

GREAT WALSTEAD LIMITED
REGISTERED COMPANY NUMBER: 00751662

Financial Statements - 31 August 2018

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GREAT WALSTEAD LIMITED

General Information

GOVERNORS AND TRUSTEES:

Mr M Searle (Chair)
Mr R H Bainbridge
Mrs C A Chandler Browne
Mrs J Crouch
Mrs P Hoyle
Mr R A Hopkins
Mr C D Sutton
Mr P A Thurston
Mr S J Ulph
Mr A Laurent
Mrs J Withington

CLERK TO THE GOVERNORS:

Mr Ian Hacke (Resigned 31.07.2018)
Ms C Bridger (Appointed 08.09.2018)

COMPANY SECRETARY:

Mrs A Wolfaardt

REGISTERED OFFICE:

East Mascalls Lane
Lindfield
West Sussex
RH16 2QL

REGISTERED AUDITORS:

Mazars LLP
Times House
Throwley Way
Sutton
Surrey
SM1 4JQ

BANKERS:

Lloyds TSB Bank plc
99/101 South Road
Haywards Heath
West Sussex
RH16 4ND

SOLICITORS

Shulmans LLP
10 Wellington Place
Leeds
LS1 4AP

REGISTERED NUMBER:

00751662

CHARITY REGISTRATION NUMBER:

307002

GREAT WALSTEAD LIMITED

Trustees' Report

The trustees are pleased to present their annual report together with the audited accounts of the charity for the year ending 31 August 2018 and confirm that they comply with the requirements of the Companies Act 2006, the Memorandum and Articles of Association of the charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OUR AIMS AND OBJECTIVES

The School was founded in 1925, was incorporated as a company on 27 February 1963 and is governed by its Memorandum and Articles of Association. The Articles of Association were revised and adopted by special resolution on 24 September 2011. The company is a registered charity, no 307002.

The company is limited by guarantee and has no share capital.

The main object of the charitable company is the provision of educational facilities.

As stated in its Memorandum of Association, its objects are to advance education by carrying on in Great Britain a school or schools at which infants, children and students may obtain education and instruction in academic, sporting, musical, cultural, scientific, technical, religious, vocational, social and commercial subject activities and crafts of every description, within the framework of the Christian religion according to the teaching of the Bible.

Our aim is to enable pupils to become independent and engaged learners who see challenges as opportunities, all grounded on Christian values and a sense of social responsibility. We aim to provide a first-class education to boys and girls from the ages of 2½ to 13. We seek to provide a structured educational environment that enables our pupils to maximise their personal development and academic achievements. We promote the academic, moral and physical development of our pupils through our academic curriculum, pastoral care, sporting and other activities. We provide an educational environment where each student can develop and fulfil his or her potential, building their self-confidence and inculcating a desire to contribute to the wider community. In so doing, we prepare our pupils for the opportunities, responsibilities and experience of later life.

Our objectives are set to reflect our educational aims and the special Christian ethos of the School. It is important to us that we maintain and enhance the academic success of the School. This objective is, however, set in the context of the broader goals we set for the School and its pupils.

In setting our objectives and planning our activities, our Governors have given careful consideration to the Charity Commission's public benefit guidance.

Our key objectives for the year included:

- to enhance educational provision by improving the lesson length and structure of the school day;
- to continue to develop the first-class pastoral care we provide for pupils;
- to create a new library and interactive resource space;
- to enhance the IT network and computer facilities for the School;
- to develop opportunities to increase income derived from the School's property and facilities outside of normal school hours and term times;
- to review staffing provision throughout the School;
- to increase pupil numbers at the junior end of the School;
- to play our part in the life of our local community through our community access activities;

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

- to determine whether or not to continue to provide boarding facilities to pupils; and
- to continue to improve achievement against our financial key performance indicators and hence consolidate the robustness of our finances. We have done so in order that that we may be in the best position to weather any economic challenges that may be encountered having regard to current uncertainties regarding Brexit, a changing tax and regulatory environment, a possibly imminent UK general election and potential economic downturn.

During the year, the Governors, Head and Senior Leadership Team attended a professionally-facilitated 'away day' at which the School's vision and aims were discussed openly and at length. As a result, a Strategic Development Plan has been produced by the School and adopted by the Board. Since that time, the teaching staff have held a meeting to debate and define the values of the School, and these are now being embedded into its day to day activities.

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

Academic:

Academically the school has had a very successful year with all Year 8 leavers going to the Senior School of their first choice. A total of 21 scholarships were awarded, 10 of which were directly related to pupils academic achievement. Academic awards were earned at Rugby School, Hurst, Ardingly College, Brighton College, as well as the top academic scholarship to Bedes. Internally a record number of awards were made to pupils in recognition for their attitude towards learning. These included pupils earning Gold Awards for Commitment, for Creativity, for Curiosity, for Communication, for Collaboration, for Craftsmanship and for Confidence.

Co-Curricular:

Q Day, Woodlanders and Mudlarks in this school year were again thoroughly enjoyed by all participants. These co-curricular aspects of our educational provision start in EYFS and Pre-Prep with our successful Forest School Programme.

