

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2003
FOR
BALLARD SCHOOL LIMITED
(Limited by Guarantee)



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BALLARD SCHOOL LIMITED
(Limited by Guarantee)

INDEX TO THE FINANCIAL STATEMENTS


	Page
Company Information	1
Report of the Council of Management	2 - 4
Report of the Auditors	5
Statement of Financial Activities	6 - 7
Balance Sheet	8
Cash Flow Statement	9
Notes to the Cash Flow Statement	10
Notes to the Financial Statements	11 - 20
Detailed Income and Expenditure Account	21
Detailed Income and Expenditure Account Schedules	22 - 23

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTICE IS HEREBY GIVEN that the eighth Annual General Meeting of the Company will be held at The Ballard School, New Milton, Hampshire, on 11 March 2004 at 11 am for the following purposes:

1. To receive and consider the financial statements for the year ended 31 August 2003, together with the reports of the Council of Management and the Auditors thereon.
2. To elect Members to the Council of Management.
3. To appoint Nexia Audit Limited as Auditors and to authorise The Council of Management to fix their remuneration.
4. To receive reports from the Headmaster.
5. To transact any other business which, under the company's Articles of Association, may be transacted at an ordinary general meeting.

Dated the 16th February 2004


.....
Secretary

New Milton
Hampshire
BH25 5SU

A Member entitled to attend and vote at Meeting may appoint a proxy to attend and vote for him, and such proxy need not be a Member of the Company. Such notice of appointment of proxy must be lodged at Ballard School, New Milton, Hampshire, BH25 5SU, not later than 48 hours before the meeting.

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

COMPANY INFORMATION

Council of Management: Mrs Anne Beeby (Chairman)
Mr G L Alexander
Mr P Rogers
Mrs P Bellars (resigned 31 August 2003)
Mr W Howard
Mr J Hockley (resigned 31 December 2003)
Mrs M Stevenson
Mr D Balfour (resigned 31 August 2003)
Mr M Green (resigned 22 October 2002)
Mrs A Trask (appointed 13 March 2003)
Mr W Hood (appointed 13 March 2003)
Mr C Ford (appointed 13 March 2003)
Mr A Butterworth (appointed 13 March 2003)
Mrs W Roberts (appointed 14 November 2003)

Secretary Mr R B M Lobo

Registered Office: Fernhill Lane
New Milton
Hampshire
BH25 5SU

Registered Charity Number: 307328

Company Number: 733644

Auditors: Nexia Audit Limited
Old Library Chambers
21 Chipper Lane
Salisbury
Wiltshire SP1 1BG

Bankers: HSBC
59 Old Christchurch Road
Bournemouth
Dorset BH1 1EH

Solicitors: Derek T Wilkinson & Co
4 Durley Chine Road
Bournemouth
Dorset BH2 5QT

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

REPORT OF THE COUNCIL OF MANAGEMENT

The management submit their report and financial statements for the year ended 31 August 2003.

These financial statements have been prepared in accordance with the Companies Act 1985 and Charities SORP 2000 (Statement of Recommended Practice – "Accounting by Charities").

LEGAL AND ADMINISTRATIVE INFORMATION

Details of the following may be found on page 1 of these financial statements:

Members of the Council of Management
Registered Office
Bankers
Solicitors
Auditors
Company registration number
Charity registration number

The charity is a limited company, limited by guarantee and is governed by its memorandum and articles of association.

METHOD OF APPOINTMENT OR ELECTION OF TRUSTEES

Trustees are elected at a meeting of the Governing Council. Their appointment is then ratified or they are re-elected at the following AGM.

Any Council Member can nominate, but appointment can only take place by vote.

STATUS AND ADMINISTRATION

The Charity is constituted by a 1962 Trust Deed and registered with the Charity Commissioners under charity number 307328. The Trust Deed has been amended in subsequent years; the latest amendment being in 1996.

