

KING'S HOUSE SCHOOL TRUST (RICHMOND) LIMITED

(A Charitable Company Limited by Guarantee)

REPORT AND CONSOLIDATED ACCOUNTS

YEAR ENDED 31 AUGUST 2023



Company Registered Address: 68 Kings Road, Richmond, Surrey, TW10 6ES

Company Registered No: 590559

Charity Registered No: 312669



The Governors are delighted to present their annual report incorporating the strategic report for the year ended 31 August 2023 under the Charities Act 2011, together with the audited accounts for the year, which are prepared to meet the requirements of a directors' report and accounts for Companies Act purposes, the Trust Deed and the Charities SORP (FRS102).

The Governors of the School and the Directors of the trading subsidiary freely give their time and expertise to support the charity. None of the Governors receive remuneration or other benefit from their work with the charity. Any contractual relationship must be disclosed, and notes of interest are retained in written form.

The School is fortunate to be supported by parents through the Friends of King's House School and during the year the Friends held a number of events, which are always well attended. The Governors are grateful for their commitment and contribution to the school, which, this year, totalled £19,242 and was primarily used to purchase new playground equipment across the School and Nursery sites.

REFERENCE AND ADMINISTRATIVE INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 17 September 1957 (company number: 590559) and registered as a charity on 31 July 1964 (charity number: 312669).

King's House School Enterprises Ltd was constituted as a body corporate limited by guarantee on 21 May 2010 (company number: 07261424).

The Directors of the charitable company are the Trustees for the purposes of charity law and are Governors of the School. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per Director of the charitable company.

The address of its registered office is 68 Kings Road, Richmond upon Thames, Surrey, TW10 6ES

The information included on pages 1 to 4 forms part of this report.



Governors, Officers and Advisers

The King's House School Governors are the charity trustees of the King's House School charity. They have all served in office throughout the year, except where indicated. Together with past Governors (who served in the year as indicated), they are:

	Occupation	Date of appointment/resignation
David Barbour	Investment Manager	19 November 2015
Dan Boorman	Deputy Head, Bishopgate School	3 December 2021
Julian Davison	Private Equity	2 August 2017
Adrian Edwards	Management Consultant	8 January 2020
Richard Gale	Company Director	11 September 2021
Jenny George	HR Consultant	4 December 2018
Dr Sarah Ann Hendry	Deputy Head, Hampton School	27 June 2018
Christine Laverty (Chair)	Chartered Accountant	19 November 2015
James Owen	Chartered Surveyor/Fund Manager	6 July 2017
Lisa Peacock	Barrister	9 January 2020
Chris Pollitt	House Master, Harrow School	23 June 2021
Peter Scott	Programme Director (retired)	7 March 2023
Dr Sumangala Sornalingham	Medical Doctor	24 June 2023
Catherine Urch	Medical Practitioner	23 June 2015 (retired 24 July 2023)
Dr Richard Ward (Vice Chair)	Company Director	4 December 2018
Paul Williams	Second Master, Epsom College	21 March 2019 (retired 24 July 2023)

Whilst responsibility for the daily management of the School rests with the Head, Governors retain overall responsibility for all aspects of the School's overarching strategic direction and conduct. To assist in discharging this responsibility, the Governors have created sub-committees to deal with finance, development, staffing and educational and pastoral matters, as well as *ad hoc* groups when required.

Memberships of committees during the year ended 31 August 2023 and up to 7 December 2023 were:

Finance & Development Committee (FDC)

Julian Davison (Chair)
Adrian Edwards
Richard Gale
Christine Laverty
Dr. Richard Ward
Peter Scott

Human Resources Committee

Jenny George (Chair)
Dr. Sarah Ann Hendry
Christine Laverty
Paul Williams*

Safeguarding Committee

Dan Boorman (Chair)
Jenny George
Lisa Peacock
Dr. Sumangala Sornalingam

Educational & Pastoral Committee (EPC)

Dr. Sarah Ann Hendry (Chair)
Jenny George
Katie Urch*
Chris Pollitt
Dr. Sumangala Sornalingam

Health & Safety Committee

James Owen

Nominations Committee

Christine Laverty
Dr. Richard Ward

Bursaries and Public Benefit Committee

Lisa Peacock (Chair)
Peter Scott
Katie Urch*
Paul Williams*

*Retired



GOVERNORS AND CHARITY TRUSTEES (continued)

Governors, Officers and Advisers (continued)

King's House School Enterprises Ltd (KHSE) is a wholly owned subsidiary of King's House School, incorporated to manage the School's trading operations (principally lettings). The Directors of the Company are:

David Barbour	Appointed 19/11/2015
Louis Mather	Appointed 10/7/2018
Mark Silver	(Chair: From 11/11/2019)
Cindy Yendell	Appointed: 11/06/2019
Peter Scott	Appointed: 25/04/2023

The Board of Governors is a self-appointed body, with a policy for selecting and recruiting new members, who are elected to the Board by existing Governors. Service on the Board is a maximum of two terms of four years. The same arrangement applies to KHSE.

KEY MANAGEMENT PERSONNEL

Head	Mark Turner
Deputy Head	Martin Shore
Head of Pastoral Care	Alex Churcher
Head of Junior Department	Simon Gower
Head of Nursery	Jane O'Brien
Bursar, Company Secretary and Clerk to the Governors	John Loveland

The Head manages the day to day operation of the School through the Senior Management Team (SMT), which comprises the key management personnel listed above. The Bursar manages the day to day operation of the Enterprise Company through the Enterprise Manager.

Principal address of Charity

68 Kings Road
 Richmond Upon Thames
 Surrey
 TW10 6ES

Principal address of King's House School Enterprises Ltd

68 Kings Road
 Richmond Upon Thames
 Surrey
 TW10 6ES

Websites: www.kingshouseschool.org;
www.kingshousesportsground.co.uk

OUR ADVISERS

Auditors	Haysmacintyre LLP	10 Queen Street Place, London EC4R 1AG
Bankers	Lloyds TSB Bank plc	1st Floor, 39 Threadneedle Street, London, EC2R 8AU
Solicitors	Moore Barlow Solicitors	The Oriel, Sydenham Road, Guildford, Surrey, GUI 3SR
Insurance Brokers	Hettle Andrews	2 Brunswick Square, Birmingham, B1 2LP



OBJECTS AND ACTIVITIES:

The Charitable Objects of the School are set out in its Trust Deed and the main activities undertaken to further the charity's purposes for the public benefit are to carry on and develop King's House School in Richmond, Surrey and any other school. This includes the provision of boarding and/or day schooling for children of either sex anywhere in the world. Ancillary to its main charitable purpose, the charity also makes its facilities, and particularly its playing fields, available to local residents, charitable organisations and schools.

Aims

Within these Objects, the School's strategic aims as an educational charity for children are:

1. To provide an environment where the pupils feel supported and safe, and where their welfare and safeguarding are paramount.
2. To offer an education in which the pupils experience a high quality, broad and balanced curriculum, which engages and challenges them whilst developing their knowledge, understanding and skills across the areas of learning (linguistic, mathematical, scientific, technological, human and social, physical and aesthetic and creative education).
3. To attract and retain pupils who will benefit from and contribute to the education that is on offer at King's House.
4. To attract, support, retain and develop teaching and support staff of the highest calibre, who will enhance the provision to the pupils here.
5. To build and maintain facilities which enhance the education and care offered by the School.
6. To ensure that the School continues to be in a strong position financially, is efficiently run and is able to deliver on its aims whilst keeping the fees on an affordable footing.
7. To enhance the reputation of King's House School and to build stronger links with the wider community, including parents and alumni.
8. To meet and, where appropriate, exceed all required standards for a high-quality independent school.

The School is an equal opportunities employer, committed to a working environment that is free from discrimination and will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled. The School has an equality, diversity and inclusion (EDI) working group made up of staff from various departments of the school, who meet regularly with governors to focus on increasing the diversity of staff and pupils and to ensure that all school practices and opportunities are fair and transparent.