Most pupils had opportunities to participate in a wide range of school trips away from the School campus including the Year 7 residential trip to Normandy, France and the Year 8 leavers trip to the South of France. Other local visits included those to Arundel Castle, Plumpton College, Penshurst Place, Bird World, Blacklands Farm, Fishbourne Palace, Fairthorne Manor, Preston Manor, Hampton Court and the British Wildlife Centre.

The School's performance of the musical 'Guys and Dolls' was a roaring success and enjoyed by many in the Autumn. The Juniors concert 'Mind the Gap' was also a great success and was written internally by the School's Performing Arts department including contributions from the children themselves. The introduction of Dance Troupe, Open studio sessions and a year round Drama club have seen the extra-curricular provisions evolve, with passion and involvement for Performing Arts at Great Walstead continuing to reach new heights.

Sporting activity continues to flourish at Great Walstead. In a year of many successes the School's first XI cricket team was unbeaten and also toured South Africa. The girl's netball team travelled to Jersey.

Bursary and Scholarship Awards

The Governors are currently reviewing our Bursary and Scholarship Awards policies to ensure that able children can accept offers of places at our School through the availability of means-tested fee assistance. Our policy is designed to widen access to our School. We anticipate this review will help inform the development of our policy and help ensure that access continues to be widened.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and of the net incoming or outgoing resources of the charitable company for the year.

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

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

The trustees are responsible for:

- maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006; and
- safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each trustee has taken all steps that they ought to have taken in order to make themselves aware of any information relevant to the audit, establish that auditors are aware of that information and that there is no information relevant to the audit of which the company's auditors are unaware.

The charity's trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to Public Benefit guidance published by the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

2018 Review of Governance

In 2018, the Board carried out a thorough review of its structures and procedures. As a result, a new structure was adopted, reflecting not only the requirements of modern good governance but also a revised approach of Governors towards how most appropriately to fulfil their duties in relation to the School and its operations. The Board believes that its newly-implemented procedures will significantly improve the quality of governance at Great Walstead. The Board is very much enjoying the opportunities to work closely with Chris Calvey, our Head (now in his second year in charge) and with Ailsa Wolfaardt, the School's newly-appointed Director of Finance and Operations.

The School is due for a full ISI Inspection in 2018.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

Appointment and recruitment of Governors

The Governing Board is restricted to fourteen members. The Governing Board ensures that trustees are appointed who can offer expertise and /or experience in specific areas. Experience in finance, law, education, safeguarding, pastoral care, marketing, management and buildings are considered essential and all these areas are covered at present. There are four Governors' Committees that meet regularly with appropriate members of the school's senior leadership team. These Committees cover Governance, Education, Estates, and Finance and Operations. Each Committee has a formal meeting at least termly with relevant members of staff and then reports at the termly full Board meetings. Each Committee has written terms of reference and minutes of meetings and other relevant documentation are circulated to all governors. The Committees provide reports and recommendations to the full Board and opportunities for wider discussion. All necessary decisions are ratified at full Board Meetings. The Clerk to the Governors is responsible for co-ordinating the work of the Governors and their Committees, preparation of papers, new Governor induction, conflict of interest procedures and monitoring of the Governors' training programme.

Induction and training of new Governors

A new trustee is given an Induction Pack at an early stage, which includes copies of all the papers in the Governance File – this includes all Policies relevant to the Governing Board, Strategic Planning, Risk Assessment Papers, School Health and Safety Policy, Safeguarding Policy, all job descriptions and terms of reference. If he/she is not familiar with the school, the new trustee will be given a tour of the school by the Head. Each new Governor is given a 'buddy' who is an existing Governor and who for a 12 month period will facilitate the new Governors settling into their roles. New trustees are given the opportunity to attend an AGBIS or other training course for new school governors. All trustees undertake accredited safeguarding checks and ongoing training required for working in an educational setting. A training budget is allocated to ensure all trustees get the training they require to undertake the role and ensure that the governance of the school is robust.

Volunteers

Members of the Board of Governors did not receive any payment for the work they carried out in the capacity for the charity in the year ending 31 August 2018. In addition, a large number of parents and former pupils gave their time voluntarily in assisting the School with the supervision of excursions and extra-curricular sporting activities.

Organisational Management

Working with the Head and his Senior Leadership Team, the Governors determine the general policy of the School. The day to day running of the School is delegated to the Head, supported by senior staff. The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration of the School is undertaken within the policies and procedures approved by the Governors which provide for significant expenditure decisions and major capital projects to be referred to the Governors for prior approval.

The Head oversees the recruitment of all staff, whilst under delegated authority the Director of Finance and Operations oversees the recruitment and performance of administrative and non-teaching support staff. The Head, Director of Finance and Operations and Deputy Head are invited to attend Governors' meetings.

