

Charity Registration No. 1155150

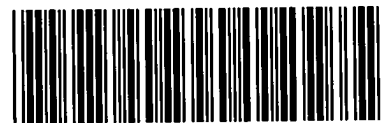
Company Registration No. 08808550 (England and Wales)

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED**

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2023**

TUESDAY



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# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

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# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## COMPANY INFORMATION YEAR ENDED 31 AUGUST 2023

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### Directors and Trustees

Mr M R Slumbers (Chairman)

Mrs A-M Edgell (resigned 23 June 2023)

Mr R W Crawford Clarke (appointed 1 September 2023)

### Secretary

Mrs H Betts

### Charity No.

1155150

### Company No.

08808550

### Principal Address

Broadwater Road  
Worthing  
West Sussex  
BN14 8HU

### Registered Office

Lancing College  
Lancing  
West Sussex  
BN15 0RW

### Head

Mrs Heather Beeby (resigned 31 August 2023)

Mrs Francesca Milling (appointed 1 September 2023)

### Bursar

Mr Mark Milling

### Auditor

RSM UK Audit LLP  
Portland  
25 High Street  
Crawley  
West Sussex  
RH10 1BG

### Bankers

Barclays Bank plc  
1 Churchill Place  
Canary Wharf  
London  
E14 5HP

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## COMPANY INFORMATION *YEAR ENDED 31 AUGUST 2023*

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### **Solicitors**

DMH Stallard LLP  
Griffin House  
135 High Street  
Crawley  
West Sussex  
RH10 1DQ

Veale Wasborough Vizards LLP  
Narrow Quay  
Bristol  
BS1 4QA

### **Insurance Brokers**

Marsh  
1 Tower Place West  
Tower Place  
London  
EC3R 5BU

### **Investment Advisers**

Rathbone Brothers Plc  
8 Finsbury Circus  
London  
EC2M 7AZ

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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The directors, who are also trustees of the charitable company for the purposes of charity law, present their report and financial statements for the year ended 31 August 2023 and confirm they comply with the requirements of the Companies Act 2006, the Memorandum and Articles of Association, the Charities Act 2011, the Accounting and Reporting by Charities: statement of recommended practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and republic of Ireland (FRS 102) effective 1 January 2019.

### **REFERENCE AND ADMINISTRATIVE INFORMATION**

The charity was formed in December 2013 and is registered with the Charity Commission as charity number 1155150. The charity is a limited liability company and wholly owned subsidiary of Lancing College Limited (charity number 1076483) which in turn is a wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is registered in England and Wales.

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

#### **Governing Document**

The Company is governed by Articles of Association as adopted by Special Resolution dated 10 December 2013. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the school.

#### **Governing Body**

The school is governed by the full Governing Body of Lancing College, which owns 100% of the shares of the Company. The Governing Body operates using a number of committees. The Governing Body met termly during the year.

The charitable company has made qualifying third party indemnity provisions for the benefit of its trustees during the year. These provisions remain in force at the reporting date. This insurance was paid for by Lancing College Limited.

#### **Recruitment and Training of Governors**

Governors of Lancing College Limited are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The Governing Body look to ensure a mix of skills and select new Governors on the basis of background, competence, specialist skills. Governors are provided with induction training by the Head and Bursar.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- A Governor with a legal background.
- A Governor with a financial/accounting background.
- A Governor with education experience.
- A Governor with senior managerial or business experience.
- A Governor with experience of equal opportunities or disability needs.
- At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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### **Volunteers**

Governors are volunteers providing their time for free to support the governance of the school. The school also relies on others to undertake volunteer roles including some classroom assistants. The school also has a number of volunteer groups helping the school to raise funds and assisting in events. The Governing Body would like to thank all these volunteers for their help.

### **Organisational Management**

The school is governed by the Governing Body of Lancing College Limited. The Governors determine the general policy of the school. The day-to-day management of the school is delegated to the Head and the Bursar, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration 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 educational staff and the Bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend Governors' meetings.

The remuneration of Key Management Personnel is set by the Governing Body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the school remains sensitive to the broader issues of pay and employment conditions elsewhere.

The Governing Body considers all finance matters including budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations and the results of the audit.

### **Group Structure and Relationships**

The group has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference (HMC) and the Independent Association of Prep Schools (IAPS) and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

### **Employment Policy**

The school is an equal opportunity organisation and is a friendly, ethical, vibrant and outward-looking place to work. It acts with integrity and treats all with respect, valuing diversity and rejecting discrimination. The school is fully committed to creating and promoting a diverse and inclusive workforce that reflects both our local community and our cosmopolitan student body. Job applications are welcome from all suitably qualified candidates regardless of ethnicity, religion, sexuality, gender, age or disability and applications from under-represented groups are particularly encouraged. The school will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled. The remuneration of key management personnel is set by the Governing Body. The Governor and Staff Liaison Committee meets termly. This committee enables a forum for Governors and senior management to brief and update employees and to encourage their involvement in strategic and tactical decision making.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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### **CHARITABLE OBJECTIVES, AIMS AND ACTIVITIES**

#### **Charitable Objects**

The charity's objects, as set out in the Articles of Association, are to advance education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church in the Diocese of Chichester.

#### **Intended Impact and Public Benefit**

In setting our objectives and planning our activities our Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee-charging. Lancing College Preparatory School at Worthing Limited 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 all pupils.

