacies, grants and other voluntary income are accounted for when the following criteria are satisfied; entitlement has arisen, the amount can be reliably measured and the economic benefit is considered probable.

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

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies (continued)**

**1.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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.

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

Support costs are those costs incurred directly in support of expenditure on the objects of the company.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**1.5 Fund accounting**

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

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

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies (continued)**

**1.6 Basis of consolidation**

The financial statements consolidate the accounts of Cobham Hall and all of its subsidiary undertakings ('subsidiaries').

The School has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The income and expenditure account for the year dealt with in the accounts of the School was £-227,708 (2019 - £35,550).

**1.7 Turnover**

Turnover comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

**1.8 Tangible fixed assets and depreciation**

All assets costing more than £2,000 are capitalised.

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

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% on valuation
Buildings of non-permanent construction	-	5% on cost
Motor vehicles	-	25% on cost
Fixtures and fittings pre 1 September 2003	-	5% on cost
Fixtures and fittings post 1 September 2003	-	25% on cost
Computer equipment	-	25% on cost

**1.9 Investments**

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

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



---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies (continued)**

**1.10 Leasing and hire purchase**

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

**1.11 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**1.12 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

**1.13 Debtors**

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

**1.14 Cash at Bank and in hand**

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

**1.15 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

**1.16 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**1. Accounting Policies (continued)**

**1.17 Financial instruments**

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

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**1. Accounting Policies (continued)**

**1.18 Pensions**

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

The company also participates in the Teacher Pension Scheme and further details are included in note 20.

**1.19 Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Tangible fixed assets: the trustees annually assess both the residual value of these assets and the expected useful life of such assets which is currently judged to be up to 50 years, based on experience.

ii) Recoverability of trade debtors: the directors annually assess whether a bad debt provision is required for any bad or doubtful debtor balances. Noting the financial impact of Covid-19 during the period and the continued uncertainty that this has created, along with aligning the Company bad debt policy with that of MHSF, the directors have elected to increase the bad debt provision in the year.

**2. Income from charitable activities**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Gross fees	4,342,201	-	4,342,201	4,224,388
Scholarships and allowances	(1,052,654)	-	(1,052,654)	(906,148)
Extras and disbursements	364,696	-	364,696	332,338
Voluntary extra subjects	52,978	-	52,978	64,482
Registration fees	8,748	-	8,748	12,883
Other	18,930	-	18,930	26,623
	<u>3,734,899</u>	<u>-</u>	<u>3,734,899</u>	<u>3,754,566</u>
<i>Total 2019</i>	<u>3,754,566</u>	<u>-</u>	<u>3,754,566</u>	

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**3. Other incoming resources**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Voluntary incoming resources	309,256	-	309,256	176,374
Interest received	44,680	-	44,680	62,958
	<u>353,936</u>	<u>-</u>	<u>353,936</u>	<u>239,332</u>
<i>Total 2019</i>	<u>239,332</u>	<u>-</u>	<u>239,332</u>	

**4. Trading activities**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Charity trading income</b>				
Income generated by trading subsidiary	158,377	-	158,377	456,586
Net income from trading activities	<u>158,377</u>	<u>-</u>	<u>158,377</u>	<u>456,586</u>

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**5. Support costs**

	Provision of education £	Total 2020 £	Total 2019 £
Postage, telephone, computer and office costs	39,786	39,786	36,095
Bank charges	8,464	8,464	20,368
Subscriptions and donations	12,717	12,717	20,751
Advertising and website costs	45,700	45,700	57,967
Commissions	33,331	33,331	59,922
Courses and INSET	13,153	13,153	13,260
Recruitment	21,331	21,331	39,172
Solicitors and other professional costs	38,704	38,704	12,196
Round Square	5,276	5,276	5,123
Other	723,617	723,617	78,315
Audit fees	13,080	13,080	15,684
	<u>955,159</u>	<u>955,159</u>	<u>358,853</u>
<i>Total 2019</i>	<u>358,853</u>	<u>358,853</u>	

**6. Analysis of Expenditure by expenditure type**

	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total 2020 £	Total 2019 £
Finance costs	-	-	115,701	115,701	257,687
<b>Costs of raising funds</b>	<u>-</u>	<u>-</u>	<u>115,701</u>	<u>115,701</u>	<u>257,687</u>
Teaching costs	2,216,399	-	1,280,958	3,497,357	2,749,122
Welfare	300,768	-	111,330	412,098	470,363
Premises	425,571	60,056	528,197	1,013,824	1,008,864
<b>Charitable activities</b>	<u>2,942,738</u>	<u>60,056</u>	<u>1,920,485</u>	<u>4,923,279</u>	<u>4,228,349</u>
	<u>2,942,738</u>	<u>60,056</u>	<u>2,036,186</u>	<u>5,038,980</u>	<u>4,486,036</u>
<i>Total 2019</i>	<u>2,803,908</u>	<u>41,630</u>	<u>1,640,498</u>	<u>4,486,036</u>	

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**7. Net income/(expenditure)**

This is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets:	<b>60,057</b>	<b>41,629</b>

During the year, no Governors received any remuneration (2019 - £NIL).