PUBLIC BENEFIT

The Governors are committed to promote the School's charitable purpose of providing a public benefit and meeting the requirements of the Charities Act 2011. In setting the School's aims and objectives and planning the School's day-to-day activities, the Governors have given careful consideration to the Charity Commission's guidance on public benefit. As a result Great Walstead seeks to ensure that there are clear identifiable educational benefits to the public in Sussex and neighbouring counties resulting from its charitable operations.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

The School seeks to widen access to its facilities and resources and to facilitate broader partnerships between the independent and state sector communities. The School's facilities are hired out regularly to local groups, clubs and churches at favorable rates. Users of the Sports Hall and the School's synthetic pitch include soccer, cricket, hockey, netball and basketball groups from the local community. The swimming pool is used for life saving training and swim schools taken by outside providers. On both Saturdays and Sundays school playing fields and sports pitches are used by local sports clubs during the soccer season.

The School's facilities are used regularly by local churches for services in the Chapel and for family away days and weekends. Individuals have celebrated family events and weddings at the school and numerous children's parties from the local community have been held in the school sports hall, the dining room, the performing arts centre, the swimming pool and the surrounding woodlands, again at favorable rates. The School was pleased to offer its facilities to the Haywards Heath Twinning Association and once again hosted Sussex Chess Day, which is enjoyed by both independent and state sector schools across the county. The woodlands are a great asset to the School and are used as an opportunity to share experiences and learning with teachers from many local state sector schools, with particular focus on Forest Schools, for which the School has a high reputation. The woodlands have also been used during the year by the Go-Tri Group, Haywards Heath Angling Society, Sussex Dog Rescue Group, Bushcraft, Cyclo Cross and local Scouts and Guides groups.

Great Walstead School links with the community are strong and the school enjoys a high profile in the local community. The School is actively involved in supporting the Lindfield Arts Festival and Lindfield Village Day.

The School has sought partnerships with local maintained Schools and a good example of this has been the School setting up its own Mini-Farm. This is a community based project run by the School, which is being used for educational purposes by children across the local community. The School has fostered strong links with Oathall School, Plumpton College and Chailey Heritage over the past 12 months. Adults and children from both Plumpton Agricultural College and our near neighbour, the Chailey Heritage Foundation, which is a pioneering charity providing education, care and transition services for children and young people with complex physical disabilities and health needs. Young people from these organisations visit the farm regularly on either a voluntary basis or to learn more about permaculture. Staff from Great Walstead also work with teachers and pupils from local state sector schools to broaden understanding and educational expertise in Forest School and Outdoor Learning.

The School also runs an on-site Toddler Club every Thursday, which is open to all toddlers and their parents in the local community.

The School has also raised funds for many local and national charities throughout the year including the Off the Fence Trust, Link to Hope, St Peter and St James Charitable Trust, Cancer Research, Comic Relief, the Red Cross, Wateraid, Save the Children and Place 2 Be.. The total sum raised for these charities during the year was in the region of £7,500. FOGWA, the School's Parents Committee, also made charitable donations to the NSPCC and Kangaroos, a local-based charity which delivers a range of fun, inclusive year round clubs and trips out, in and around Mid Sussex, for children and young adults with learning disabilities and complex medical needs

FUTURE PLANS

The Governors intend to continue their current strategies of maintaining the School's position in a competitive market by investing to provide high quality education for our pupils. Achieving a high standard of academic achievement is a constant aim whilst maintaining the breadth and depth of the education provided through our broad range of co-curricular activities.

The new Headmaster and senior staff have already reviewed the curriculum, timetable and teaching support resources (including a new pupil assessment software package and a significant restocking and refurbishment of the Library) to ensure that the educational service provided by the School is the highest achievable. We are currently undertaking a programme to replace all computer terminals within the School, as well as rolling out a new online portal for use by parents, Governors and teachers. The School will also look to consolidate its financial resources by further developing income streams from non-school activities in ways that will not interfere with the normal operation of the School. A professional programme of woodland management has also been commenced

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

in order to preserve ready access to our woods for future generations. This programme will be self-funding if properly implemented.

Our future plans are financed primarily from fee income and from our reserves. The Governors need to maintain an equitable balance ensuring our current pupils benefit whilst, at the same time, ensuring a sound infrastructure and financial base are preserved for the next generation of pupils in the same way as our current pupils benefit today from the investment made in the past.

The Governors intend to build on the success of the School's existing links and exchanges with the state sector and its local community. In developing our plans for this programme we will work closely with the Heads of the schools we partner, ensuring the positive contribution to our shared educational aims continues.

Maintaining and, where necessary, developing the fabric and facilities of the School are central to our strategy. Having successfully delivered the new library and Keep facilities and carried out a thorough re-organisation and refurbishment of the main school building, our plans are now primarily focused on implementing a managed 5-year programme for the upgrade of the existing school buildings so as to provide the best possible facilities for pupils, to cover both their academic and co-curricular activities.

OUR FINANCES

The Statement of Financial Activities on page 14 shows total net income of £292,977 (2017 – net income of £368,536).

The total funds balance at the year-end was £8,807,886 (2017 - £8,514,909).

Walstead Estates Limited, the 100% subsidiary of Great Walstead Limited was dormant throughout the year and, since it no longer served any useful function, was struck off the Companies House register in July 2017.

Details of changes in fixed assets are given in note 11 to the financial statements.