CHARITABLE OBJECTS

The Objects of the Charity is to provide first-class education for children, infants or students combined with sound religious training on Protestant and Evangelical principles founded on the Holy Bible. The Charity also seeks to promote its educational and Christian ethos by offering Exhibitions, Scholarships and Bursaries as appropriate. A large proportion of these awards are made to pupils who otherwise would not be able to attend Ballard School.

BOARD POLICY

The Charity provides education in New Milton to boys and girls from the ages of 2 to 16. We are continuing to expand the teaching of Information Communication Technology, Music and Art.

It is Ballard School's policy to strive for the highest academic levels achievable by the pupils as well as providing an extra-curricular programme which aims to develop the life-long leisure interests and help build self-confidence and a desire to contribute to the community.

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

REPORT OF THE COUNCIL OF MANAGEMENT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

Continuing the upward trend of recent years, Ballard School had an average of 425 pupils on roll during the academic year 2002-2003. Numbers in some senior year groups, Years 6, 8 and 10, were particularly high.

Pupils of all ages achieved high academic standards. In Key Stage 1 national tests, over 50% of year 2 pupils reached a Level 3 in Mathematics, Science and English; all achieved Level 2. At GCSE results were significantly better than in previous year; 95% of pupils gained five or more A* to C grades.

School sports teams, particularly senior teams, have played a record number of fixtures and achieved excellent results. In all sports the boys' Under 9 and Under 15 teams won over 90% of their matches. The girls' teams have also recorded very good results.

The School continues to support many national and local charities. Pupils regularly entertain those living in the retirement homes near the School. Strong links continue with Bashley Cricket Club and other local bodies. The very active and well-organised friends of Ballard School, the parent-teacher organisation, organised several well-attended functions. The new sports pavilion is tangible evidence of the friends' commitment to the School.

DEVELOPMENTS

In March 2003 building of a new £820,000 multi-purpose hall commenced. The architects are Nugent, Vallis, Brierley Ltd, the quantity surveyors are Davis, Langdon and Everest, and the contractors, chosen from six firms who tendered, are H H Drew and Son. The hall will be completed in January 2004. The School intends to apply for an entertainment licence for this building.

FINANCIAL ACTIVITIES AND RESULTS

Ballard School's operating surplus of nearly £230,000 is a consequence of improved recruitment (with fee income up by 17%) and higher returns on the investments. Awards, in the form of scholarships, bursaries and grants increased again this year by 39% on last year: 11.5% of children were in receipt of an award of one form or another.

RESERVES

The school's policy is to maintain reserves sufficient to enable the school to meet its objects. At the year end reserves were £3,216,082 (2002: £2,987,861).

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

REPORT OF THE COUNCIL OF MANAGEMENT

INVESTMENT POWERS, POLICY AND PERFORMANCE

The Trustee investment powers are governed by the Trust Deed. The Board's policy is to maximize income not immediately required for its main purposes. Accordingly, the Charity's investments have been managed in conformity with our policy and the Trust Deed, and their performance for the year has been in excess of expectations.

GRANT MAKING POLICY

We awarded £361,909 in fee discounts scholarships, bursaries and grants to 284 pupils through our general funds. These awards help us to maintain our educational standards.

The Governors' policy, in line with that of other independent Schools, is to make these awards on the basis of the individual's educational ability.

RISK MANAGEMENT

The Board has examined the principal areas of the School's operations and considered the major risks faced in each of these areas.

In the opinion of the Governors, the Charity has established resources and reviewed systems, which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day to day operations.

DISABLED STAFF

The company's policy is to recruit disabled workers for those vacancies that they are able to fill. All necessary assistance with initial training courses is give. Once employed, a career plan is developed so as to ensure suitable opportunities for each disabled person. Arrangements are made, wherever possible, for retraining employees who become disabled, to enable them to perform work identified as appropriate to their aptitudes and abilities.

STATEMENT OF COUNCIL MEMBERS RESPONSIBILITIES

Company law requires the council members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the council members are required to:

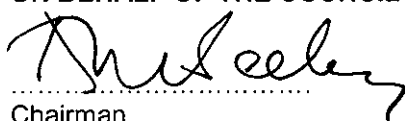
- ♦ select suitable accounting policies and then apply them consistently;
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The council members are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with Companies Act 1985, the SORP 2000, and the Memorandum and Articles of Association. 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.