**8. Staff costs**

Staff costs were as follows:

	2020 £	2019 £
Wages and salaries	<b>2,359,639</b>	<b>2,329,650</b>
Social security costs	<b>218,818</b>	<b>212,740</b>
Other pension costs	<b>364,281</b>	<b>261,517</b>
	<b>2,942,738</b>	<b>2,803,907</b>

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

	2020 No.	2019 No.
Teaching	<b>32</b>	<b>40</b>
Other - full time	<b>45</b>	<b>59</b>
	<b>77</b>	<b>99</b>

Average headcount expressed as a full time equivalent:

	2020 No.	2019 No.
Teaching	<b>33</b>	<b>32</b>
Other	<b>45</b>	<b>45</b>
	<b>78</b>	<b>77</b>

The number of higher paid employees was:

	2020 No.	2019 No.
In the band £80,001 - £90,000	<b>1</b>	<b>1</b>

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**9. Key management personnel**

	2020 £	2019 £
Employment benefit	<u>258,296</u>	<u>300,913</u>

Key management personnel are considered to be the Senior Leadership Team consisting of 4 employees.

**10. Tangible fixed assets**

Group	Land £	Freehold historic buildings £	Freehold other buildings £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Cost</b>						
At 1 September 2019	399,755	5,586,579	396,398	56,994	756,324	7,196,050
Additions	-	-	-	-	78,813	78,813
At 31 August 2020	<u>399,755</u>	<u>5,586,579</u>	<u>396,398</u>	<u>56,994</u>	<u>835,137</u>	<u>7,274,863</u>
<b>Depreciation</b>						
At 1 September 2019	-	-	249,005	56,994	619,093	925,092
Charge for the year	-	-	8,244	-	51,813	60,057
At 31 August 2020	<u>-</u>	<u>-</u>	<u>257,249</u>	<u>56,994</u>	<u>670,906</u>	<u>985,149</u>
<b>Net book value</b>						
At 31 August 2020	<u>399,755</u>	<u>5,586,579</u>	<u>139,149</u>	<u>-</u>	<u>164,231</u>	<u>6,289,714</u>
At 31 August 2019	<u>399,755</u>	<u>5,586,579</u>	<u>147,393</u>	<u>-</u>	<u>137,231</u>	<u>6,270,958</u>

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

Group	2020 £	2019 £
Computer equipment	<u>59,110</u>	<u>-</u>

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

<b>Company</b>	<b>Freehold property £</b>	<b>Long-term leasehold property £</b>	<b>Freehold other buildings £</b>	<b>Motor vehicles £</b>	<b>Fixtures and fittings £</b>	<b>Total £</b>
<b>Cost</b>						
At 1 September 2019	399,755	5,586,579	396,398	56,994	750,776	7,190,502
Additions	-	-	-	-	78,813	78,813
At 31 August 2020	399,755	5,586,579	396,398	56,994	829,589	7,269,315
<b>Depreciation</b>						
At 1 September 2019	-	-	249,005	56,994	619,093	925,092
Charge for the year	-	-	8,244	-	51,813	60,057
At 31 August 2020	-	-	257,249	56,994	670,906	985,149
<b>Net book value</b>						
At 31 August 2020	399,755	5,586,579	139,149	-	158,683	6,284,166
At 31 August 2019	399,755	5,586,579	147,393	-	131,683	6,265,410

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

<b>Company</b>	<b>2020 £</b>	<b>2019 £</b>
Computer equipment	59,110	-

**11. Fixed asset investments**

<b>Company</b>	<b>Shares in group undertakings £</b>
<b>Market value</b>	
At 1 September 2019 and 31 August 2020	100

**12. Stocks**

	<b>Group</b>		<b>Company</b>	
	<b>2020 £</b>	<b>2019 £</b>	<b>2020 £</b>	<b>2019 £</b>
Raw materials	17,567	18,169	17,567	10,347



**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**13. Debtors**

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	521,137	1,285,638	491,587	1,243,317
Amounts owed by group undertakings	-	-	107,663	334,500
Other debtors	20,987	40,090	20,815	3,095
Prepayments and accrued income	80,359	61,500	80,359	61,500
	<u>622,483</u>	<u>1,387,228</u>	<u>700,424</u>	<u>1,642,412</u>

**14. Creditors: Amounts falling due within one year**

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£	£	£	£
Bank loans and overdrafts	593,642	435,255	593,642	435,255
Net obligations under finance leases and hire purchase contracts	14,963	-	14,963	-
Trade creditors	31,678	90,882	21,458	62,713
Amounts owed to group undertakings	-	-	115,923	305,633
Other taxation and social security	356,628	96,442	351,989	88,479
Other creditors	659,812	540,689	631,615	510,071
Accruals and deferred income	1,123,340	1,495,952	1,120,736	1,493,222
	<u>2,780,063</u>	<u>2,659,220</u>	<u>2,850,326</u>	<u>2,895,373</u>

The school has a bank overdraft facility which is secured on the School property and other assets.