Pay Policy

The School operates a Pay Policy, which is governed by the Governors' Finance Committee and ratified by the Board of Governors. The Governing Body will adopt a 'whole school' approach to pay issues. Pay decisions will be taken in the context of full consideration of the resources available to the School. This means that pay decisions relating to any given group of staff will not be taken in isolation, and that all pay decisions will be taken in the context of the School as a whole.

Decisions on pay levels, other than for the Head teacher and Director of Finance and Operations, have been delegated by the Governors to the Finance Group, who will make recommendations to the Governing Body for ratification. The pay for the Head teacher and Director of Finance and Operations is set by the Chair of Governors and Chair of the Finance Group with ratification by the Governing Body.

Future Investment

The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and fabric of our School.

As a Charity, the parents of our pupils have the assurance that all the income of the School must be applied for educational purposes. As an educational charity we enjoy tax exemption on our educational activities provided these are applied for our charitable aims. As a Charity we are also entitled to an 80% reduction on our business rates on the property we occupy for our charitable purposes. The financial benefits we receive from these tax exemptions are all applied for educational purposes and indirectly help us to maintain our community access initiatives.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

However, as an educational charity, we are unable to reclaim VAT input tax on our costs as we are exempt for VAT purposes. We also pay tax as an employer through the national insurance contributions we make.

Reserves and Financial Health

The Governors regularly review the finances, budgets and spend against budget together with a monthly cash flow analysis as part of the effective stewardship of the School.

The School has a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils.

The policy of the trustees is for the school always to maintain a level of reserves, as defined by the Charity Commission, in the light of the value of the freehold estate and the School's operating margins, so as to ensure that appropriate capital investment may be undertaken and debts paid as they fall due.

The Governors consider that, given the strength of the School's balance sheet, the stable cash flow from student rolls, the ongoing popularity and reputation of our School, and the available banking facility that can be called upon if need arises, it is a going concern.

The Governors recognise that the level of reserves fluctuates during periods of investment in the School estate and the arrangements with our bank are in place to provide an adequate 'safety net' should it be required.

Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. They continue to adopt the going concern basis of accounting in preparing the annual financial statements.

OUR ETHOS, STRATEGY AND POLICIES

Our Governors are responsible for setting a strategy for achieving the objectives they have set. The focus of our strategy is on the development of our pupils, their continued high levels of academic and co-curricular achievement and to further widen access to the education our School provides.

Great Walstead School is a charitable trust which seeks to benefit the public through the pursuit of its stated aims. Our fees are set at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to boys and girls. The strong Christian ethos of the School informs all its decisions-making and is fundamental, in particular, to its reputation for providing exceptional pastoral care for its pupils.

Our School welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our School will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Our School is committed to safeguarding and promoting the welfare of our pupils and expects all staff and volunteers to share this commitment and comply with our comprehensive safeguarding policies and procedures.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

Parents are given regular information about their children's social and academic progress through parent evenings in addition to the traditional end of term and year reports. We maintain regular contact with parents throughout the year through our parent online portal, informal contacts and our weekly newsletter.

We also have a system of peer mentors who are involved in assisting senior teaching staff in enforcing our very vigorous anti-bullying policy.

To underline the value we place on continuity for families, we offer discounts where parents have more than one child at the School.

As part of our emphasis on attracting and retaining high calibre staff, we offer a school fees discount scheme for staff members who choose to educate their children at our School.

RISK MANAGEMENT

A Risk Register is maintained by the school. Risk assessments are reviewed regularly by the Governors and policies in each key area are maintained and regularly reviewed to mitigate the major risks to which the Charity is exposed.

In each of these areas, each perceived risk is evaluated according to severity of impact and likelihood of occurrence to produce a risk score. For scores above a certain level, control procedures and a monitoring process are put in place.

Principal Risks and Uncertainties

The Governors have considered the principal risks and uncertainties facing the School. The main funding of the School is through fee income; therefore, uncertainties over future pupil numbers are always a factor and the Governors are increasingly mindful of the fact that changes in both the economic and political climate may affect parents' ability to choose a private education for their children. In addition, the School faces potential financial risks that might derive from changes in tax legislation, pension contribution levels and regulatory requirements.

The Governors believe that the reputation of the school is key to ensuring its future success and that this will allow the School roll to be maintained. They are confident that the current management of the School is fully capable of achieving and maintaining the necessary standards and future development of the School in accordance with its Strategic Development Plan.

In order to provide a high standard of education the quality of the school buildings is important and the Governors are aware that there is a risk that additional or unexpected repair work will be required. The Governors have ensured that full insurance is in place and continue to undertake annual repairs and maintenance to mitigate the risk of substantial repairs.

The School has also considered non-financial risks and as the welfare and health and safety of the pupils is paramount, the Governors consider any potential breach to be a principal risk. To mitigate this, the School has effective safeguarding and welfare policies in place with clear frameworks for escalation. Policies are backed up by a comprehensive training programme for all staff and strong governance from the Governors across all areas of compliance, mediated through a newly-introduced termly SLT Compliance Committee which is attended by the Compliance Governor and the Chair of Governors in order to review compliance issues and any regulatory changes, approve new policies and sign off on the School's safeguarding, anti-bullying and other pupil welfare records.