AUDITORS

The auditors, Nexia Audit Limited, have indicated their willingness to continue in office in accordance with Section 385 of the Companies Act 1985.

ON BEHALF OF THE COUNCIL


Chairman

Dated: 11.3.04.

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BALLARD SCHOOL LIMITED
(Limited by Guarantee)

We have audited the accounts of Ballard School Limited for the year ended 31 August 2003 on pages 6 to 20. These accounts have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Company Act 1985. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report or for the opinions we have formed.

Respective responsibilities of Council Members and Auditors

As described in the Statement of Council Members' Responsibilities, the Council Members' (who are also the directors of Ballard School Limited for the purposes of company law) are responsible for the preparation of the accounts in accordance with applicable law, United Kingdom Accounting Standards and the Statement of Recommended Practice for charities.

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Council Members' Report is not consistent with the accounts, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if the information specified by law regarding Council Members' remuneration and transactions with the company is not disclosed.

We read the Council Members' report and consider whether it is consistent with the audited accounts. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the accounts.

Basis of audit opinion

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the Council Members' in the preparation of the accounts, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion the accounts give a true and fair view of the state of the charitable company's affairs as at 31 August 2003 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Nexia Audit Limited
NEXIA AUDIT LIMITED

Chartered Accountants
Registered Auditors
Old Library Chambers
21 Chipper Lane
Salisbury
Wiltshire SP1 1BG

Dated: *23rd March 2004*

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 August 2003

	Notes	Unrestricted School £	2003 Funds Other £	Total £	2002 £
INCOMING RESOURCES					
Charitable Activities					
School fees – gross		2,702,742	-	2,702,742	2,310,593
Extras		-	40,218	40,218	41,801
		<u>2,702,742</u>	<u>40,218</u>	<u>2,742,960</u>	<u>2,352,394</u>
Less: Grants, scholarships bursaries and other allowances		299,899	-	299,899	215,413
		<u>2,402,843</u>	<u>40,218</u>	<u>2,443,061</u>	<u>2,136,981</u>
Entrance fees		6,885		6,885	6,605
Holiday and other lettings		-	16,271	16,271	13,374
Rent received		-	30,000	30,000	30,000
Investment income – UK interest received		-	39,639	39,639	34,451
Wayleave		-	2,040	2,040	2,040
Insurance commission		-	4,299	4,299	3,914
Profit/(loss) on sale of assets		-	300	300	(609)
Other income		-	23,916	23,916	10,778
		<u>2,409,728</u>	<u>156,683</u>	<u>2,566,411</u>	<u>2,237,534</u>
RESOURCES EXPENDED					
Charitable Expenditure					
Education	6	1,521,687	-	1,521,687	1,244,680
Housekeeping	6	259,595	-	259,595	248,171
Establishment	6	387,599	-	387,599	324,139
Administration	6	58,298	-	58,298	55,841
Publicity	6	12,363	-	12,363	12,021
Bank interest payable and other charges	6	1,458	-	1,458	2,494
		<u>2,241,000</u>	<u>-</u>	<u>2,241,000</u>	<u>1,887,346</u>
Other Expenditure					
Management and administration of the school	7	97,190	-	97,190	93,770
		<u>2,338,190</u>	<u>-</u>	<u>2,338,190</u>	<u>1,981,116</u>

The notes form part of these financial statements

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 August 2003

	Unrestricted School £	2003 Funds Other £	Total £	2002 £
Net incoming/(outgoing) resources before transfers and revaluations	71,538	156,683	228,221	256,418
Transfers between funds	156,683	(156,683)		
	-----	-----	-----	-----
Net income for the year	228,221	-	228,221	256,418
Balances brought forward at 1 September 2002	2,987,861	-	2,987,861	2,731,443
	-----	-----	-----	-----
Balances carried forward at 31 August 2003	3,216,082	-	3,216,082	2,987,861
	=====	=====	=====	=====

There were no recognised gains or losses in 2003 or 2002 other than the surplus for the year. All operations are classed as continuing.