The School uses Common Entrance results and senior school entry to monitor its success and the performance of the pupils remains a source of great satisfaction, particularly as the School is non-selective in the early years, taking pupils of all abilities into the Nursery and Reception years.

The School considers other measures of success, such as individual and team sporting achievements and achievements in performing arts, music, design technology and art. The extent to which parents are involved in school life is also monitored, as the Governors consider parental involvement as key to the continued success of the School.

The School remains committed to working with the community and seeks to increase pupil numbers travelling to school by school provided and public transport. Where this is not practicable, the School encourages pupils to cycle, walk or share lifts with each other. This activity to minimize the impact on local traffic is reflected in the School's accreditation with the Transport for London STARS scheme.

Activities

The objectives reflect the educational aims and the ethos of the School and the importance of maintaining and enhancing its academic success. These objectives are, however, set in the context of the broader goals set for the School and its pupils, and a wide range of extra-curricular activities is provided throughout the school.

In March 2023, the School announced its decision to extend co-education beyond the current Nursery. The first girls will be able to join Reception and Year 1 in September 2024, and co-education will then be phased in year-by-year. This decision has been driven by growing demand from parents for a co-ed prep school in Richmond. In June 2023, the School was inspected by the Independent Schools Inspectorate and was rated excellent in all areas of educational quality and met all areas of the compliance inspection.



In setting the objectives and planning activities, the Board and Senior Management Team have given careful consideration to the Charity Commission's general guidance on public benefit and, in particular, to its supplementary public benefit guidance on charging for services. To underline the value placed on continuity for families, a discount is offered to parents.

The School continues to develop its outreach initiatives, including bursary awards, and to maximise the use of its estates and sporting facilities by other school and community groups for the benefit of children of both sexes, as well as promoting sport in the community. The Bursaries and Public Benefit Committee review outreach initiatives annually, including bursary awards. A list of other schools and community clubs is maintained and details are logged on the Schools Together website.

The School is committed to safeguarding and promoting the welfare of the pupils and expects all staff and volunteers to share this commitment. Parents are given regular information about their children's social and academic progress through parents' evenings, in addition to the traditional end of term and year reports. Regular contact with parents is maintained throughout the year through informal contact and through the biweekly newsletter, website and social media platforms.

All pupils have a Form Tutor who is responsible for their pastoral care and academic development. In addition, within the Senior Department there are dedicated Heads of Year from Year 5 upwards, and external speakers are invited to the school to speak to the pupils about personal and internet safety and a range of pastoral issues.

The School offers a broad curriculum and is proud of the advancement in recent years in areas such as computing, design technology, music, art and drama. Computing is taught as a discrete subject from Nursery onwards by a specialist teacher, allowing pupils to add depth to their subject knowledge, such as learning textual programming from Year 5 (Python) and Year 7 (HTML). In design technology, learning is termly project based, incorporating theory and practical modules. Pupils are exposed to technology through computer aided design (CAD) and computer aided manufacturing (CAM). The Art Department has a fully functioning art studio, equipped with a kiln to enable work on ceramics projects, as well as other mediums such as print making, painting, drawing and photoshop.

The Music Department is committed to providing a stimulating and challenging all-round music education, whilst taking care to identify and nurture individual talent and maximise pupils' potential. The 12 peripatetic teachers offer individual lessons in piano, violin, cello, flute, clarinet, saxophone, all brass, guitar, drum and voice. Many pupils take part in ABRSM exams and there are many co-curricular activities such as ensembles, orchestra, rock bands and traditional choirs. A highlight in the year is the annual summer concert at the King's House School Sports Ground. Drama encourages every boy to perform, be it in class, assemblies or as part of a production. Drama is used to facilitate key social and communicative skills and emotional literacy and we have two LAMDA qualified teachers within the team.

On the sporting front, the School continues to go from strength to strength, participating in regional football and cricket competitions and boys representing the county. In football, the 1st X1 finished 3rd in the Independent Association of Prep Schools 7 a-side National Finals. Rugby has been strong across the board, as evidenced by numerous ex-pupils going on to achieve under-16 places at Harlequins and London Irish. In cricket, the School has a number of boys currently in trials for the county representative teams and one boy has gained a Winchester Sports Scholarship. The School also had two boys compete in the National Swimming Finals.

Pupils are encouraged to contribute to the development of the school, and there are many opportunities for the pupil voice to be heard, including eco-teams, school council, house competitions, charity votes, year group forums and the range of lunchtime clubs.

For the alumni, a reunion event was organised in June 2023, which included former teachers and parents. Over 100 people attended an evening reminiscing and catching up with old friends and colleagues. Over the last couple of years, there has been a focus on growing the alumni database, to foster an engaged community and potential network of volunteers and networking opportunities.

The School has an environmental committee made up of pupils from each year group in the Senior Department, who are working on various initiatives as part of the Eco Schools accreditation scheme. The School holds the Eco-Schools Green Flag, which recognises the work done by pupils to make the school more environmentally friendly and raise eco-awareness in fellow pupils. The School continues to investigate ways to improve sustainability and reduce waste through the use of biodegradable food containers in the dining rooms and green bins for recycling food waste. The waste management /recycling partner can process much of the waste, for example, they have plastic, metal and glass recycling, anaerobic digesters, composting, gas to energy plants and refuse-derived fuel.



Bursary Policy

It is important to the School that access to the education offered is not restricted to those who can afford the fees. It is the School's belief that pupils benefit from learning within a diverse community and this is reflected in the provision of bursaries.

The Governors view 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 the School offers. Bursary Awards are available to all parents/guardians of children entering any year group from Year 3 up to Year 6 and are made at the discretion of the Governing Body 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).

The School has appointed an independent company, Bursary Administration Limited, to assess applications and make recommendations for or against an award. The final decision on awards remains with the School. Information about fee assistance through bursaries is available to all who apply to the School and is published on the website.

STRATEGIC REPORT

As in previous years, key objectives included:

To maintain the present low teacher: pupil ratio, which the School believes gives pupils the necessary time to develop academic, sporting, artistic and social skills.



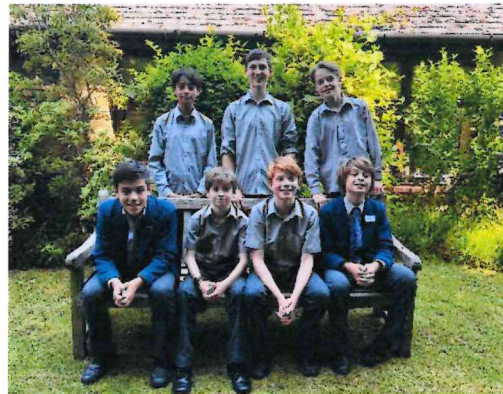
Measurement is easy to assess from pupil and staff numbers. Pupil achievements in academic, sporting, music, drama, and other activities support our belief in the benefits of maintaining the ratio.

The ratio remains low at just under 1:10.

**To maintain the current high standards of academic achievement at Common Entrance and scholarship level.
To identify and support appropriately the academic needs of the pupils.**

The Common Entrance (Year 8) and scholarship results (Years 6 and 8) are a measure of success. The leaving cohort in 2023 achieved a total of 7 awards over a good range of disciplines e.g. academic, sports, music and drama, all gained places at their chosen senior schools.

Performance is measured through educational assessment tools which track individual pupil progress. Ongoing external subject reviews assess the quality of teaching.



STRATEGIC REPORT (continued)

To develop social and cultural awareness in pupils through a programme of events to encourage greater social awareness and participation.



Other activities include assemblies, PSHE, external speakers and outreach activities through the pupils' Charity Committee.

During the year, the School also supported charities including Shooting Star, Movember, MACS, Guide Dogs, Skylarks, Richmond AID, Royal British Legion, Stargardt, SPEAR and Vineyard Community. Donations totalled £13,902.