GREAT WALSTEAD LIMITED

Trustees' Report (continued)

TRUSTEES

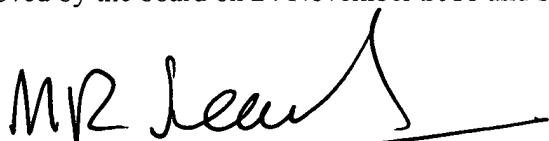
The trustees set out below have held office during the period from 1 September 2017 to the date of this report. The guarantees given by the trustees holding office on 31 August 2018 were as shown below:

Trustee's name	31 August 2018	31 August 2017
	£	£
Mr M R Searle (Chair)	1	1
Mr R Bainbridge	1	1
Mrs C A Chandler Bowne	1	1
Mrs S E Crichton (retired 25 November 2017)	-	1
Mrs J Crouch	1	1
Mr R A Hopkins	1	1
Mrs P Hoyle	1	1
Mr C D Sutton	1	1
Mr P A Thurston	1	1
Mr J H Taylor (retired 31 August 2018)	-	1
Mr S J Ulph	1	1
Mr A Laurent (appointed 10 March 2018)	1	-
Mrs J Withington (appointed 29 September 2018)	-	-
Mr C Harwood (appointed 29 September 2018)	-	-

AUDITORS

A resolution to re-appoint Mazars LLP as auditors will be proposed at the forthcoming annual general meeting.

Approved by the board on 24 November 2018 and signed on its behalf by



Mr M R Searle
Chairman of Governors

GREAT WALSTEAD LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREAT WALSTEAD LIMITED

Opinion

We have audited the financial statements of Great Walstead Limited (the 'charity') for the year ended 31 August 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 August 2018 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, 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.

GREAT WALSTEAD LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREAT WALSTEAD LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities set out on page 3, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity 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. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity's trustees as a body. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

N J Wakefield

Nicola Wakefield

(Senior Statutory Auditor)

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

Times House, Throwley Way, Sutton, Surrey, SM1 4JQ

Date: 23rd January 2019

GREAT WALSTEAD LIMITED

Statement of Financial Activities (including income and expenditure account) For the Year Ended 31 August 2018

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2018 £	Total funds 2017 £
Income from:					
Donations and legacies		2,516	12,238	14,754	46,807
<i>Other trading activities:</i>					
Rental income		112,841	-	112,841	94,882
Clothing sales		32,579	-	32,579	49,338
<i>Charitable activities:</i>					
Fees		5,008,386	-	5,008,386	5,152,109
Disbursements and other	3	311,066	-	311,066	334,606
Income					
Investments		2,107	-	2,107	2,614
Total income		<u>5,469,495</u>	<u>12,238</u>	<u>5,481,733</u>	<u>5,680,356</u>
Expenditure on:					
Raising funds	4	98,744	-	98,744	143,989
Charitable activities	5	5,088,464	1,548	5,090,012	5,167,831
Total expenditure		<u>5,187,208</u>	<u>1,548</u>	<u>5,188,756</u>	<u>5,311,820</u>
Net income		282,287	10,690	292,977	368,536
Total funds brought forward	17	<u>8,474,478</u>	<u>40,431</u>	<u>8,514,909</u>	<u>8,146,373</u>
Total funds carried forward		<u><u>8,756,765</u></u>	<u><u>51,121</u></u>	<u><u>8,807,886</u></u>	<u><u>8,514,909</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

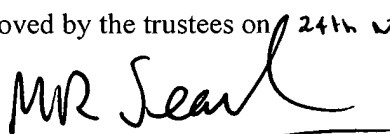
The notes on pages 15 to 26 form part of these financial statements.

GREAT WALSTEAD LIMITED

Balance Sheet at 31 August 2018

	Notes	2018 £	2017 £
FIXED ASSETS			
Tangible fixed assets	11	8,860,774	8,830,837
		<u>8,860,774</u>	<u>8,830,837</u>
CURRENT ASSETS			
Stocks		43,506	46,212
Debtors	12	224,406	244,220
Cash at bank and in hand		1,629,802	1,454,297
		<u>1,897,714</u>	<u>1,744,729</u>
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	13	(1,568,782)	(1,435,895)
		<u>328,932</u>	<u>308,834</u>
NET CURRENT ASSETS			
Creditors: Amounts falling due after one year	14	(381,820)	(624,762)
		<u>8,807,886</u>	<u>8,514,909</u>
NET ASSETS			
Unrestricted funds	17	766,837	484,550
School Development fund	17	368,471	368,471
Revaluation reserve	17	7,621,457	7,621,457
Restricted funds	17	51,121	40,431
		<u>8,807,886</u>	<u>8,514,909</u>
TOTAL FUNDS			
		<u>8,807,886</u>	<u>8,514,909</u>

Approved by the trustees on 24th November 2018 and signed on their behalf by



M R Searle - Chair of Governors

GREAT WALSTEAD LIMITED**Statement of Cash Flows for the year ended 31 August 2018**

	Notes	2018 £	2017 £
Net cash provided by operating activities	20	325,161	1,027,905
Cash flows from investing activities:			
Dividends and interest received		2,107	2,614
Proceeds on disposal of investments		-	1
Purchase of property, plant and equipment		(151,763)	(421,793)
Net cash used in investing activities		<u>(149,656)</u>	<u>(419,178)</u>
Change in cash and cash equivalents in the reporting period		<u>175,505</u>	<u>608,727</u>
Cash and cash equivalents at the beginning of the reporting period		1,454,297	845,570
Net movement in cash for the year		175,505	608,727
Cash and cash equivalents at the end of the reporting period	21	<u>1,629,802</u>	<u>1,454,297</u>

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

1 ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards, and in accordance with The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011. They are drawn up on the historical accounting basis. The charity meets the definition of a public benefit entity under FRS 102.