This statement of financial activities incorporates the income and expenditure account for the year.

The notes form part of these financial statements

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

BALANCE SHEET
As at 31 August 2003

	Note	2003		2002	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	10		2,769,048		2,392,722
CURRENT ASSETS					
Stocks	11	3,467		2,160	
Debtors	12	65,935		51,590	
Cash at bank and in hand		879,439		843,647	
		<u>948,841</u>		<u>897,397</u>	
CREDITORS: Amounts falling due within one year	13	(501,807)		(302,258)	
		<u>-----</u>		<u>-----</u>	
NET CURRENT ASSETS			447,034		595,139
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>3,216,082</u>		<u>2,987,861</u>
			<u>=====</u>		<u>=====</u>
RESERVES					
Unrestricted income fund			3,216,082		2,987,861
			<u>=====</u>		<u>=====</u>

Approved by the Council of Management on 11/3/04 and signed on their behalf by:


Chairman

The notes form part of these financial statements

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

CASH FLOW STATEMENT
For the Year Ended 31 August 2003

	Notes	2003 £	2002 £
NET CASH INFLOW FROM OPERATING ACTIVITIES	A	455,226	306,307
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE	B	39,173	33,052
CAPITAL EXPENDITURE	C	(452,913)	(67,093)
FINANCING	D	(5,694)	(3,281)
INCREASE IN CASH		<u>35,792</u> =====	<u>268,985</u> =====
RECONCILIATION OF NET CASH INFLOW TO MOVEMENT IN NET FUNDS			
Increase in cash in the year		35,792	268,985
Cash used to repay finance lease hire purchase liabilities		<u>5,694</u>	<u>3,281</u>
Net funds at 1 September 2002		<u>41,486</u> 837,953	<u>272,266</u> 565,687
Net funds at 31 August 2003	E	<u>879,439</u> =====	<u>837,953</u> =====

These notes form part of these financial statements

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE CASH FLOW STATEMENT
For the Year Ended 31 August 2003

A RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES			
	2003		2002
	£		£
Net incoming resources	228,221		256,418
Interest receivable	(39,639)		(34,451)
Interest payable	466		1,399
Depreciation and amortisation charges	76,887		73,654
Loss/(profit) on fixed asset disposal	(300)		609
(Increase)/decrease in stocks	(1,307)		(132)
Decrease/(increase) in debtors	(14,345)		(2,598)
Increase/(decrease) in creditors	205,243		11,408
	-----		-----
	455,226		306,307
	=====		=====
B RETURNS ON INVESTMENT AND SERVICING OF FINANCE			
Interest received	39,639		34,451
Hire purchase interest	(466)		(1,399)
	-----		-----
	39,173		33,052
	=====		=====
C CAPITAL EXPENDITURE			
Receipts from disposal of tangible fixed assets	300		-
Payments to acquire tangible fixed assets	(453,213)		(67,093)
	-----		-----
	(452,913)		(67,093)
	=====		=====
D FINANCING			
Finance lease and hire purchase repayments	(5,694)		(3,281)
	-----		-----
	(5,694)		(3,281)
	=====		=====
E ANALYSIS OF CHANGES IN NET DEBT			
	At 1 September		At 31 August
	2002	Cashflows	2003
	£	£	£
Cash in hand	843,647	35,792	879,439
Finance lease and hire purchase liabilities	(5,694)	5,694	-
	-----	-----	-----
	837,953	41,486	879,439
	=====	=====	=====

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

1. ACCOUNTING POLICIES

(a) Basis of accounting:

The financial statements have been prepared under the historical cost accounting convention and in accordance with applicable United Kingdom accounting standards, the Charities SORP 2000 (Statement of Recommended Practice 'Accounting by Charities'), and the Companies Act 1985.