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**15. Creditors: Amounts falling due after more than one year**

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	43,750	58,750	43,750	58,750
Net obligations under finance leases and hire purchase contracts	49,687	-	49,687	-
Accruals and deferred income	233,232	340,699	233,232	340,699
	<u>326,669</u>	<u>399,449</u>	<u>326,669</u>	<u>399,449</u>

Included within the above are amounts falling due as follows:

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£	£	£	£
<b>Between one and two years</b>				
Bank loans	15,000	15,000	15,000	15,000
<b>Between two and five years</b>				
Bank loans	28,750	43,750	28,750	43,750

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

	<u>Group</u>		<u>Company</u>	
	2020	2019	2020	2019
	£	£	£	£
Between one and five years	49,687	-	49,687	-

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.

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**16. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2019 £	Income £	Expenditure £	New designation £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>					
General Funds - all funds	4,629,215	4,247,212	(5,038,980)	-	3,837,447
<b>Restricted funds</b>					
Restricted Fund	-	-	-	2,001	2,001
<b>Total of funds</b>	<b>4,629,215</b>	<b>4,247,212</b>	<b>(5,038,980)</b>	<b>2,001</b>	<b>3,839,448</b>

**Statement of funds - prior year**

	Balance at 1 September 2018 £	Income £	Expenditure £	Balance at 31 August 2019 £
General Funds - all funds	4,664,765	4,450,484	(4,486,034)	4,629,215
<b>Total of funds</b>	<b>4,664,765</b>	<b>4,450,484</b>	<b>(4,486,034)</b>	<b>4,629,215</b>

**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	6,289,714	-	6,289,714
Current assets	654,465	2,001	656,466
Creditors due within one year	(2,780,064)	-	(2,780,064)
Creditors due in more than one year	(326,669)	-	(326,669)
	<b>3,837,447</b>	<b>2,001</b>	<b>3,839,448</b>

**COBHAM HALL**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**17. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	6,270,958	-	6,270,958
Current assets	1,605,920	-	1,605,920
Creditors due within one year	(2,848,214)	-	(2,848,214)
Creditors due in more than one year	(399,449)	-	(399,449)
	<u>4,629,215</u>	<u>-</u>	<u>4,629,215</u>

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

	<b>Group</b>
	<b>2020 £</b>
Net expenditure for the year (as per Statement of Financial Activities)	(789,767)
<b>Adjustment for:</b>	
Depreciation charges	60,057
Interest on late fees	(44,680)
Interest paid	8,464
Decrease/(increase) in stocks	1,604
Decrease/(increase) in debtors	758,872
(Decrease)/increase in creditors	(140,260)
<b>Net cash used in operating activities</b>	<b>(145,710)</b>

**19. Analysis of cash and cash equivalents**

	<b>Group</b>
	<b>2020 £</b>
Cash in hand	16,416
Overdraft facility repayable on demand	(567,498)
<b>Total</b>	<b>(551,082)</b>

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**20. Pension commitments**

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £401,109 (2019: £192,246).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until a remedy to the discrimination conclusion has been determined by the Employment Tribunal it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

**Other schemes**

The charity also operates a defined contribution scheme for all its non teaching staff where those staff choose to participate. These are operated by insurance companies.

The charity's total contributions for the year was £362,698 (2019 - £261,517). The amounts outstanding at the year end were £53,899 (2019 - £34,872).

---

**COBHAM HALL**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**21. Related party transactions**

During the year, the trading subsidiary gift aided £17,444 (2019 - £268,083) to Cobham Hall. At the year-end, a net creditor balance of £12,373 was owed to the trading subsidiary (2019 - net debtor of £28,566 owed from the trading subsidiary).

**22. Post balance sheet events**

On 1st December 2020, following extensive discussion and Due Diligence, supported by the School's legal advisors, the Board of Governors resolved that it was in the best interests of Cobham Hall to enter into a Merger Deed with the Mill Hill School Foundation (MHSF). The merger completed on 4th March 2021. Under the terms of the merger, all assets and liabilities of Cobham Hall were transferred to MHSF. All shares in Cobham Hall Enterprises, were also transferred on completion.

The merger deed protects the individual character of the school whilst providing financial security, the opportunity for joint promotion and collaboration, as well as the ability to unlock Cobham Hall's assets to enable future investment in the School.

Following completion of the merger and full transfer of leases and other liabilities, Cobham Hall will be struck off.

**23. Principal subsidiaries**

**Cobham Hall Enterprises LTD**

Subsidiary name	Cobham Hall Enterprises LTD
Company registration number	03032723
Basis of control	Majority shareholding
Equity shareholding %	100%
 Total assets as at 31 August 2020	 £ 367,480
Total liabilities as at 31 August 2020	£ (363,758)
Total equity as at 31 August 2020	£ 3,722
 Turnover for the year ended 31 August 2020	 £ 158,377
Expenditure for the year ended 31 August 2020	£ 137,311
Profit for the year ended 31 August 2020	£ 21,067