The financial statements have been prepared on a going concern basis.

(b) Income

Fees receivable represent the amounts invoiced in respect of the provision of educational and related services for children. Such services are exempt from value added tax. A provision is made for disbursements incurred in the last school term which are invoiced in the following term.

Appeal income is accounted for on a cash basis as a restricted fund.

Cash donations are accounted for on a receipts basis.

Tax related to covenanted donations is accounted for on a receivable basis.

(c) Expenditure

Expenditure is accounted for on an accruals basis. These are allocated between categories of expenditure on an individual invoice basis.

All charitable expenditure in furtherance of the charity's objectives relate to the provisions of educational services.

Cost of raising funds includes costs directly attributable to raising income for the provision of the charity's objectives.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

(d) Tangible fixed assets and depreciation

The charity has taken advantage of the option to use the value of land and buildings at the date of transition to FRS 102 (1 September 2014) as deemed cost.

All building work which is considered to increase the economic value of the property is capitalised with the exception of maintenance work designed to restore the buildings to their previous condition.

Expenditure on equipment with a useful potential life of five years or more is capitalised.

1 ACCOUNTING POLICIES (continued)

No depreciation is provided on the freehold buildings on the grounds of immateriality as in the opinion of the trustees the residual value of the asset is not materially different from its carrying value. The charity's policy is to ensure that its freehold land and buildings are maintained to a consistently high standard.

No depreciation is required on freehold land.

Depreciation is calculated to write off the cost of the other fixed assets over their estimated useful economic lives. The rates used are shown in note 11.

(e) Operating leases

Rents payable under operating leases are charged on a straight-line basis over the term of the lease.

(f) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is calculated using a first-in-first-out method and consists of material costs only.

(g) Taxation

As a charity, Great Walstead is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

(h) Investments

Investments held as fixed assets are stated at cost less provision for any permanent diminution in value.

(i) Fund accounting

Funds held by the charity are either unrestricted general funds or restricted funds. See note 17.

Unrestricted general funds are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

(j) Pension schemes

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The Scheme is an unfunded multi-employer pension scheme. In accordance with FRS 102, therefore, the scheme is accounted for as a defined contribution scheme. The School also contributes to a defined contribution group personal pension scheme for most support staff.

Contributions to all schemes are charged as they become payable in accordance with the rules of the schemes.

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

2 SEGMENTAL INFORMATION

The fees receivable, net income and accumulated funds are attributable to the principal activity, the provision of educational facilities for children.

The charity operates in the UK and the whole of the fees receivable are from UK based activities.

3 OTHER INCOME

	Total 2018 £	Total 2017 £
Disbursements	240,038	276,491
Pupil insurance	7,409	8,769
Registration fees and forfeited deposits	9,100	11,200
Temporary boarding	1,318	4,773
Other income	53,201	33,373
	<hr/>	<hr/>
Total	311,066	334,606
	<hr/>	<hr/>

4 RAISING FUNDS

	2018 £	2017 £
Advertising	47,375	68,012
Clothing sales	23,404	36,802
Support costs	27,965	39,175
	<hr/>	<hr/>
	98,744	143,989
	<hr/>	<hr/>

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

5 CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
Teaching salaries	2,295,453	-	2,295,453	2,375,859
Pensions	273,786	-	273,786	277,690
Other staff costs	26,339	-	26,339	40,070
School books and stationery	59,565	-	59,565	70,165
Catering	184,840	-	184,840	199,984
Games/Sport	96,775	-	96,775	95,179
Other educational	44,578	1,548	46,126	60,423
Transport	42,330	-	42,330	51,932
Magazine	5,912	-	5,912	7,738
Pupil insurance	16,641	-	16,641	18,197
Staff training	17,862	-	17,862	43,376
Rates	54,304	-	54,304	48,960
Light and heat	107,386	-	107,386	99,713
Repairs and renewals	318,345	-	318,345	250,914
Insurance	40,194	-	40,194	37,866
Cleaning	29,543	-	29,543	25,236
Equipment hire	17,088	-	17,088	37,724
Bad debts	423	-	423	4,237
Support costs	1,435,350	-	1,435,350	1,399,810
Governance costs	21,750	-	21,750	22,759
Total	5,088,464	1,548	5,090,012	5,167,831

6 GOVERNANCE COSTS

	2018 £	2017 £
Audit and accountancy	15,590	16,567
Support costs	6,160	6,192
	21,750	22,759