The school's charitable objectives are 'to promote and extend education', and these objectives are recognised as benefiting the public when pursued in the context of formal education in a body where all surplus funds are re-invested.

The Woodard Corporation and all of the schools it owns, including Lancing College Limited and Lancing College Preparatory School at Worthing Limited, are charitable bodies, with no external shareholders and no possibility of making distributions, including in the form of dividends. All surpluses are re-invested in education.

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 the 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.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers resources to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our Governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools.

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In the furtherance of these aims the Lancing College Preparatory School at Worthing Limited directors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

The Woodard Corporation and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

It is a key requirement of evidencing public benefit that any private benefit to individuals or elements of the charity will be incidental to the charity's objectives. An example of private benefit may be the

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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reimbursement of travelling expenses for directors attending training courses: any private benefit to individuals or elements of The Woodard Corporation are incidental to delivery of the charitable objectives.

### **Aims**

The aims of the school are:

- To preserve and promote the Christian values which lie at the heart of the foundation of the school.
- To provide an education for boys and girls aged 2 to 13 which inspires a desire for excellence and enables them to develop independent, searching minds and to realise their full academic potential.
- To ensure, as far as possible, that the years children spend at the school are happy and fulfilling ones.
- To maintain a close partnership with parents in guiding, and caring for, their children.
- To give each child the opportunity to experience a wide variety of activities which are not part of the examined curriculum and to encourage an interest in sport, music, drama, community service and other pursuits through the provision of excellent facilities and supervision.
- To provide a safe, welcoming, supportive and tolerant environment in which each pupil feels valued as an individual and, in turn, learns the importance of tolerance and consideration towards others.
- To help each child realise the importance of contributing to the community, both inside the school and beyond, and to ensure that the wider community benefits from the existence of the school.
- To facilitate entry, where possible, to the school for children from underprivileged backgrounds with the potential to benefit from a Lancing education.
- To work constantly towards the improvement and good maintenance of the school facilities and to exercise a careful, responsible stewardship of the school grounds.
- To appoint talented staff who enjoy the responsibility of fulfilling these aims and to assist them in their professional development.

### **Objectives for the Year**

This year the focus has been on the following:

- To continue the achievement of academic excellence.
- To implement school-wide developments in teaching and learning.
- To continue to improve facilities, both pastoral and academic.
- To maintain teaching staff expertise through continued professional development combined with the recruitment of teachers of ability and commitment.
- To develop and expand the way in which the senior school and the prep schools work together.



# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023

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- To increase pupil numbers in the school.
- To extend access to the school's facilities for the local community.

### Strategies to Achieve this Year's Objectives

These included:

- Benchmarking of academic standards against public examinations and independent value-added criteria.
- School-wide developments in Teaching and Learning, in particular to promote independent learning.
- Major investment in the refurbishment of facilities throughout the school and maintaining and developing the school's teaching resources.
- Ensuring the integration of the school with the senior school and sharing both teaching and physical facilities.
- Increasing the local community's awareness of the existence of the school by considered strategic marketing.

### Principal Activities of the Period

The principal activity of the school is the delivery of education to pupils ranging from 2 to 13 years of age. We also run a number of summer school activities and the school is open at other times for use by the local community.

Pupil numbers at the school during the period were as follows:

	2022/23	2021/22
Preparatory School	133	121
Pre-Preparatory School	74	73
Total	<u>207</u>	<u>194</u>

	2022/23		2021/22	
	Boys	Girls	Boys	Girls
Preparatory School	70	63	65	56
Pre-Preparatory School	39	35	35	38
Total	<u>109</u>	<u>98</u>	<u>100</u>	<u>94</u>

### Bursaries and Scholarships

It is important to us that access to the education we offer is not restricted to those who can afford our fees. We believe our pupils benefit from learning within a diverse community. A great deal of learning occurs through social interaction, conversation and shared experiences which helps our pupils develop an understanding of the perspectives of other people that will be vital in their adult lives.

Our concessions policies, including for bursaries, contribute to a widening of access to the education we offer and the facilities we enjoy.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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The school granted awards, including scholarships, bursaries, discounts and concessions of £290k (2022 - £288k). In the past year the school has provided Means Tested Financial Assistance or Scholarships to 21 pupils (2022 – 22 pupils) and the total value was £88k (2022 – £118k) which represented 3.7% (2022 – 5.6%) of gross fee income. Other discounts or concessions including staff and sibling discounts were awarded to 68 pupils (2022 – 68 pupils) and the value was £202k (2022 – £171k). The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at [www.lancingcollege.co.uk](http://www.lancingcollege.co.uk).

The Governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology recommended by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards range from 20% to 50% remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. Further details of our bursary policy and how to apply are available on our website. Details of bursary awards are also set out in note 2 to the accounts.

### **Other Policies on Assistance:**

#### **Financial planning policy**

Timely financial planning is often the key for many parents who are hoping to send their children to Lancing College Preparatory School at Worthing Limited and a school fees plan is available to help those who wish to fund educational costs through regular contributions.