(b) Depreciation

Depreciation is provided on tangible assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

Land & Buildings	- 2% straight line basis
Furniture, fittings and equipment	- 25% reducing balance basis
Improvements	- 10% straight line basis
Swimming pool	- 10% straight line basis
Minibus	- 25% reducing balance basis
Computer and equipment	- 20% straight line and 20% reducing balance basis

(c) Stocks:

Stocks are goods held for resale. These are valued at the lower of cost and net realisable value. Net realisable value is based on estimated selling price less selling costs.

(d) Leasing commitments:

Finance leases:

Assets obtained under finance leases are capitalised in the balance sheet and are depreciated over their useful lives.

The interest element of these obligations is charged to the income and expenditure account over the relevant period and represents a proportion of the balance of capital repayments outstanding. The capital element of the future repayments is treated as a liability.

Operating leases:

Rentals payable under operating leases are charged to the income and expenditure account on the straight line basis over the lease term.

(e) Pensions

Ballard School Limited operates a defined contribution pension scheme for non-teaching staff.

A separate scheme is operated for teaching staff whereby contributions are paid to the Department of Education and Science.

Contributions payable for the year for both schemes are charged in the Statement of Financial Activities (note 3).

(f) Incoming resources:

All incoming resources are included on an accruals basis.

(g) Deferred income

Deferred income consists of fees invoiced and paid in advance that relate to subsequent terms.

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

- (h) **Voluntary income:**
Voluntary income is received by way of donations, gifts and fund raising activities. The income is all credited to the Statement of Financial Activities on a receipts basis.
- (i) **Resources expended:**
Resources expended are accounted for on an accruals basis. Certain expenditure is apportioned to cost categories on the estimated amount attributable to that activity in the year. The irrecoverable element of VAT is included with the item to expense to which it relates.
- (j) **Fixed assets**
Fixed assets are stated at the original cost, or if donated, the value of date of receipt.
- (k) **Allocation of costs:**
The administration staff cost and various other support costs were allocated between 'administration' and 'management and administration' on the proportion of time the administration team spend on these two types of work; with the result being approximately 40% administration and 60% management and administration.
- (l) **Unrestricted funds:**
The charity operates an unrestricted school fund for fees and costs. Another unrestricted fund is operated for other income and is transferred to the school fund at the year end.
- (m) **Other unrestricted funds:**
Net income included within other funds is transferred to the general unrestricted fund at the end of each year.
- (n) **Restricted funds:**
The Charity's restricted funds are those where the donor has imposed restrictions on the use of funds.

2. FEES AND EXTRAS

Fees and extras represent charges made for school fees in respect of the year and include chargeable extras relating to that year.

The fees, extras and surplus are attributable to the one principal activity of the company.

3. STAFF NUMBERS AND COSTS

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

	2003 No	2002 No
Administration	5	5
Educational	70	63
Establishment	8	7
Housekeeping	31	31
	----	----
	114	106
	===	===

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

The aggregate payroll costs of these persons were as follows:

	2003 £	2002 £
Wages and salaries	1,517,924	1,334,952
Social security costs	100,800	86,729
Other pension costs	124,937	81,926
Compensation costs	6,500	105
	-----	-----
	1,750,161	1,503,712
	=====	=====

There were no employees with emoluments above £50,000. During the year trustees expenses totalling £370 were reimbursed. These related to travelling and telephone expenses for 2 trustees. There were no amounts outstanding at the year end.

4. GRANTS, SCHOLARSHIPS, BURSARIES AND OTHER ALLOWANCES

	2003 £	2002 £
Fee discounts	183,008	144,964
Scholarships	92,868	51,223
Bursaries	24,023	21,792
Grants	62,010	47,151
	-----	-----
	361,909	265,130
	=====	=====

5 ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff costs £	Depreciation £	Auditors' remuneration £	Operating leases £	Other £	Total £
Education	1,389,231	10,810	-	9,511	112,135	1,521,687
Housekeeping	166,247	1,148	-	-	92,200	259,595
Establishment	72,981	63,206	-	21,197	230,215	387,599
Administration	48,681	689	-	1,348	7,580	58,298
Finance charges	-	-	-	-	1,458	1,458
Management and Administration	73,021	1,034	5,035	2,022	16,078	97,190
Fundraising and publicity	-	-	-	-	12,363	12,363
	-----	-----	-----	-----	-----	-----
	1,750,161	76,887	5,035	34,078	472,029	2,388,190
	=====	=====	=====	=====	=====	=====