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

7 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Charitable activities £	Costs of raising funds £	Governance £	Total 2018 £	Total 2017 £
Administration salaries	453,048	8,827	1,944	463,819	446,423
Ancillary salaries	515,559	10,045	2,213	527,817	521,271
Pensions (administration and ancillary)	24,154	471	104	24,729	20,529
Office expenses	103,136	2,009	443	105,588	79,967
Legal	16,853	328	72	17,253	42,042
Sundry administration	190,005	3,702	815	194,522	197,971
Bank charges	13,598	265	58	13,921	9,997
Depreciation	112,983	2,201	485	115,669	126,977
Loss on disposal	6,014	117	26	6,157	
	<u>1,435,350</u>	<u>27,965</u>	<u>6,160</u>	<u>1,469,475</u>	<u>1,445,177</u>

Support costs have been allocated over costs of raising funds, charitable activities and governance according to their respective percentages of total costs.

8 NET INCOME

Net income is stated after charging:

	2018 £	2017 £
Provision for bad debts written off	423	4,237
Depreciation of owned tangible fixed assets	115,669	126,977
Loss on disposal of tangible fixed asset	6,157	-
Auditors remuneration- audit	15,038	16,015
Auditors remuneration- other	552	552
Staff costs	3,611,939	3,681,842
Amounts payable under operating leases	<u>40,637</u>	<u>52,755</u>

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

9 STAFF COSTS

	2018	2017
	£	£
Wages and salaries	3,025,423	3,085,150
Social security costs	261,664	258,403
Other pension costs	298,513	298,219
Other staff costs	26,339	40,070
	<u>3,611,939</u>	<u>3,681,842</u>

The average headcount was 149 staff (2017: 168 staff) and the average number of employees (full-time equivalents), analysed by function, was:

	2018	2017
Educational services	62	62
Support Services	34	35
	<u>96</u>	<u>97</u>

The number of employees that received emoluments in the following bands were:

	2018	2017
£70,001-£80,000	1	1
	<u>1</u>	<u>1</u>

The pension costs relating to higher paid employees were £14,502 (2017: £11,862).

The key management personnel comprise the Head Teacher, Deputy Head Academic, Bursar, Head of Learning Support and HR director. The total employee benefits of the key management personnel were £336,172 (2017: £320,162).

Termination payments of £1,750 were made in the year (2017: £16,590).

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

10 TRUSTEES

No remuneration was paid to any of the trustees during either year.

Expenses reimbursed to four (2017: thirteen) trustees in relation to travel expenses and training amounted to £1,368 (2017: £1,283).

11 TANGIBLE FIXED ASSETS

	Freehold land and buildings	Fixtures, fittings, plant and equipment	Synthetic pitch	Assets under construction	Total
	£	£	£	£	£
COST					
At 1 September 2017	7,990,000	2,245,988	240,191	264,578	10,740,757
Additions	-	105,073	-	46,690	151,763
Disposals	-	(14,020)	-	-	(14,020)
Transfer	311,268	-	-	(311,268)	-
	<u>8,301,268</u>	<u>2,337,041</u>	<u>240,191</u>	<u>-</u>	<u>10,878,500</u>
At 31 August 2018	<u>8,301,268</u>	<u>2,337,041</u>	<u>240,191</u>	<u>-</u>	<u>10,878,500</u>
ACCUMULATE DEPRECIATION					
At 1 September 2017	-	1,837,863	72,057	-	1,909,920
Charge for the year	-	91,650	24,019	-	115,669
Disposals	-	(7,863)	-	-	(7,863)
	<u>-</u>	<u>1,921,650</u>	<u>96,076</u>	<u>-</u>	<u>2,017,726</u>
At 31 August 2018	<u>-</u>	<u>1,921,650</u>	<u>96,076</u>	<u>-</u>	<u>2,017,726</u>
NET BOOK VALUE					
At 31 August 2018	<u>8,301,268</u>	<u>415,391</u>	<u>144,115</u>	<u>-</u>	<u>8,860,774</u>
At 31 August 2017	<u>7,990,000</u>	<u>408,125</u>	<u>168,134</u>	<u>264,578</u>	<u>8,830,837</u>

Depreciation rates:

Plant, fixtures and fittings and equipment	20% reducing balance
Synthetic pitch	10% straight line

The freehold property was professionally valued at £7,990,000 as at 1 September 2014 by Savills on a fair value basis. The charity has taken advantage of the transition arrangements in FRS 102 to treat this value as deemed cost.

The original cost of the freehold land and buildings valued in 1981 was £363,543.

The net book value at 31 August 2018 represents fixed assets used for charitable purposes.

An overdraft facility is secured by means of a fixed charge on the freehold land and property at Great Walstead.