In addition to the main school activity, the School continues to foster relationships with the community by hosting a number of local residents' clubs and charity events in the school buildings and particularly at the sports ground, including the Riana Community summer sporting activities and a partnership with the Civil Service Football Club for girls' football coaching.



Following the lifting of Covid-19 restrictions, Maths Masterclasses were restarted, to which Year 6 pupils from neighbouring schools and members of the Royal Institute of Maths are invited, to provide the most valuable experiences for the pupils.



STRATEGIC REPORT (continued)

To contribute to the wider community by enabling participation in a range of sporting, recreational and educational activities.

As well as the internal awards and external grants, the School has focused on increasing its public benefit and community outreach work at the sports grounds, as that is where the biggest impact on the community can be achieved. A number of local state schools and community clubs have regular access to the facilities, either at a substantially discounted rate or without charge.

During 2022 – 2023:

Internal Awards

1 pupil received means-tested bursary/hardship awards:	£1,174
7 pupils received Sibling & Staff discounts :	£14,202

External Awards

A grant was made to RNCSF (see below) to support disadvantaged children in assisted boarding places:	£20,000
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A grant was made to a local primary school to support the provision of sport and pupil welfare:	£25,634
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A grant was made to The School and Family Works social enterprise (see below) to fund one multi-family therapy group to support local children with complex needs to promote their success at school:	£20,000
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Continuance of charitable support.

The School continues to support the Royal National Children's Springboard Foundation (RNCSF), through parental voluntary contributions of £5,400 and a direct donation of £14,600, in its mission 'to improve and transform the lives of young, disadvantaged children by supporting their educational opportunities in both state and independent boarding schools. By doing this, we seek to improve their educational attainment, employability and aspirations'.

The School also supports The School and Family Works charity in their aim to 'offer flexible, therapeutic, community based services that enable schools and families to work together to help vulnerable children achieve educational success' via their 'transforming lives initiative'. Through this partnership, the School has established a direct link with a local primary school and is funding a sports apprentice and pupil counselling.



STRATEGIC REPORT (continued)

ACHIEVEMENTS AND PERFORMANCE

Pupil numbers

Educational activities for boys from the ages of 4 to 13 are carried out in the Junior Department and Senior Department buildings. In addition, the Nursery premises provide pre-school facilities for boys and girls aged 3 and 4. The Junior and Senior Departments averaged 377 (2022: 372) pupils. Numbers in the Nursery averaged 50 (2022: 54).

Academic

The School resolves to keep up the academic, sporting and artistic standards for which it has become known, and continue the development of its premises to meet the needs of the pupils moving forward. A total of 7 awards were achieved across a range of disciplines including academic, music and sport.

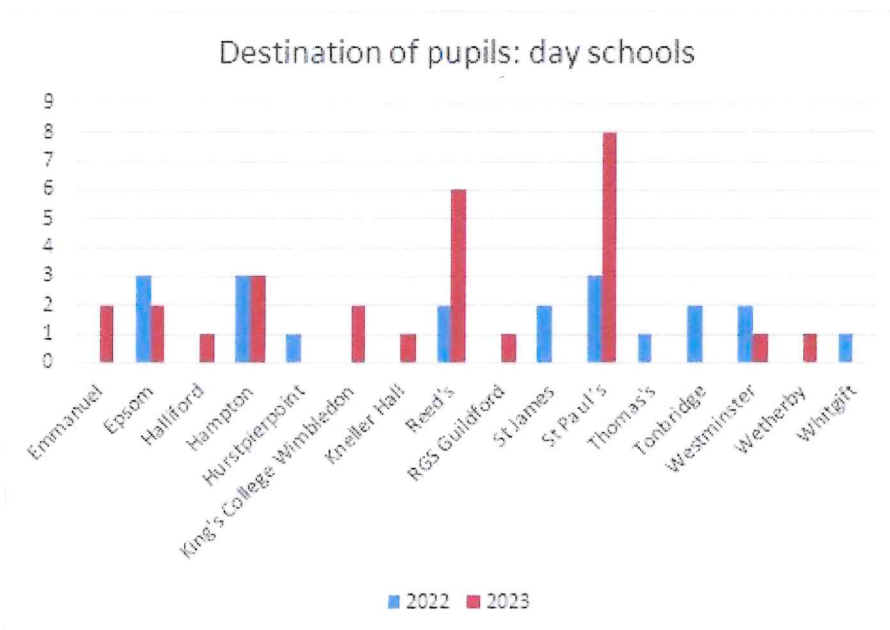


Figure 1: Comparison of senior schools (DAY) 2022:2023

The chart (above) shows the mix of senior day schools in 2022 and 2023 for the Year 8 Cohort. At the end of 2023, 8 pupils moved on to St Paul's, 6 Pupils to Reed's, and 3 to Hampton. The School is extremely proud of the range and breadth of day schools selected.

Of the Year 8 cohort, 28 moved on to senior day schools in autumn 2023, and 16 selected boarding schools.

Of the Year 6 leavers, the boys went to a selection of day schools including Brighton College, Emanuel, King's College School, and St Paul's.



STRATEGIC REPORT (continued)

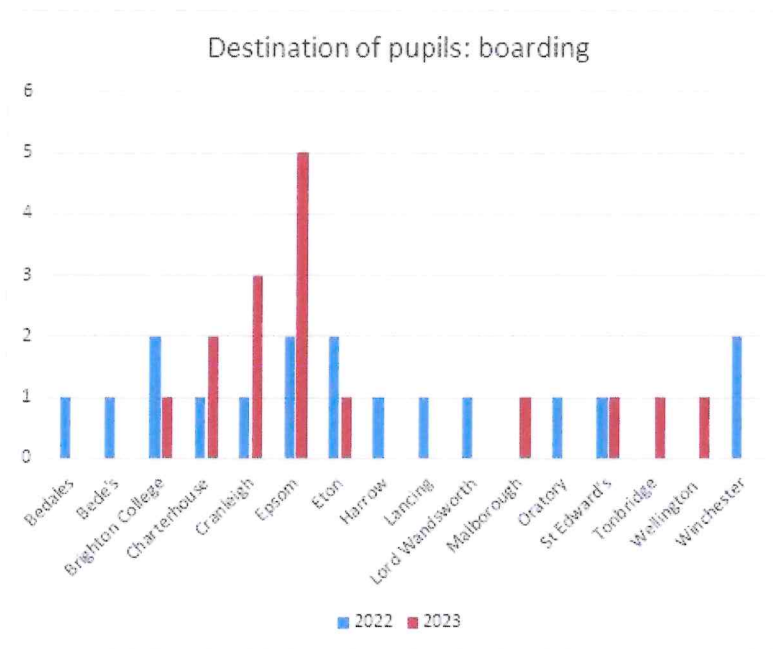


Figure 2: Comparison of senior schools (BOARDING) 2022:2022

Boarding choices also vary year by year. In 2023, 16 pupils boarded, including 5 to Epsom, 3 to Cranleigh and 2 at Charterhouse.

As a non-selective school, the School is proud that all its Year 8 boys gained places at their chosen schools, reflecting the School’s commitment to a broad curriculum which allows each pupil to achieve their potential.

Financial Review

The main source of income for the School is through fee income charged for the provision of education.

In the 2022 – 2023 school year, the fees charged ranged from £2,720 for 5 mornings in Nursery, £5,000 for Reception and £6,530 in the Senior Department.

The main expenditure of the School is staff salaries. Staff are key to the ongoing success of the School and the School, therefore, continues to invest in the highest standard of teaching and administrative staff. The School is also committed to ensuring continued professional development for all staff.

Premises costs are the second major expense of the School and, this year, further renovation work was undertaken both at the sports ground and the teaching sites in Richmond.