#### **Family discounts policy**

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

#### **Assistance for our teaching staff**

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

## **STRATEGIC REPORT**

### **REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE PERIOD**

#### **The Promotion of Education**

During the year an average of 207 pupils between the ages of 2 and 13 were educated. This compares with 194 pupils in the period 2021/22. The Governors are pleased with the growing pupil roll during these uncertain times and are expecting a further rise in pupil numbers in the years to come. The school provides a very high standard of education and this is validated in the review of the academic results, and through external inspections. The school offers a broad curriculum and educates children with a wide range of ability. The school can demonstrate particular excellence in all academic areas (including the Strategically Important and Vulnerable subjects [SIVs] - Mathematics, Science and Modern Languages), Music, Arts, Drama and Sport. The aim is to support children in reaching their potential in all areas of their activity at the school.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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### **Academic Results**

We are very proud of our Year 8 pupils who achieved excellent Scholarship results again this year. From our 26 pupils in Year 8, 16 Scholarships were awarded to Lancing College. These were: the Sankey Academic Scholarship (the highest award), the Melsome Academic Scholarship (the 2<sup>nd</sup> highest award), the Jack Robson-Carter Academic Scholarship (the 3<sup>rd</sup> highest award), 1 Academic Scholarship, 2 Academic Exhibitions, 1 Ken Shearwood all-rounder award, 2 Drama awards, 3 Sports Scholarships, 2 Sports Exhibitions and 2 Head Master's Awards. In Year 7 a pupil gained a Sports Scholarship to Our Lady of Sion. In Year 6, 1 pupil gained a Sports Scholarship to Great Ballard, 1 a Sports Scholarship to Shoreham College and 1 a Sports Scholarship to Seaford College. However, all but 1 declined the Scholarships to remain at LPW.

From our Year 6 cohort 88% (22/25) chose to apply for the Lancing Advance Programme and 17 pupils were successful and gained guaranteed places at the College. Of the remaining 5 pupils, 3 are resitting again this year, whilst 2 were offered, and accepted scholarships at other independent schools.

In the EYFS the Nursery has maintained numbers throughout the year, and we have 23 children in the Nursery from September 2023. Mia Coggin, our Nursery apprentice, will complete her apprenticeship this autumn and will be retained as a valued, full-time member of the Nursery staff. 9 children have moved through from the Nursery to Reception and the total number of children in Reception in September 2023 is 15. The small class size in Reception in 2022/23 enabled us to carry out a lot of focused one-to-one work with the children and this had a very good impact on their progress. 100% reached the Early Learning Goal for Reading and Maths and 8 out of 9 children reached a 'Good Level of Development' (being assessed as Expected in the Prime areas and Literacy and Mathematics). The average number of Early Learning Goals achieved per child was 16.8, the maximum being 17.

Pupils in Year 1 to Year 7 sat GL Progress Tests in English and Maths in the summer term. Most pupils obtained a progress category of 'Expected', 'Higher' or 'Much Higher'. The mean standardised age scores (SAS) for most classes were between 118 – 124. The results of the girls and boys were even. In the very few cases where pupils did not make 'Much higher', 'Higher' or 'Expected' progress 'Next Steps' were created which set individualised targets and focused intervention is provided where required.

Pupils in Year 6 and 8 chose to enter the Townsend Warner competition again this year. There were over 1,142 entries from 72 well known prep and senior schools. We are thrilled for our pupils and where they were placed: 31<sup>st</sup> (received a special prize), 89<sup>th</sup> (highly commended), 92<sup>nd</sup> (highly commended), 188<sup>th</sup> and 218<sup>th</sup>.

The school was inspected in June 2022 and was judged to be both compliant and excellent in 'Academic and Other Achievements' and 'Personal Development' achieving 'excellent' judgements in all 16 categories of educational quality. All members of the school community were delighted with this recognition of the quality of education provided.

### **Improving Facilities**

Significant investment continues to be made into the buildings - various classrooms were fully refurbished and other common areas were re-floored and refreshed. A major flat roof was replaced and significant electrical work undertaken.

### **Arts, Music and Drama**

Art, music and drama continue to be a great strength. Many of our children are keen to join the busy musical life of the school through individual music lessons and a range of ensembles (orchestra, string ensemble, rock band, brass band and two choirs). 63 pupils were entered for LAMDA examinations. Of these 58 pupils earned Distinctions (above 80/100) and 19 pupils earned over 90/100. Our annual musical, 'Matilda', was a great success and involved a significant majority of pupils in Years 6, 7 and 8. 45 pupils sat ABRSM exams with all achieving pass, merit or distinctions grades. Our 'LPW Culture Club' encourages pupils to attend literary, theatrical and musical productions outside of school in order

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023

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to broaden their experiences of the Arts. Many pupils have completed Arts Awards based upon their experiences and have visited a number of highly prestigious concerts and events: Glyndebourne, The Royal Albert Hall, London Symphony Orchestra, A Davis Walliams Film Premiere and many other literary/author-based events. Several pupils applied and were invited to attend workshops. They were then asked to formally audition and two of our pupils were cast to act and sing as 'street urchins' in the Glyndebourne festival. They spent the summer singing and performing in Puccini's La Boheme and received Italian language coaching and specialist singing/acting/dancing tuition.

### Sport

This year, we were thrilled with our Sports Scholarship success: 5 to Lancing College, 1 to Shoreham College, 1 to Sion School, 1 to Great Ballard and 1 to Seaford College.

The introduction of the online calendar has assisted the children and their families with fixture details and now PE department can record and analyse results and participation levels.

Due to the negative impact that COVID had on our children and their swimming we worked hard to put lessons in place for the children in our Nursery, Reception and Years 1, 2, 3 and 4. Many of our Year 7 and 8 pupils took part in swimming galas.