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

12 DEBTORS

	2018	2017
	£	£
DUE WITHIN ONE YEAR		
Trade debtors	93,284	103,719
Prepayments and other debtors	131,122	140,501
	<u>224,406</u>	<u>244,220</u>

13 CREDITORS **– AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2018	2017
	£	£
Trade creditors	151,203	114,202
Other creditors	221,872	251,043
Pension costs	34,792	39,509
Taxation and social security	68,507	70,769
Accruals	38,071	112,592
Deferred income	1,043,158	841,258
Bank loans	11,179	6,522
	<u>1,568,782</u>	<u>1,435,895</u>

14 CREDITORS **– AMOUNTS FALLING DUE AFTER ONE YEAR**

	2018	2017
	£	£
Parent's deposit	147,050	155,350
Deferred income	-	325,934
Bank loans	234,770	143,478
	<u>381,820</u>	<u>624,762</u>

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

15 DEFERRED INCOME

The deferred income included in notes 13 and 14 above is broken down as follows:

	£
Deferred income at 1 September 2017	1,167,192
Released in the year	(841,258)
Deferred in the year	717,224
	<hr/>
Deferred income at 31 August 2018	1,043,158
	<hr/> <hr/>

Deferred income represents fees in advance.

16 BANK LOAN

	2018 £	2017 £
Bank Loans	245,949	150,000
	<hr/> <hr/>	<hr/> <hr/>

The bank loan amounting to £245,949 (2017: £150,000) is secured by a charge over the freehold land and buildings of Great Walstead School. The loans are repayable in 276 consecutive monthly instalments representing principle and interest. They are repayable as follows:

	2018 £	2017 £
Within one year	11,179	6,522
Between one and two years	11,179	6,522
Between two and five years	33,539	19,565
After more than five years	190,052	117,391
	<hr/>	<hr/>
	245,949	150,000
	<hr/> <hr/>	<hr/> <hr/>

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

17 RESERVES

	At 1 September 2017	Income	Expenditure	Transfers	At 31 August 2018
	£	£	£	£	£
Unrestricted funds					
General fund	484,550	5,469,495	(5,187,208)	-	766,837
Revaluation reserve	7,621,457	-	-	-	7,621,457
School Development fund	368,471	-	-	-	368,471
	<u>8,474,478</u>	<u>5,469,495</u>	<u>(5,187,208)</u>	<u>-</u>	<u>8,756,765</u>
Restricted funds					
Wilmot fund	200	-	-	-	200
FOGWA fund	40,231	12,238	(1,548)	-	50,921
	<u>40,431</u>	<u>12,238</u>	<u>(1,548)</u>	<u>-</u>	<u>51,121</u>
	<u>8,514,909</u>	<u>5,481,733</u>	<u>(5,188,756)</u>	<u>-</u>	<u>8,807,886</u>

School Development Fund is an unrestricted designated fund for future development of the infrastructure of the school.

The Wilmot Fund is a fund set up to provide academic prizes (there were no movements during the year).

The FOGWA Fund is donations received from the Friends of Great Walstead.

18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Fixed assets	8,860,774	-	8,860,774
Current assets	1,846,593	51,121	1,897,714
Current liabilities	(1,568,782)	-	(1,568,782)
Creditors due after more than one year	(381,820)	-	(381,820)
	<u>8,756,765</u>	<u>51,121</u>	<u>8,807,886</u>

19 CAPITAL COMMITMENTS

At 31 August 2018 there were no capital commitments (2017 - £46,690).

GREAT WALSTEAD LIMITED

Notes to the Financial Statements for the Year Ended 31 August 2018

20 RECONCILIATION OF NET INCOME TO OPERATING CASH INFLOW

	2018	2017
	£	£
Net income	292,977	368,536
Depreciation	115,669	126,977
Loss on disposal of tangible fixed assets	6,157	-
Interest received	(2,107)	(2,614)
Interest paid	-	168
Decrease in stock	2,706	722
Decrease/(increase) in debtors	19,814	(8,540)
(Decrease)/increase in creditors	(110,055)	542,824
	<u>325,161</u>	<u>1,028,073</u>
Cash flows generated from operations	<u>325,161</u>	<u>1,028,073</u>
Interest paid	-	(168)
	<u>325,161</u>	<u>1,027,905</u>
Net cash flow from operating activities	<u>325,161</u>	<u>1,027,905</u>

21 ANALYSIS OF CHANGES IN NET DEBT

	At		At
	1 September	Cash	31 August
	2017	flows	2018
	£	£	£
Cash at bank and in hand	<u>1,454,297</u>	<u>175,505</u>	<u>1,629,802</u>

22 OTHER FINANCIAL COMMITMENTS

Teachers' Pension Scheme (TPS)

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 £273,786 (2017: £277,690) and at the year-end £34,792 (2017: £39,509) was accrued in respect of contributions to this scheme.

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

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

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

23 OTHER FINANCIAL COMMITMENTS

At 31 August 2018 the company had commitments under operating leases, payable as follows:

			2018	2017
	Motor £	Equipment £	Total £	Total £
Within 1 year	25,670	14,967	40,637	50,782
Within 2 to 5 years	65,780	41,712	107,492	67,485
	<u>91,450</u>	<u>56,679</u>	<u>148,129</u>	<u>118,267</u>

The total lease payments recognised as an expense were £40,637 (2017: £52,755).

24 RELATED PARTY TRANSACTIONS

Payments of £20,302 (2017: £13,488) were made to Oriole Constructors Ltd in respect of construction services. Stephen Ulph, a Trustee of the Charity, is a director of Oriole Constructors Ltd. As at 31 August 2018 there were no amounts outstanding between the charity and Oriole Constructors Ltd (2017: £nil).