The other management and administration expenses can be analysed as follows:

	2003 £	2002 £
Telephone	2,576	2,483
Printing, postage and stationery	4,454	4,076
Professional fees	2,385	1,276
Computer costs	4,708	4,470
Other	675	775
Travelling	1,243	1,441
Staff advertising	37	-
	-----	-----
	16,078	14,521
	=====	=====

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

6 CHARITABLE EXPENDITURE

Costs of activities in furtherance of the School objectives

	2003 £	2002 £
EDUCATION		
Teaching salaries	1,389,231	1,147,166
Teaching books and materials	87,290	79,468
Depreciation	10,810	10,432
Legal and professional fees	3,446	405
Leasing charges	9,511	5,108
Bad debts	21,399	2,101
	-----	-----
	1,521,687	1,244,680
	-----	-----

HOUSEKEEPING

Matron and domestic staff salaries and wages	166,247	159,292
Provisions	70,056	67,318
Cleaning	9,705	8,282
Consumables	7,658	6,203
Equipment	3,776	5,128
Depreciation	1,148	1,059
Staff advertising	174	45
Surgery	831	844
	-----	-----
	259,595	248,171
	-----	-----

ESTABLISHMENT

Maintenance and grounds salaries and wages	72,981	82,781
Rent payable	40,248	38,660
Rates and water	21,597	23,302
Light and heat	32,612	17,648
Insurances	14,054	12,652
Repairs and renewals	46,423	59,597
Swimming pool	1,991	452
Minibuses	18,850	16,519
Depreciation	63,206	57,151
Minibus leasing charges	21,197	10,175
Grounds	10,018	5,202
Additional small works	44,422	-
	-----	-----
	387,599	324,139
	-----	-----

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

ADMINISTRATION

	2003 £	2002 £
Office and administration salaries	48,681	45,789
Professional, legal and consultancy	1,590	850
Telephone	1,718	1,655
Travelling and training	828	960
Sundry	50	208
Equipment leasing	1,348	1,348
Equipment	400	308
Depreciation	689	2,005
Stationery and printing	1,470	1,414
Postage	1,499	1,304
Staff advertising	25	-
	----- 58,298	----- 55,841

PUBLICITY

Advertising	----- 12,363	----- 12,021
-------------	-----------------	-----------------

BANK INTEREST PAYABLE AND OTHER CHARGES

Finance charges and interest	1,458	2,494
	----- 2,241,000	----- 1,887,346
	=====	=====

7 MANAGEMENT AND ADMINISTRATION

Office and administration salaries	73,021	68,684
Professional legal and consultancy	2,385	1,276
Telephone	2,576	2,483
Travelling and training	1,243	1,441
Sundry	75	313
Depreciation	1,034	3,007
Audit	5,035	5,536
Computer costs	4,708	4,470
Stationery and printing	2,206	2,120
Postage	2,248	1,956
Equipment leasing	2,022	2,022
Equipment	600	462
Staff advertising	37	-
	----- 97,190	----- 93,770
	=====	=====

BALLARDS SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

8 SURPLUS FOR THE YEAR

is after charging:	2003 £	2002 £
Auditors' remuneration	5,035	5,536
Taxation and other financial advice	3,936	823
Operating leases: hire of equipment	39,492	22,403
Depreciation – owned assets	76,778	73,508
Depreciation – leased assets	109	146
Loss/(profit) on disposal of fixed assets	(300)	609
	=====	=====
and after crediting:		
Interest receivable	39,639	34,451
	=====	=====

9 Taxation

The company is registered with the Charity Commissioners as an educational charity and, in accordance with Section 505 of the Income and Corporation Taxes Act 1988, is exempt from taxation insofar as income is applied to Charitable purposes only.