Our mixed Cricket A, B and C U13 teams and our mixed U10 A team were unbeaten all season. The Girls' Cricket U11 A team and the U13 Boys' Team won the majority of their matches. Hockey training for both the boys and the girls took place in their timetabled PE lessons, led by the Head of Hockey at Lancing College and using the College Astro.

Our Year 3 and 4 boys and girls played in mixed 'Fun Festivals' during the summer term and continued into this Autumn term. Due to the success of these events our PE department initiated 'From the Ground Up' tournaments for football and netball involving local prep schools. These are designed to allow children of all sporting abilities to experience a tournament where they are evenly matched.

The Prep school took part in our annual Bannister Mile run which raised over £2k for the Disasters Emergency Committee ("DEC") Turkey/Syria Earthquake Appeal.

In the summer term all Prep children participated in a junior golf day. This was an opportunity for them to play games and tasks that are based around the skills needed to play golf, with the aim of allowing them to play golf independently on a golf course. American Flag football was introduced, and we plan to have a KS2 and KS3 team this academic year. There were a vast number of after school sporting clubs on offer for our pupils including football, netball, cricket, dance, yoga and karate.

### Community Activity

**Community:** At the end of the summer term, we held an archaeological dig with input from the science, history and maths department, on the school field to investigate parch marks. The pupils learnt about techniques used by archaeologists to complete pre-excavation desktop research, identify finds and perform geophysical surveying. The project culminated in a weeklong excavation working with the survey team from Worthing Archaeological Society and pupils from a local primary school were invited to attend for a day. All of our pupils in Years 7 and 8 participated in a design competition led by Worthing Borough Council to make public spaces around the town more sustainable. A Year 8 pupil came 2<sup>nd</sup> overall in the competition and was awarded £500 to spend on our school. Our Key Stage 2 and 3 pupils entered the Aspire to Engineering National Competition which is a renewables challenge run by the Royal Commission of the Exhibition of 1851 and Big Ideas. A Year 8 pupil won the competition and used the £50 prize to buy Science books for the school. He was also awarded a workshop for his class from Henry Snaith, Professor of Physics at the University of Oxford and Co-Founder & Chief Scientific Officer of Oxford Photovoltaics Limited. In the Summer Term the PE department organised a 'Festival of Fun' for pupils in Years 3 to 6. This involved our pupils and boys and girls from 5 local primary schools for an afternoon of mixed sports. Girls and boys played football, hockey and netball together in a

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023

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tournament which concluded with a delicious match tea. **Charity:** Over the course of the Lent Term and early part of the Summer Term, pupils in all age groups contributed a considerable amount of food to a local charity, Turning Tides. Our annual Bannister Mile sponsored run raised over £2k for the Disasters Emergency Committee ("DEC") Turkey/Syria Earthquake Appeal and additional smaller sums were raised during the year for a number of charities. Our Green Team are working on a long-term project with Green Schools Project with the aim of becoming a Zero Carbon Green school. This is a long-term project but demonstrates our school community's desire to bring about positive change.

### KPI Review

Fee receipts increased by £266k to £2,077k in 2023. The deficit increased slightly from £122k to £138k. This is a good result since £198k was spent on planned maintenance and improvements for the buildings compared with £98k in 2022 – an increase in spend of £100k. Pupil numbers rose from 194 to 207.

### FINANCIAL REVIEW

#### Results for the Year

The net deficit for the year was £138k (2022 - £122k deficit) which was in line with our expectations. These losses are planned to ameliorate further and convert to surpluses over the next year or two as we build pupil numbers.

#### Reserves Level and Policy, and Financial Viability

The school is fully supported financially by its parent company, Lancing College Limited.

It is the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The medium-term aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets. Unrestricted funds decreased by £138k (2022 - £122k) during the year to a total deficit of £2,390k (2022 – £2,252k), as shown in note 16.

The Governors plan to return the school to a net surplus over the next few years as we build pupil numbers.

In common with other independent schools, the Governors have invested substantial sums into the school buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, free reserves are at a negative balance illustrating the extent of the investment in our school. Free reserves describe a charity's ability to meet short to medium-term charitable commitments from 'liquid' net assets. Calculation per the SORP definition excludes fixed assets whilst including the liabilities associated with long-term borrowing to fund their purchase.

The school has negative reserves of £2,390k but is fully supported by Lancing College Limited, which has expressed that the inter-company loan balance will not be withdrawn whilst the school is returned to a surplus making position and until it is able to repay the loan. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and Accounts.

### PRINCIPAL RISKS AND UNCERTAINTIES

The consideration of risks in the paragraphs below reflects the current more stable environment, post the coronavirus pandemic, offering a wider view of common events plus a specific consideration of those events that could impact the continuity of education.

The Governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. There is no room for complacency particularly in this period of high cost inflation. The Governing Body, therefore, decided last year to increase the fees in September 2022 by 6%. For September 2023 the Governing Body has

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023

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increased fees by 9% - the school faces high cost inflation of in 2022/23 largely due to an increase in utility costs for the year.

The independent sector as a whole is currently subject to potentially increased political risk as the stated policy of the Labour Party is to remove tax concessions for charitable independent schools. If elected, and if this policy is enacted, there is a significant risk to the independent sector as VAT would have to be added to school fees. This would potentially make the fees unaffordable for a proportion of parents, materially affecting the income. The school will do everything it can to mitigate the impact on fees for parents.

Health and Safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the school is impressive and the risks associated with all activities are minimised by thorough planning and risk assessment.