STRATEGIC REPORT (continued)

Accounts Summary	Year ending August 2023	Year ending August 2022	
Fee Income	£7,493,496	£7,034,667	The parents have the peace of mind of knowing that the Board is continuing its strategy of deploying all net incoming resources to investing in the educational purposes and fabric of all the school sites, in line with the School's Objects.
Other Income	£883,370	£443,609	
Total income	£8,376,866	£7,478,276	
Staff costs	£(4,667,867)	£(4,380,743)	
Other costs	£(2,846,986)	£(2,817,020)	
Total Expenditure	£(7,514,853)	£(7,197,763)	
Net incoming resources on School activities	£862,013	£280,513	
Trading Subsidiary			
Income generated through lettings	£860,832	£873,430	
Expenditure	£(577,390)	£(445,001)	
Enterprise Company's operating profit	£283,442	£428,429	
Combined Surplus for the year	£1,145,455	£708,942	

As an educational charity, the School enjoys tax exemption on its educational activities and on its investment income and gains, provided these are applied for charitable aims. The School is entitled to an 80% reduction in business rates on the property occupied for charitable purposes. The financial benefits received from these tax exemptions are all applied for educational purposes and indirectly help maintain the bursary policies and public benefit activities.

However, as an educational charity, the School is unable to reclaim input VAT on costs, as it is exempt for VAT purposes. The School also pays tax as an employer through National Insurance contributions.

Future Plans

The Board of Governors held their annual Vision Day in October 2023, to review the present position of the School in relation to the Strategic Development Plan (SDP) and assess potential threats, weaknesses, opportunities and strengths. The Board has ratified the intention to continue the current strategies of maintaining the School's position in a competitive market by investing to provide a high quality education for the pupils. Achieving a high standard of academic results is a constant aim, whilst maintaining the breadth and depth of the education provided.

The major development project for the Senior Department remains a key priority for the Board and planning permission was formally granted on 10 June 2022. This scheme seeks to replace several poor-quality school buildings with a state-of-the-art music, arts and teaching block, supported by a creative landscaping plan and some refurbishment works to the existing buildings.



STRATEGIC REPORT (continued)

Future Plans (continued)

The School sees the key benefits of this scheme as follows:

- Better quality learning and teaching environments for pupils and staff and for those community groups who benefit from being able to use the School.
- Greatly enhanced landscape around the buildings, providing additional native wildflower, shrub and tree planting, as well as flexible play space and outdoor learning environments.
- Rationalised and improved accommodation, which is easier to navigate, more accessible and inclusive for a wider range of users.
- Buildings constructed to rigorous sustainability criteria and standards, resulting in highly efficient and sustainable buildings on site and contributing to reducing carbon use.
- Heritage benefits, through the removal of unsightly buildings that have been added in a piecemeal way since the main Victorian buildings were constructed.

The profile of the sports ground is to be increased through a programme of refurbishment and re-branding, in particular to raise the recognition of the link with the School. New signage and advertising across the site have been installed, as well as the re-launch of the website. In recent years, the School has built a second Rugby / Football 3G, a "Gen2 ATP" multi-use surface primarily for hockey, netball and tennis, new cricket nets, upgraded two tennis courts and re-surfaced the car park. These facilities are for School and community use.

The School has also taken into account the requests from parents for extended 'wrap around' care and currently provides Early Birds starting at 8am and a range of after-school activities until 5.30pm.

Maintaining and, where necessary, developing the fabric and facilities of the School are central to its strategy. There is a programme of planned maintenance and investment in the ICT network. Chromebooks were introduced to Year 7 in October 2019 and, with the success seen during the period of lockdown/remote learning, over the summer, the School invested in additional Chromebooks for Year 6 and Year 8.

The School has also taken the opportunity to refurbish the central lobby in the Senior Department and upgrade the Nursery outside spaces. With the announcement that the School will be taking girls into the Junior Department from September 2024, work is underway to ensure the buildings comply with regulation and provide a suitable co-educational environment.

The School has decided to increase tuition fees for the academic year 2023-2024 by 5.5% to reflect the underlying inflationary pressure felt across the cost base. Fortunately, pupil numbers, overall, remain good, but the risk of further disruption both to the pupils' education or operation of the sports ground from Covid-19 or other factors beyond the School's direct control, has made the School carefully consider any discretionary projects (see risk analysis below).

However, with strong cash reserves and no debt, the Governors are confident that the School will have sufficient cash resources to continue to operate successfully in the current environment.

Risk Management

The Governors have a risk management strategy that comprises:

- An annual review of the principal risks and uncertainties that the School faces;
- The establishment of policies, systems and procedures to mitigate those risks identified in the annual review;
- The implementation of procedures designed to minimise or manage any potential impact on the School, should those
- risks materialise.



STRATEGIC REPORT (continued)

Principal Risks

The Governors have considered the principal risks and uncertainties facing the School. The Risk Register is reviewed by Governors in full once a year, and risks are considered at each governor meeting. An example of key risks identified during the year is as follows:

Risk	Description / update
Political and Tax Risks	<p>Risk of VAT being introduced on school fees via a Finance Act and removal of business rates charitable relief (80%).</p> <p>Increasing costs, primarily driven by the increases in Teachers' Pension provision, putting additional pressure on fee increases and long term affordability.</p> <p>War in Ukraine and increased political instability globally.</p> <p>BREXIT uncertainty. Pupils from European countries (outside Russia) have increased in the latest ISC census. However, long-term Brexit impact on the sector remains unclear.</p>
Pandemic	<p>Pandemic resulting in School or year group closure and transition to remote learning. Requests for fee discounts and affordability issues for parents.</p>
Economic and Operational Risks	<p>Rising inflation and cost of living pressures, impacting the affordability of private education for parents and staff salary levels.</p> <p>Demographic risk as parents cannot afford to live in Richmond or relocating further from London.</p> <p>Affordability of strategic development projects due to inflation and rising interest rates.</p>
Technology	<p>Increasing cyber-attacks across the sector. Ransomware Infection from external hacks.</p>

The main funding of the School is through fee income and, therefore, uncertainties over future pupil numbers are always a factor for consideration. In order to minimise this risk, the School has invested significantly in the marketing "building blocks" required to improve pupil numbers and develop the brand through the website, social media platforms and targeted advertising campaigns. The traditional method of magazine advertising and mail drops are not considered to be productive and have been discontinued, except for one or two carefully chosen publications.

The changing political and economic landscape is closely followed throughout the year, particularly in relation to a suggested imposition of VAT on school fees. Members of the Senior Management Team and Governors attend seminars and briefings throughout the year to keep abreast of industry issues.

The School participates in a number of industry surveys to assist with setting fees and salaries. In addition, the School surveys parents and staff regularly, and pupil feedback is obtained through a variety of Pupil Voice groups. These surveys are reviewed by the Finance and Staffing Committees to inform the Strategic Development Plan and assist in budget setting.

The Governors have ensured that full insurance is in place to mitigate financial risk. The increasing risk of cyber-attack has been assessed and additional insurance has been put into effect to mitigate the potential impact of such attacks. Training has been provided to all staff to raise awareness of the potential cyber risks both at school and at home.



STRATEGIC REPORT (continued)

Principal Risks (Continued)

The School works hard to ensure that debtors are well managed and the Finance Committee reviews outstanding debts on a termly basis. The School offers the option for parents to pay fees in advance to support the cash flow.

Through the Health and Safety Committee, risks to staff, pupils and visitors are considered. The Health and Safety committee reviews all incident reports and considers the reports from independent specialists engaged to undertake health and safety, fire and security audits of the school premises. Last year a health and safety audit was commissioned by the School through an independent consultancy, and findings and actions are addressed during this academic year.

The Safeguarding Governors undertake termly reviews to ensure that staff are familiar with all safeguarding practices and procedures and have been adequately trained. They also review the termly Complaints Report.

Compliance issues are considered by each sub-committee, according to its terms of reference.