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

10. TANGIBLE FIXED ASSETS

	Total	Freehold Land And Buildings	Assets under the course of construction	Improve- ments	Furniture fittings and equipment
	£	£	£	£	£
COST					
1 September 2002	2,793,030	2,476,625	-	6,692	181,869
Additions	453,213	45,855	344,166	54,306	6,500
	-----	-----	-----	-----	-----
31 August 2003	3,246,243	2,522,480	344,166	60,998	188,369
	-----	-----	-----	-----	-----
DEPRECIATION					
1 September 2002	400,308	150,946	-	2,125	150,089
Charge for the year	76,887	57,291	-	1,064	9,570
	-----	-----	-----	-----	-----
31 August 2003	477,195	208,237	-	3,189	159,659
	-----	-----	-----	-----	-----
NET BOOK VALUE					
31 August 2003	2,769,048	2,314,243	344,166	57,809	28,710
	=====	=====	=====	=====	=====
31 August 2002	2,392,722	2,325,679	-	4,567	31,780
	=====	=====	=====	=====	=====

	Minibus	Swimming pool	Computers & equipment
	£	£	£
COST			
1 September 2002	60,326	23,941	43,577
Additions	-	-	2,386
	-----	-----	-----
31 August 2003	60,326	23,941	45,963
	-----	-----	-----
DEPRECIATION			
1 September 2002	51,955	7,212	37,981
Charge for the year	2,093	2,394	4,475
	-----	-----	-----
31 August 2003	54,048	9,606	42,456
	-----	-----	-----
NET BOOK VALUE			
31 August 2003	6,278	14,335	3,507
	=====	=====	=====
31 August 2002	8,371	16,729	5,596
	=====	=====	=====

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

11. STOCKS

	2003 £	2002 £
Consumables	3,467 =====	2,160 =====

12. DEBTORS

	2003 £	2002 £
Fees and extras	22,429	18,036
Other debtors	14,380	10,978
Prepayments	29,126	22,576
	-----	-----
	65,935 =====	51,590 =====

13. CREDITORS: amounts falling due within one year

	2003 £	2002 £
Fees received in advance	270,163	152,357
Deposit received in advance	45,405	43,250
Other creditors	31,292	39,317
Accruals	119,828	35,334
Finance lease and hire purchase obligations (see note 15)	-	5,694
Other tax and social security	35,119	26,306
	-----	-----
	501,807 =====	302,258 =====

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 August 2003

14. CONSTITUTION OF THE COMPANY

The company is limited by guarantee, and each member is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 6 to the Memorandum of Association. The number of members is 12. (2002: 10).

15. OBLIGATIONS UNDER FINANCE LEASE AND HIRE PURCHASE OBLIGATION

	2003 £	2002 £
Payable in year ending: 31 August 2004	-	6,160
	-----	-----
	-	6,160
	=====	=====
Less: Finance charges allocated To future periods	-	(466)
	-----	-----
	-	5,694
	=====	=====
Summary Current liability	-	5,694
	-----	-----
	-	5,694
	=====	=====

The finance lease and hire purchases liabilities are secured on the assets to which they relate.

16. OBLIGATIONS UNDER OPERATING LEASES

For operating leases, payments committed to be made during the next year:

	2003 £	2002 £
Operating leases expiring		
Within one year	4,498	426
Within two to five years	38,431	23,225
	=====	=====

BALLARD SCHOOL LIMITED
(Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 August 2003

17. RESERVES

	2003 £	2002 £
General unrestricted income fund	3,216,082 =====	2,987,861 =====

These funds are held for the current and future operation of the school. They are obtained through fees, gifts and donations. The assets and liabilities representing this fund are shown on the balance sheet.

All funds held are unrestricted and at the year end were transferred to the general fund. Sufficient resources are held within this fund for the continued operation of the school. All movements in this fund are represented in the SOFA and represent the operation of the school.

18. CAPITAL COMMITMENTS

At the year end the company had committed to £339,575 capital expenditure.

19. CONTROLLING PARTY

There is no overall controlling party.