The Governing Body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the executive and the examination of risks is discussed at all of the sub committees and at the main Governing Body. Major risks to which the school is exposed include those affecting safeguarding and protection of pupils, the security and preservation of charitable assets both now and in the future and inflationary pressures on utilities, especially energy, and other costs. The Governing Body continually scans the horizon for emerging or changing risks.

Significant risk areas:

- the Governors consider possible catastrophic business interruption events and ensure that the school has a plan in place to allow education to continue in a range of different scenarios
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of safeguarding and child protection, and we ensure that there is appropriate governance in place to manage safeguarding risks including a designated Safeguarding Lead (DSL) and Deputies. We appoint appropriate professional advisers to ensure that we can keep up to date with all requirements including school or individual membership of bodies being the constituent associations of the Independent Schools Council, ensuring that we have access to up-to-date information and support from West Sussex and National safeguarding organisations
- like all schools, we are exposed to statutory increases in employer contributions to the Teachers' Pension Scheme and we are currently in consultation with teachers to cap this risk at the current cost. We are also exposed to risks such as the imposition of VAT on school fees and a reduction in charitable rates relief. We keep abreast of all planned or anticipated changes and will adapt our financial management of the school accordingly
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by the school include:

- formal agendas and minutes for all meetings of the Governing Body and committees
- a comprehensive risk register which is regularly reviewed and updated
- a crisis response plan
- terms of reference for all committees

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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- comprehensive strategic planning, financial forecasting, budgeting and management accounting, including where appropriate, auditing of accounts
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable
- the use of external experts and agencies where required

The school plans strategically having regard for risk. The executive provides the Governing Body with regular reports which include details of the principal strategic objectives, the risks to achieving these objectives and the mitigating actions to manage those risks. The school also records significant achievements and updates the Governing Body and The Woodard Corporation on short-term plans and risks.

The strategy is discussed between the Governing Body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

### **Financial Risk Management Objectives and Policies**

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the school's operations. The school is fully supported financially by Lancing College, its parent company.

The main issues arising from the school's financial instruments are liquidity risk and interest rate risk. The directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from banks and other lenders.
- Interest rate risk – the School finances operations through a mixture of retained surpluses and bank and other borrowings. The exposure to interest rate fluctuations is managed by the use of both fixed and floating facilities.

### **GOING CONCERN**

Lancing Prep at Worthing is fully supported by Lancing College Limited.

Having considered all factors and reviewing the available evidence, the directors have a reasonable expectation that the charity will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis. Further details related to the adoption of the going concern basis can be found in the accounting policies on page 24.

### **PLANS FOR FUTURE PERIODS**

The Strategic Development Plan of Lancing College and its Prep Schools is revised annually.

The key current objectives are:

- To promote teaching that encourages active learning and critical, creative and independent thinking.
- To maintain and improve monitoring of pupil progress.
- To maintain and improve the current high standards of academic achievement.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023**

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- To promote and maintain standards of excellence in sport, music, drama and all other aspects of our extra-curricular provision.
- To develop and improve facilities and ICT for pupils and staff.
- To recruit and retain members of the Common Room capable and willing to involve themselves fully in the academic, pastoral and extra-curricular activities of the school.
- To develop and enhance the school's relationship with both the local and the wider community and to develop wider community access to the school's facilities.
- To increase the capability of the school to offer education to children whose parents are unable to afford full fees.
- To provide and improve pre-prep and prep education in Worthing.

### **AUDITOR**

RSM UK Audit LLP having expressed their willingness to continue in office will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.



# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## DIRECTORS' REPORT (incorporating the Strategic Report) YEAR ENDED 31 AUGUST 2023

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### DIRECTORS' RESPONSIBILITIES STATEMENT

The directors who are also trustees for the purpose of charity law are responsible for preparing the Directors' Report incorporating the Strategic Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice, (United Kingdom Accounting Standards and applicable law) including FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

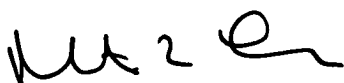
### Provision of information to the Auditor

The directors confirm that:

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Directors' Report incorporating the Strategic Report have been approved by the board of directors of Lancing College Preparatory School at Worthing Limited on 4 December 2023 and signed on their behalf:



M R Slumbers CHAIRMAN

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **Independent auditor's report to the trustees of Lancing Preparatory School at Worthing Limited**

---

### **Opinion**

We have audited the financial statements of Lancing College Preparatory School at Worthing Limited (the charitable company) for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 31 August 2023 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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**

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the Annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the Annual Report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **Independent auditor's report to the trustees of Lancing Preparatory School at Worthing Limited**

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### **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 Directors' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report and the incorporated Strategic Report.

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

- 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 directors' remuneration specified 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 Directors' responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 Directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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.

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

# **LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**

## **Independent auditor's report to the trustees of Lancing Preparatory School at Worthing Limited**

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In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the charitable company operates in and how the charitable company is complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP, Companies Act 2006, Charities Act 2011, the charitable company's governing document, and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Directors' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are the Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls and the risk of revenue recognition for non-fee income as the areas where the financial statements were most susceptible to material misstatement due to fraud. In respect of the risk of management override of controls, audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates. In respect of the risk of revenue recognition for non-fee income, audit procedures performed included but were not limited to testing samples of transactions back to underlying documentation.