POLICIES

Investment Policy

The Governors believe that investment in the development of the School's facilities is a key priority and, accordingly, make limited external investments. The School continues to monitor the market value of its properties in relation to their book value. The School's bankers hold a charge in the form of a first legal mortgage over certain of the School's land and buildings.

Policies and procedures

The School is grateful for Governors' support in areas of Child Protection and Safeguarding. Appropriate Safer Recruiting training has been undertaken by members of the Governing Body in order to help in areas of recruitment and to meet current regulatory and inspection guidelines. All Governors have received training in Safeguarding Children.

The School's Compliance Officer ensures that all regulatory policies are kept up to date, and these and other Policies are reviewed internally and externally during the year as appropriate.

Reserves

The Board regularly reviews the General Fund and the designated funds to ensure that they are at appropriate levels. Two designated funds are set aside and built up each year. The Property Fund has increased in 2023 to £6,710,365. The Bursary Fund has increased in 2023 to £109,146 after a transfer to it of £60,000 and awards made of £60,619. The General Fund stood at £4,889,285 at year end.

Transfers are made to the Property Fund when there are surplus funds available, to reflect the reinvestment of the School's surpluses. In common with other independent schools, the Board has invested substantial sums into new school buildings in recent years and has a continuing programme of refurbishment, redevelopment and investment to maintain excellent teaching facilities for our pupils.

The purpose of the Bursary Fund is to offer assistance to boys who may benefit from independent education and to help existing parents who may suffer sudden financial difficulties. Additionally, the charity plans to continue developing its outreach initiatives, and to draw from the Bursary fund to support charities that are focused on improving the lives of disadvantaged young children.

The Board is comfortable that the current level of free reserves of £3,185,676 is sufficient to meet the operating requirements of the School and is equivalent to approximately six months' expenditure. However, given the increasingly uncertain times, the Board has initiated a project to determine both a minimum and target level of free reserves for the School.



STRATEGIC REPORT (continued)

Reserves (continued)

The Board considers that, given the strength of the charity's balance sheet, the stable cash flow from full student rolls, the bank facility that can be called upon if the need arises and its continuing popularity, the School has sufficient reserves to continue as a going concern in the future.

FUNDRAISING

The School is not registered with the Fundraising Regulator and has not engaged in professional fundraising during the year. Any fundraising activities in aid of charities supported by the School and the Pupil's Charity Committee, are notified to parents during the year through the biweekly newsletter, which is emailed to parents. There were no complaints received during the year and the School has robust policies in place regarding vulnerable people and treating donors fairly.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The School is governed by the charitable Trust Deed dating from 1957 and last amended in 2009. The Articles of Association were amended and updated in December 2018 and registered at both Companies House and the Charity Commission.

Recruitment and Training of Governors

The Governors are elected at a full Governing Body meeting. Governors are appointed by the Board for two terms of 4 years.

Procedures are in place to identify and recruit suitable individuals to provide strength and balance to the Board. Key areas of expertise considered are education, finance, child welfare, legal, property and human resources.

On appointment, Governors are inducted into the workings of the Charity, and briefed on their legal obligations under charity and company law. They are provided with a copy of the charity's Memorandum and Articles of Association, the Board Structure, committees and decision-making process.

New Governors are briefed on the recent financial and academic performance of the School and trading subsidiary. Governors are encouraged to attend, and do attend, events at the school, in-school training sessions and external seminars held by the Association of Governing Bodies of Independent Schools (AGBIS), the Independent Schools' Bursars' Association (ISBA) and other professional bodies including haysmacintyre and accredited child protection training. They have access to a variety of publications relating to governance and developments in education, which are circulated to all members of the Governing Body.

Organisational Management

As trustees of the Charity, Governors determine the policy of the School, and are legally responsible for the overall management and control of King's House School. Day to day management is delegated to the Senior Management Team.



STRATEGIC REPORT (continued)

Organisational Management (continued)

Sub Committee	What it does
Bursaries and Public Benefit Committee	Meets at a minimum once a year to review the School's bursary and public benefit provision and make recommendations for the following year.
Education & Pastoral Committee (EPC)	Meets each term to review the School's academic achievements and pastoral care
Finance & Development Committee (FDC)	Meets each term to review the financial performance of the School. Approves the annual budget. Reviews the audited accounts and annual report for approval by the Board. Reviews development projects and makes recommendations to the Board based on the School's Strategic Development Plan. Reviews the Risk Register annually, and assesses risks termly.
Human Resources Committee (HRC)	Meets each term to review terms and conditions of employment (including remuneration) of all staff including key personnel. Provides an alternative forum for personnel issues outside the usual management procedures.
Health & Safety Committee (HSC)	Meets each term to review issues relating to health, safety and welfare of pupils, staff and visitors. Reviews policies and ensures procedures are effective.
Nominations Committee (NC)	Meets annually to assess the Governors' self-evaluation questionnaires. Reviews Governors' skills matrix and plans recruitment of Governors.
Safeguarding Committee	Meets each term to review all safeguarding issues and policies and Single Central Register. Ensures that all staff are recruited in accordance with the Safer Recruitment Policy. Ensures that Safeguarding matters are effectively dealt with. Conducts audits to ensure all staff are aware of Safeguarding procedures and practices.

Related parties

None of the Governors receive remuneration or other benefit from their work with the School. Any contractual relationship must be disclosed and notes of interest are retained in written form.

Many of the Governors are parents of former pupils of the School, however, it is a Board policy that no current parents are recruited to join the Board.

As a company limited by guarantee, the School has set up a Register of Persons with Significant Control. The company knows or has reasonable cause to believe that there is no registrable person or registrable relevant legal entity in relation to the company.

The School incorporated King's House School Enterprises Ltd, a wholly owned subsidiary company, to manage the lettings of the various school properties, most significantly the King's House Sports Ground, the leasehold of which was acquired in 2010 and was extended in 2020. The Enterprise Board comprises a minimum of one Governor of King's House School and at least two independent Directors. The Board meets termly to review the Enterprise operation and financial performance and makes recommendations to the school Board through the FDC for development of the facilities. The Head and the Bursar attend all meetings of the Enterprise Board. The subsidiary's mission is to provide sporting, recreational, social and other facilities for the pupils of the school and for the wider community, to mitigate the costs of running the grounds, and the Enterprise Company accounts are consolidated into the School's Annual Accounts.

King's House School Enterprises Limited has recorded the School as a Person with Significant Control.



STRATEGIC REPORT (continued)

Pay policy for senior staff

The School operates banded salary ranges for all teaching staff, including senior staff. The banded ranges are benchmarked against other independent schools which are registered with ISC. Non-teaching senior staff salary levels are compared to other appropriate benchmarks. This allows the School to remain an attractive employer in the independent school sector.

The bands are reviewed annually and, generally, an inflationary increase is applied. This is dependent upon the financial success of the charity and increases being offered in similar schools.

GOVERNORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Governors (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including the Charities SORP and Financial Reporting Standard 102.

Company law requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure of the Charity and Group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the accounts on the going concern basis, unless it is inappropriate to assume that the company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the Charity and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As directors, they also confirm that there is no relevant audit information of which the company's auditors are unaware and they have made all necessary enquiries and taken such steps that they ought to, to ensure that they become aware of any relevant audit information, and they confirm that the Charity's auditors have been made aware of such information.

This Annual Report, which incorporates the Strategic Report, was approved by the Board of Governors of King's House School on 7th December 2023 and signed on its behalf by:

Chris Laverty
Chair of Governors

A handwritten signature in black ink, appearing to be 'ML' or similar, written over a horizontal line.

**Opinion**

We have audited the financial statements of King's House School Trust (Richmond) Limited for the year ended 31 August 2023 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 August 2023 and of the group and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 trustees' 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 group or parent 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

- 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.

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' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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 by the group and parent charitable company; or
- the group and parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on pages 19, the trustees (who are also the directors of the group and parent 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 trustees are responsible for assessing the group'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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the group and parent charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to employment law, safeguarding regulations and Charity and Company law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
- Reviewing the latest Independent Schools Inspectorate (ISI) reports;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates. These related to depreciation and bad debt provisions.