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

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## Independent auditor's report to the trustees of Lancing Preparatory School at Worthing Limited

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### Use of our report

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

*RSM UK Audit LLP.*

Zoe Longstaff-Tyrrell  
Senior Statutory Auditor  
for and on behalf of RSM UK Audit LLP, Statutory Auditor  
Portland  
25 High Street  
Crawley  
RH10 1BG

Dated *14 December 2023*.

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED  
BALANCE SHEET  
AS AT 31 AUGUST 2023**

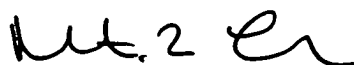
		<b>2023</b>	<b>2022</b>
	<b>Notes</b>	<b>Unrestricted Funds £</b>	<b>Unrestricted Funds £</b>
<b>INCOME</b>			
Income from Charitable Activities			
School fees	2	<b>2,076,690</b>	1,811,490
Ancillary trading income	3	<b>66,402</b>	31,601
Non-ancillary trading income	3	<b>3,924</b>	11,982
<b>TOTAL INCOME</b>		<b><u>2,147,016</u></b>	<b><u>1,855,073</u></b>
<b>EXPENDITURE</b>			
Charitable Activities			
Schools and grant-making		<b>2,284,974</b>	1,977,261
<b>TOTAL EXPENDITURE</b>	7	<b><u>2,284,974</u></b>	<b><u>1,977,261</u></b>
<b>NET EXPENDITURE FOR THE PERIOD</b>	4	<b><u>(137,958)</u></b>	<b><u>(122,188)</u></b>
Fund balances brought forward		<b>(2,251,757)</b>	(2,129,569)
<b>FUND BALANCES AS AT 31 AUGUST</b>		<b><u>(2,389,715)</u></b>	<b><u>(2,251,757)</u></b>

The accompanying notes form an integral part of these financial statements.

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED  
BALANCE SHEET  
AS AT 31 AUGUST 2023**

	Notes	£	2023 £	£	2022 £
<b>FIXED ASSETS</b>					
Tangible assets	9		265,151		212,067
			<u>265,151</u>		<u>212,067</u>
<b>CURRENT ASSETS</b>					
Debtors	10	45,599		45,660	
		<u>45,599</u>		<u>45,660</u>	
<b>CURRENT LIABILITIES</b>					
Creditors due within one year	11	(2,678,292)		(2,509,384)	
<b>NET CURRENT LIABILITIES</b>			<u>(2,632,693)</u>		<u>(2,463,724)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>(2,367,542)</u>		<u>(2,251,657)</u>
<b>LONG TERM LIABILITIES</b>					
Creditors payable after one year	12		(22,073)		-
			<u>(22,073)</u>		<u>-</u>
<b>NET LIABILITIES</b>			<u>(2,389,615)</u>		<u>(2,251,657)</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	14		100		100
<b>FUNDS</b>					
Unrestricted funds:					
General reserve			(2,389,715)		(2,251,757)
			<u>(2,389,715)</u>		<u>(2,251,757)</u>
<b>EQUITY SHAREHOLDERS' FUNDS</b>	16		<u>(2,389,615)</u>		<u>(2,251,657)</u>

The financial statements were approved and authorised for issue by the Board on 4 December 2023 and signed on its behalf by



Mr M R Slumbers (Chairman)

Company registration number: 08808550

The notes on pages 21 to 33 form part of these financial statements

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 AUGUST 2023**

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**1. ACCOUNTING POLICIES**

The principal accounting policies, all of which have been applied consistently throughout the period:

**a) Basis of Accounting**

These accounts are the individual company accounts for Lancing College Preparatory School at Worthing Limited, a private charitable company limited by shares incorporated and registered in England and Wales. The accounts of the company have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis. These financial statements are presented in Sterling and the functional currency is Sterling.

Lancing College Preparatory School at Worthing meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The address of the registered office is given on Page 1.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in the accounting policies for bad debts.

**b) Going Concern**

The accounts have been prepared on a going concern basis. The Lancing College Preparatory School at Worthing Limited and Lancing College Limited boards review the financial information for the charity and consider whether the charity is a going concern for a period of at least 12 months from the date of approval of the accounts.

The school has negative reserves of £2,390k but is fully supported by its parent Lancing College Limited. Lancing College Limited has, whilst not legally binding, confirmed its ability and intention to continue to support the school in meeting its liabilities as they fall due for a period of at least 12 months from the date of signing of these accounts. The inter-company loan balance will not be withdrawn whilst the school is returned to a surplus making position and until it is able to repay the loan.

Having considered all the factors and reviewing the available evidence, the directors have a reasonable expectation that the charity has adequate resources to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

**c) Fees and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.



# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

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### d) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example school shop sales, coaches to and from school and school trips. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and rental from spare school buildings. Income from these activities is recognised in the Statement of Financial Activities when the goods are sold or services provided.

### e) **Voluntary sources, Grants and Donations**

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

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

### f) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy.

The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

### g) **Governance costs**

Governance costs include the costs attributable to Lancing College Preparatory School at Worthing Limited's compliance with constitutional and statutory requirements, including audit, strategic management and governors' meetings and reimbursed expenses. Such costs include both direct and allocated support costs.

### h) **Pension Costs**

The school participates in the Teachers' Pensions scheme, which is an unfunded government scheme providing benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the charitable company's share of the schemes cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes. The charitable company also contributes to other defined contribution pension schemes for non-teaching staff.