KING'S HOUSE SCHOOL TRUST (RICHMOND) LIMITED

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 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.

.....
Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 12th December 2023

10 Queen Street Place
London
EC4R 1AG



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	Unrestricted funds General £	Designated £	2023 Total £	2022 Total £
INCOME FROM					
Charitable activities					
School fees receivable	2	7,494,670	(1,174)	7,493,496	7,034,667
Other income	3	499,435	-	499,435	396,741
Trading activities	4	880,794	-	880,794	898,493
Investment income	5	74,453	-	74,453	2,468
Donations	6	21,044	8,447	29,491	19,337
Surplus on sale of property		260,029	-	260,029	-
Total income		<u>9,230,425</u>	<u>7,273</u>	<u>9,237,698</u>	<u>8,351,706</u>
EXPENDITURE ON					
Raising funds	7	299,795	-	299,795	170,027
Charitable activities					
Education and grant making	7	7,731,829	60,619	7,792,448	7,472,737
Total expenditure		<u>8,031,624</u>	<u>60,619</u>	<u>8,092,243</u>	<u>7,642,764</u>
Net income before transfer		1,198,801	(53,346)	1,145,455	708,942
Transfers	17	(1,532,429)	1,532,429	-	-
Net income		<u>(333,628)</u>	<u>1,479,083</u>	<u>1,145,455</u>	<u>708,942</u>
Balance brought forward		5,222,913	5,340,428	10,563,341	9,854,399
Balance carried forward	17	<u>4,889,285</u>	<u>6,819,511</u>	<u>11,708,796</u>	<u>10,563,341</u>

All activities are continuing.

There were no recognised gains or losses other than those shown in the above Statement of Financial Activities.

The Statement of Financial Activities for the comparative period is presented in note 22.

Donations income includes £2,500 (2022: £5,000) of restricted donations which were fully spent before the year end in accordance with the relevant restrictions. These have not been separately disclosed due to being immaterial.



AS AT 31 AUGUST 2023

	Notes	2023		2022	
		Group £	School £	Group £	School £
INVESTMENTS	11	-	1,000	-	1,000
TANGIBLE FIXED ASSETS	10	8,413,974	8,385,444	6,848,427	6,828,846
CURRENT ASSETS					
Debtors	12	524,208	349,901	477,119	343,609
Cash at bank and in hand	13	5,781,725	5,610,358	5,541,720	5,215,827
		<u>6,305,933</u>	<u>5,960,259</u>	<u>6,018,839</u>	<u>5,559,436</u>
CREDITORS: amounts due within one year	14	<u>(1,756,711)</u>	<u>(1,696,982)</u>	<u>(1,178,675)</u>	<u>(1,151,351)</u>
NET CURRENT ASSETS		<u>4,549,222</u>	<u>4,263,277</u>	<u>4,840,164</u>	<u>4,408,085</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>12,963,196</u>	<u>12,649,721</u>	<u>11,688,591</u>	<u>11,237,931</u>
CREDITORS: amounts due after one year	15	<u>(1,254,400)</u>	<u>(1,254,400)</u>	<u>(1,125,250)</u>	<u>(1,125,250)</u>
NET ASSETS		<u><u>11,708,796</u></u>	<u><u>11,395,321</u></u>	<u><u>10,563,341</u></u>	<u><u>10,112,681</u></u>
REPRESENTED BY:					
Unrestricted Funds					
- General		4,575,810	4,575,810	4,772,253	4,772,253
- Non charitable trading funds	11	<u>313,475</u>	<u>-</u>	<u>450,660</u>	<u>-</u>
	17	<u>4,889,285</u>	<u>4,575,810</u>	<u>5,222,913</u>	<u>4,772,253</u>
- Designated	17	<u>6,819,511</u>	<u>6,819,511</u>	<u>5,340,428</u>	<u>5,340,428</u>
		<u><u>11,708,796</u></u>	<u><u>11,395,321</u></u>	<u><u>10,563,341</u></u>	<u><u>10,112,681</u></u>

King's House School Trust (Richmond) Limited has taken the exemption from presenting its unconsolidated statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the Charity was a surplus of £1,282,640 (2022: £547,603).

The financial statements were approved and authorised for issue by the Board on 7 December 2023 and signed on its behalf by:

C Laverty

The accompanying notes on pages 26 - 38 form part of these financial statements.



CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 AUGUST 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Net income		1,145,455	708,942
Interest received		(74,453)	(2,468)
Interest payable		380	1,761
Depreciation charge		353,766	355,240
(Surplus)/loss on disposal of fixed assets		(260,028)	420,632
(Increase) in debtors		(47,089)	(147,886)
Increase/(decrease) in creditors		759,829	(356,196)
Net cash provided by operating activities		1,877,860	980,025
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,969,667)	(393,939)
Proceeds from sale of tangible fixed assets		310,382	-
Investment income		74,453	2,468
Net cash used in investing activities		(1,584,832)	(391,471)
Cash flows from financing activities			
Repayment of loan		(52,643)	(104,158)
Interest paid		(380)	(1,761)
Net cash used in by financing activities		(53,023)	(105,919)
Net movement in cash and cash equivalents		240,005	482,635
Cash and cash equivalents at the beginning of the year		5,541,720	5,059,085
Cash and cash equivalents at the end of the period	13	5,781,725	5,541,720
Analysis of cash and cash equivalents			
		At 31 August 2023 £	At 31 August 2022 £
Cash at bank	13	5,781,725	5,541,720
		5,781,725	5,541,720
Analysis of changes in net debt			
	At start of year £	Cash flows £	At end of year £
Cash at bank	5,541,720	240,005	5,781,725
Loans	(52,643)	52,643	-
Net debt	5,489,077	292,648	5,781,725

The accompanying notes on pages 26 - 38 form part of these financial statements.



1. ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK (FRS102), the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019). Figures are presented in sterling and rounded to the nearest pound. The Charity is a Public Benefit Entity as defined by FRS102.

The accounts are drawn up on the historical cost basis of accounting, as modified by the revaluation of investments.

Critical accounting judgements and key sources of estimation uncertainty

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

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

In the view of the Governors, the only assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are depreciation and bad debt provisions.

1.1 Consolidation

The accounts consolidate the results of the Trust and King's House School Enterprises Limited, a separately registered and incorporated company, for the year ended 31 August 2023. King's House School Trust (Richmond) Limited has taken the exemption from presenting its unconsolidated statement of financial activities under section 408 of the Companies Act 2006.

1.2 Going Concern

The Governors consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The Governors have reviewed budgets and associated cash flow forecasts and consider there to be no material uncertainties about the charity's ability to continue as a going concern.

1.3 School fees

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances and other remissions granted by the School, but include contributions received from Designated Funds for bursaries and other grants. Fees received in advance of education to be provided in future years under an Advance Fee Payments Scheme contract are held as interest-bearing liabilities until either taken to income in the term when used or else refunded.

1.4 Investment income

Investment income includes interest on bank balances, which are accounted for on an accruals basis.

1.5 Donations income

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable. Donations for purposes restricted by the wishes of the donor are taken to "restricted funds" where these wishes are legally binding on the Trustees.

**1. ACCOUNTING POLICIES (continued)****1.6 Expenditure**

Expenditure is accounted for on an accruals basis.

Trading costs comprise expenditure incurred by King's House School Enterprises Limited in the normal course of business.

Finance costs comprise interest payable on the School's borrowings and associated charges incurred.

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

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

1.7 Fixed assets

Depreciation is provided on freehold buildings over fifty years after allowing for the residual value of the property.

Long leasehold property is depreciated over the remaining period of the leases and after carrying out appropriate impairment reviews.

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

Furniture, fittings and equipment	- 4% to 20% on cost
Microcomputers and equipment	- 33 1/3% on cost
Motor vehicles	- 25% on cost

1.8 Investments

Investments, comprising wholly owned subsidiary, is valued at cost less provision for impairment.

1.9 Cash at bank and in hand

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.

1.10 Creditors and provision

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

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value. Cash is measured at fair value through the statement of financial activities.



1. ACCOUNTING POLICIES (continued)

1.12 Fund accounting

Property Fund

Where General Funds are surplus to requirements, transfers are made to the Designated Funds to build up a Property Fund. The purpose of this policy is to reflect the fact that the General Fund has been used to finance property used for School purposes.

Bursary Fund

Amounts are set aside for any awards made to children from families who would otherwise not be able to afford the fees to access the education we offer, and for parents facing temporary financial hardship. This fund is also used to support Charities that improve the lives of young disadvantaged children.

1.13 Pensions

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 a multi-employer pension scheme and the School does not have any commitment to contribute to any deficit or receive any surplus arising on the Scheme. In accordance with FRS102, therefore, the Scheme is accounted for as a defined contribution scheme. The School also operates a money purchase scheme for non-teaching staff. Contributions are charged to the Statement of Financial Activities as incurred.

1.14 Operating leases

Rentals payable are charged on a time basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.15 Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the SOFA.

1.16 Employee termination payments

Termination payments are accounted for when the decision is made and communicated to the employee.



NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 AUGUST 2023

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE	2023	2022
	£	£
Fees receivable consist of:		
School fees	7,508,872	7,070,902
Less: Total grants and allowances	(14,202)	(24,800)
Total bursaries	(1,174)	(11,435)
	<u>7,493,496</u>	<u>7,034,667</u>
3. CHARITABLE ACTIVITIES – OTHER INCOME	2023	2022
	£	£
Extras	72,668	72,901
Disbursements recovered	404,067	286,097
Registration fees	19,200	11,793
Deposits written off	3,500	25,950
	<u>499,435</u>	<u>396,741</u>
4. OTHER TRADING ACTIVITIES	2023	2022
	£	£
Trading income		
Facilities hire (Note 11)	860,832	873,430
Rental income	19,962	25,063
	<u>880,794</u>	<u>898,493</u>
5. INVESTMENT INCOME	2023	2022
	£	£
Investment income		
Bank interest	74,038	2,288
Fees interest	415	180
	<u>74,453</u>	<u>2,468</u>
6. GRANTS AND DONATIONS	2023	2022
	£	£
Donations to the Trust		
Friends of King's House School	19,242	5,227
Other donations	10,249	14,110
	<u>29,491</u>	<u>19,337</u>



7. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff Costs £	Depreciation £	Support £	2023 Total £	2022 Total £
Raising funds					
Trading costs	107,303	6,999	182,088	296,390	164,001
Finance costs	-	-	3,405	3,405	6,026
	<u>107,303</u>	<u>6,999</u>	<u>185,493</u>	<u>299,795</u>	<u>170,027</u>
Charitable activities					
<i>Education and grant making</i>					
Teaching	3,651,509	-	593,610	4,245,119	3,855,612
Catering	-	-	397,096	397,096	364,248
Premises, repair and maintenance	237,477	346,767	1,155,655	1,739,899	1,957,714
Support costs and governance	778,881	-	570,834	1,349,715	1,259,576
Grants (see below)	-	-	60,619	60,619	35,587
	<u>4,667,867</u>	<u>346,767</u>	<u>2,777,814</u>	<u>7,792,448</u>	<u>7,472,737</u>
Total expenditure	<u>4,775,170</u>	<u>353,766</u>	<u>2,963,307</u>	<u>8,092,243</u>	<u>7,642,764</u>

Grants to support disadvantaged children at other Schools include: £25,634 to a local Primary School, £20,000 to The School & Family Works organization and £14,600 to the Royal National Children's Springboard Foundation.

See note 23 for the comparative analysis of resources expended.

	2023 £	2022 £
Governance expenditure comprises:		
Auditors remuneration - audit services	14,300	12,600
- other services	3,575	3,640
	<u>17,875</u>	<u>16,240</u>

No remuneration may be or has been paid to any Governor or connected person during the year either directly or indirectly. No Governors were reimbursed expenses (2022: None). The Governors maintain indemnity insurance of up to £5m.

8. STAFF COSTS

	2023 £	2022 £
Wages and salaries	3,797,435	3,522,970
Social security costs	391,696	372,416
Pension contributions (note 21)	586,039	567,906
	<u>4,775,170</u>	<u>4,463,292</u>



8. STAFF COSTS (continued)	2023 No.	2022 No.
The average number of employees during the year was:		
Teaching	40	41
Other	64	64
	<u>104</u>	<u>105</u>
The number of employees who had emoluments exceeding £60,000 were:		
£60,001 - £70,000	2	1
£70,001 - £80,000	2	2
£100,001 - £110,000	1	1
£190,001 - £200,000	-	1
£200,001 - £210,000	1	-
	<u>1</u>	<u>-</u>

Aggregate remuneration and employee benefits paid to key management personnel during the year were £767,891 (2022: £723,395). There were no redundancy or termination payments during the year.

9. TAXATION

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

10. TANGIBLE FIXED ASSETS: GROUP

The movement of tangible fixed assets were as follows:

	Freehold land and buildings £	Long leasehold property £	Furniture fittings and equipment £	Computers and equipment £	Motor vehicle £	KHSG Borehole £	Total £
COST							
At 1 September 2022	7,639,391	98,950	3,003,482	359,033	116,232	112,214	11,329,302
Additions	1,645,821	-	262,048	52,323	9,474	-	1,969,666
Disposals	-	(79,950)	(41,405)	-	-	-	(121,355)
At 31 August 2023	<u>9,285,212</u>	<u>19,000</u>	<u>3,224,125</u>	<u>411,356</u>	<u>125,706</u>	<u>112,214</u>	<u>13,177,613</u>
DEPRECIATION							
At 1 September 2022	2,451,805	48,600	1,535,935	310,269	90,482	43,784	4,480,875
Charge for the year	123,042	-	178,196	37,560	3,264	11,704	353,766
Eliminated on disposal	-	(29,600)	(41,402)	-	-	-	(71,002)
At 31 August 2023	<u>2,574,847</u>	<u>19,000</u>	<u>1,672,729</u>	<u>347,829</u>	<u>93,746</u>	<u>55,488</u>	<u>4,763,639</u>
NET BOOK VALUE							
At 31 August 2023	<u>6,710,365</u>	<u>-</u>	<u>1,551,396</u>	<u>63,527</u>	<u>31,960</u>	<u>56,726</u>	<u>8,413,974</u>
At 31 August 2022	<u>5,187,586</u>	<u>50,350</u>	<u>1,467,547</u>	<u>48,764</u>	<u>25,750</u>	<u>68,430</u>	<u>6,848,427</u>

The School's bankers are holding a first legal mortgage over part of the School's freehold land and buildings as security for a loan and overdraft facility.

A small amount of fixtures and fittings are held within King's House School Enterprises Limited. The total cost of these assets is £57,442 (2022: £41,494) including additions of £15,948 (2022: £9,336). Accumulated depreciation for the year of £28,912 (2022: £21,913), including a charge of £6,999 (2022: £4,825). The net book value of these assets was therefore £28,530 (2022: £19,581).