### i) **Tangible Fixed Assets and Depreciation**

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

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

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

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Leasehold land	- Over the shorter of the economic life of the asset or the life of the lease
Computer equipment	- 25% on cost
Fixtures and fittings	- between 4% and 25% on cost

The company has reviewed its tangible assets, which comprise of leasehold buildings, computer equipment, and furniture and fittings.

Lancing College Preparatory School at Worthing exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

### j) **Financial Instruments**

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

### k) **Taxation**

Lancing College Preparatory School at Worthing Limited is a registered charity and as such is exempt from income tax and corporation tax under the provisions of Section 478 of the Corporation Tax Act 2010. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

### l) **Cash flow statement**

The cash flows of Lancing College Preparatory School at Worthing Limited are included in the consolidated cash flow statement of Lancing College Limited. The company is exempt under the terms of Section 1 of FRS 102 from publishing a cash flow statement.

### m) **Accounting estimates and judgements**

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement. There are no key sources of estimation uncertainty. Lancing College Preparatory School at Worthing also exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

### n) **Debtors**

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

### o) **Cash**

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

### p) **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 AUGUST 2023**

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from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**q) FRS 102 Exemptions**

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its financial statements of the following disclosure exemptions:

- Section 11 and section 12 - Financial instruments disclosures.

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 AUGUST 2023**

**2. CHARITABLE ACTIVITIES - SCHOOL FEES**

	2023	2022
	£	£
The school fees income comprises:		
Gross fees	2,366,274	2,099,023
Less: Total scholarships, bursaries, etc	(289,584)	(287,533)
	<u>2,076,690</u>	<u>1,811,490</u>

Scholarships, bursaries and other awards were paid to 84 pupils (2022: 90 pupils). Within this, means tested bursaries and scholarships totalling £86k were paid to 21 pupils (2022: £118k to 22 pupils).

**3. CHARITABLE ACTIVITIES - OTHER INCOME**

	2023	2022
	£	£
Ancillary income:		
Wraparound care & holiday clubs	30,244	26,537
Entrance and registration fees	4,895	3,975
Extra school care – Learning support and Music	31,263	1,089
	<u>66,402</u>	<u>31,601</u>
Non-ancillary activities:		
Other income	3,924	11,982
	<u>70,326</u>	<u>43,583</u>

**4. NET EXPENDITURE FOR THE PERIOD**

	2023	2022
	£	£
Net expenditure for the period is stated after charging:		
Depreciation	34,603	31,572
Auditor's remuneration – audit	6,700	4,850
	<u></u>	<u></u>

**5. STAFF COSTS**

	2023	2022
	£	£
Total staff costs comprise:		
Wages and salaries	1,250,375	1,166,963
Social security costs	117,227	113,264
Pension contributions	195,707	172,926
	<u>1,563,309</u>	<u>1,453,153</u>

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**Number of employees:**

The average monthly number of employees during the period on a headcount basis was:

	<b>2023 Number</b>	<b>2022 Number</b>
Teaching staff	<b>33</b>	<b>30</b>
Others	<b>14</b>	<b>11</b>
	<b><u>47</u></b>	<b><u>41</u></b>

One employee was remunerated between £90,001 and £100,000 in the year (2022: One between £90,001 and £100,000).

The aggregate employee benefits of key personnel during the year were £484,979 (2022: £449,644). These key employees are employed by the parent company, Lancing College Limited.

**6. DIRECTORS**

None of the directors (or any persons connected with them) received any remuneration or reimbursement of expenses during the period (2022: none).

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**7a. ANALYSIS OF TOTAL RESOURCES EXPENDED**

	Staff (Note 5)	Other Costs	Depreciation (Note 9)	2023 Total	2022 Total
	£	£	£	£	£
<b>Charitable activities</b>					
Teaching	1,345,245	119,007	-	<b>1,464,252</b>	1,306,290
Welfare	77,814	89,490	-	<b>167,304</b>	137,648
Premises	48,191	376,835	34,603	<b>459,629</b>	371,296
Support cost of schooling	92,059	101,412	-	<b>193,471</b>	162,027
School operating costs	<u>1,563,309</u>	<u>686,744</u>	<u>34,603</u>	<u><b>2,284,656</b></u>	<u>1,977,261</u>
Grants, awards and prizes	-	318	-	<b>318</b>	-
Total resources expended	<u>1,563,309</u>	<u>687,062</u>	<u>34,603</u>	<u><b>2,284,974</b></u>	<u>1,977,261</u>

**b. Governance Costs included in support costs**

	2023 £	2022 £
Remuneration paid to auditor for audit services	<b>6,700</b>	4,850
Other Governance Costs	<b>6,296</b>	1,940
	<u><b>12,996</b></u>	<u>6,790</u>

**8. TAXATION**

The company is a registered charity and therefore no liability to taxation arises on its charitable activities.

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

### 9. TANGIBLE FIXED ASSETS

	Land and Buildings Short Leasehold £	Computer Equipment £	Fittings and Equipment £	Total £
<b>Cost</b>				
At 1 September 2022	182,619	96,884	251,099	530,602
Additions	-	44,205	43,482	87,687
Disposals	-	-	-	-
<b>At 31 August 2023</b>	<b>182,619</b>	<b>141,089</b>	<b>294,581</b>	<b>618,289</b>
<b>Depreciation</b>				
At 1 September 2022	57,745	96,884	163,906	318,535
Charge for the year	8,213	4,912	21,478	34,603
<b>At 31 August 2023</b>	<b>65,958</b>	<b>101,796</b>	<b>185,384</b>	<b>353,138</b>
<b>Net book value at 31 August 2023</b>	<b>116,661</b>	<b>39,293</b>	<b>109,197</b>	<b>265,151</b>
<b>Net book value at 31 August 2022</b>	<b>124,874</b>	<b>-</b>	<b>87,193</b>	<b>212,067</b>

All assets are used for charitable purposes.

Lancing College Preparatory School at Worthing Limited has a fixed and floating charge over all the property of the company with Barclays Bank PLC.

### 10. DEBTORS

	2023 £	2022 £
Fee debtors	5,375	21,492
Trade debtors	100	1,500
Prepayments and accrued income	35,313	22,668
Other debtors	4,811	-
	<b>45,599</b>	<b>45,660</b>

School fee debtors are net of £4,071 (2022: £20,908) provided for doubtful debts.

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

### 11. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	58,463	9,438
Amounts owed to group undertakings	2,120,875	1,992,965
Other creditors	50,471	47,039
Accruals	10,895	84,476
Entrance deposits	47,000	37,600
Deferred income - fees received in advance	375,873	337,866
Finance lease	14,715	-
	<u>2,678,292</u>	<u>2,509,384</u>

Deferred income relates to fees received in advance for the forthcoming academic year, £337,866 was released in the year to the Statement of Financial Activities and £375,873 was deferred.

Included within the other creditors is an amount owing to the Teachers' Pension Scheme at the end of the year of £19,610 (2022: £19,370).

### 12. CREDITORS: Amounts falling after one year

	2023 £	2022 £
Finance lease	22,073	-
	<u>22,073</u>	<u>-</u>

### 13. FINANCE LEASE OBLIGATIONS

	2023 £	2022 £
Amounts falling due:		
Within 2 to 5 years	7,358	-
Within 1 to 2 years	<u>14,715</u>	<u>-</u>
	22,073	-
Within 1 year	<u>14,715</u>	<u>-</u>
	<u>36,788</u>	<u>-</u>



# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

### 14. SHARE CAPITAL

	2023 and 2022 £
<b>Authorised</b>	
100 Ordinary Shares of £1 each	<u>100</u>
<b>Allotted, called up and fully paid</b>	
100 Ordinary Shares of £1 each	<u>100</u>

The company's shares which carry no right to fixed income, each carry the right to one vote at general meetings of the company.

### 15. ANALYSIS OF NET LIABILITIES BETWEEN FUNDS

The company's net liabilities belong to the various funds as follows:

	Fixed Assets £	Net Current Liabilities £	2023 Total £
<b>Unrestricted Funds</b>	265,150	(2,654,765)	<b>(2,389,615)</b>
	<u>265,150</u>	<u>(2,654,765)</u>	<u><b>(2,389,615)</b></u>

	Fixed Assets £	Net Current Liabilities £	2022 Total £
<b>Unrestricted Funds</b>	212,067	(2,463,724)	<b>(2,251,657)</b>
	<u>212,067</u>	<u>(2,463,724)</u>	<u><b>(2,251,657)</b></u>

### 16. RECONCILIATION OF MOVEMENT IN EQUITY SHAREHOLDERS' FUNDS

	2023 £	2022 £
Opening shareholders' funds	<b>(2,251,657)</b>	(2,129,469)
Net movements in funds	<b>(137,958)</b>	(122,188)
Closing shareholders' funds	<u><b>(2,389,615)</b></u>	<u>(2,251,657)</u>

The shareholders' funds are unrestricted funds representing those resources which may be used towards meeting any of the charitable objects of the school at the discretion of the Trustees. The funds are currently in deficit but the school has plans to return to a surplus position to reduce this deficit position.

# LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING LIMITED

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

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### 17. TEACHERS' PENSION SCHEME

#### Teachers' Pension Scheme

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 £177,040 (2022: £154,761) and at the year-end £19,974 (2022: £19,370) was accrued in respect of contributions to this scheme.

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

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach.

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:

- Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
- Notional past service deficit of £39.8 billion (2016 £22 billion)
- Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

**LANCING COLLEGE PREPARATORY SCHOOL AT WORTHING  
LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 AUGUST 2023**

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**18. RELATED PARTIES AND ULTIMATE CONTROLLING PARTY**

The parent company and controlling party is Lancing College, a company registered in England and Wales and limited by shares. Control is exercised by the parent by virtue of owning 100% of the share capital of Lancing College Preparatory School at Worthing. Lancing College Limited has company registration number 03779985 and charity registration number 1076483. Lancing College's principal activity is the education of girls and boys aged 13 to 18. The registered address of Lancing College Limited is Lancing College, Lancing, West Sussex BN15 0RW.

The directors consider that the ultimate parent undertaking is The Woodard Corporation (Company number 04659710), a registered charity, number 1096270 which is registered in England and Wales. The Woodard Corporation's principal activity is to act as a holding company for various schools, colleges and academies. Control is exercised by the ultimate parent by virtue of owning 100% of the share capital of Lancing College Limited.

In line with paragraph 33.1A of FRS 102, the company, as a wholly owned subsidiary, is not required to disclose transactions with other wholly owned members of the group. There were no other related party transactions during the year.

The largest group of undertakings for which group accounts are drawn up is that headed by The Woodard Corporation and the smallest is that headed by Lancing College Limited. Copies of these accounts can be obtained from Companies House, Crown Way, Cardiff, CF14 3UZ or are available on the Charity Commission website.