**11. FIXED ASSET INVESTMENTS**

The School owns 100% of King's House School Enterprises Limited, registered company number 07261424, which provides sporting, leisure and other facilities and services. The company is registered in the United Kingdom. During the year, the company donated £420,627 (2022: £267,090) donated in relation to 2022) of its taxable profits to the school. The School charged £281,000 (2022: £281,000) for a license to use the premises which the school leases. The balance owing to the School to the company at 31 August 2023 was £85 (2022: £4,807 from the School). Its trading results extracted from its audited accounts for the year ended 31 August 2023 were:

	2023	2022
	£	£
Turnover	860,832	873,430
Expenditure	(577,390)	(445,001)
Donation to King's House School	(420,627)	(267,090)
	<u> </u>	<u> </u>
(Loss)/profit for the year	(137,185)	161,339
	<u> </u>	<u> </u>
Interest in King's House School Enterprises Limited	1,000	1,000
Reserves	313,475	450,660
	<u> </u>	<u> </u>
Aggregate capital and reserves	314,475	451,660
	<u> </u>	<u> </u>
Balance sheet	2023	2022
	£	£
Fixed asset	28,530	19,581
Current Assets	345,759	464,210
Current liabilities	(59,814)	(32,131)
	<u> </u>	<u> </u>
Net assets	314,475	451,660
	<u> </u>	<u> </u>

Net assets include share capital of £1,000.

12. DEBTORS	Group	School	Group	School
	2023	2023	2022	2022
	£	£	£	£
Fee debtors	92,100	92,100	70,085	70,085
Prepayments and accrued income	421,404	247,012	402,184	268,674
Other debtors	10,704	10,704	4,850	4,850
Amounts due from group companies	-	85	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	524,208	349,901	477,119	343,609
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
13. CASH AND CASH EQUIVALENTS	Group	School	Group	School
	2023	2023	2022	2022
	£	£	£	£
Cash at bank	5,781,725	5,610,358	5,541,720	5,215,827
	<u> </u>	<u> </u>	<u> </u>	<u> </u>



NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 AUGUST 2023

14. CREDITORS: amounts due within one year	Group 2023 £	School 2023 £	Group 2022 £	School 2022 £
Bank loan	-	-	52,643	52,643
Other taxes and social security	102,881	95,497	114,477	106,110
Accruals	371,770	361,885	224,542	211,524
Trade creditors	734,436	734,243	294,099	284,103
Other creditors	71,971	29,704	27,803	27,053
Deposits	123,550	123,550	128,339	128,339
Deferred income-fees in advance	352,103	352,103	336,772	336,772
Amounts due to group companies	-	-	-	4,807
	<u>1,756,711</u>	<u>1,696,982</u>	<u>1,178,675</u>	<u>1,151,351</u>
15. CREDITORS: amounts due after one year			Group & School 2023 £	2022 £
Deposits			<u>1,254,400</u>	<u>1,125,250</u>
16. BANK LOANS			Group & School 2023 £	2022 £
MATURITY OF DEBT				
Within one year			-	52,643
Two to five years			-	-
			<u>-</u>	<u>52,643</u>

The bank loan and overdraft facility were secured by a charge over commercial freehold property owned by the School. The bank loan bore interest at a rate of 1% over Bank of England base rate, which increased to 1.75% during 2022. The bank loan was repaid in full during the year.



17. FUND MOVEMENTS	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
<i>Unrestricted Funds</i>					
General Fund	5,222,913	9,230,425	(8,031,624)	(1,532,429)	4,889,285
<i>Designated Funds</i>					
Property fund	5,237,936	-	-	1,472,429	6,710,365
Bursary fund	102,492	7,273	(60,619)	60,000	109,146
	10,563,341	9,237,698	(8,092,243)	-	11,708,796
As at 31 August 2022	At 1 September 2021 £	Income £	Expenditure £	Transfers £	At 31 August 2022 £
<i>Unrestricted Funds</i>					
General Fund	3,996,589	8,349,031	(7,607,177)	484,470	5,222,913
<i>Designated Funds</i>					
Property fund	5,782,406	-	-	(544,470)	5,237,936
Bursary fund	75,404	2,675	(35,587)	60,000	102,492
	9,854,399	8,351,706	(7,642,764)	-	10,563,341

Property Fund

Where General Funds are surplus to requirements, transfers are made to the Property Fund to build up a Property Fund. The purpose of this policy is to reflect the fact that the General Fund has been used to finance property used for School purposes.

Bursary Fund

Amounts are set aside for any awards made to children from families who would otherwise not be able to afford the fees to access the education we offer, and for parents facing temporary financial hardship.

18. NET ASSETS BY FUND GROUP	Tangible fixed assets £	Net current assets £	Long term Liabilities £	Total £
General Fund	1,703,609	4,440,076	(1,254,400)	4,889,285
<i>Designated</i>				
Property fund	6,710,365	-	-	6,710,365
Bursary fund	-	109,146	-	109,146
	8,413,974	4,549,222	(1,254,400)	11,708,796
As at 31 August 2022				
General Fund	1,610,491	4,737,672	(1,125,250)	5,222,913
<i>Designated</i>				
Property fund	5,237,936	-	-	5,237,936
Bursary fund	-	102,492	-	102,492
	6,848,427	4,840,164	(1,125,250)	10,563,341

**19. OPERATING LEASE COMMITMENTS**

At 31 August 2023, the School's and group's future minimum operating lease payments are as follows:

	Group and School	
	2023	2022
	£	£
Operating leases which expire:		
Within one year	132,906	133,251
In two to five years	497,165	504,831
Greater than five years	4,980,000	5,100,000
	<u>5,610,071</u>	<u>5,738,082</u>

Total costs incurred during the year in respect of rental costs for assets held under operating leases were £133,251 (2022: £133,948). The school is party to a long-term operating lease with the London Borough of Hounslow for the King's House School Sports Ground, Clubhouse and other buildings on the site in Duke's Meadow, Chiswick. The lease was restructured in March 2020 and will expire in March 2070.

20. 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 £457,085 (2022: £437,575) and at the year-end £Nil (2022 - £Nil) 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 employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68% (it has been confirmed that the total employer contribution rate will increase to 28.68% from April 2024).

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there was certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and following a public consultation in 2021, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.



20. PENSION SCHEME (continued)

The 2016 cost control valuations were completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has indicated that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

The School also operates a Group pension scheme for non-teaching staff which is a defined contribution scheme with employees contributing 5% and the School 10% (2022: 5% and 10% respectively). The total contributions payable by the School in the year were £124,105 (2022: £124,967). As at 31 August 2023 amounts totalling £16,410 (2022: £13,628) were due to the Scheme and are included within other creditors.

21. RELATED PARTY TRANSACTIONS

King's House Enterprises Limited is a wholly owned subsidiary of King's House School Trust (Richmond) Limited. At the year-end there was an amount due to King's House School Trust (Richmond) Limited of £Nil (2022: £Nil) in respect of profits gift aided to the School by the subsidiary company.

The daughter of one trustee was employed on a permanent contract during the year as a nursery assistant. The trustee was not involved in the decision to employ her or set her remuneration.

No Governors had any other related party transactions with the group during the year (2022: Nil).



22. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds		2022
	General	Designated	Total
	£	£	£
INCOME FROM			
Charitable activities			
School fees receivable	7,046,102	(11,435)	7,034,667
Other income	396,741	-	396,741
Trading activities	898,493	-	898,493
Investment income	2,468	-	2,468
Donations	5,227	14,110	19,337
Total income	<u>8,349,031</u>	<u>2,675</u>	<u>8,351,706</u>
EXPENDITURE ON			
Raising funds	170,027	-	170,027
Charitable activities			
Education and grant making	7,437,150	35,587	7,472,737
Total expenditure	<u>7,607,177</u>	<u>35,587</u>	<u>7,642,764</u>
Net income before transfer	741,854	(32,912)	708,942
Transfers	484,470	(484,470)	-
Net income	<u>1,226,324</u>	<u>(517,382)</u>	<u>708,942</u>
Balance brought forward	3,996,589	5,857,810	9,854,399
Balance carried forward	<u>5,222,913</u>	<u>5,340,428</u>	<u>10,563,341</u>



23. COMPARATIVE ANALYSIS OF TOTAL RESOURCES EXPENDED

ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff Costs £	Depreciation £	Support £	2022 Total £
Raising funds				
Trading costs	82,549	4,825	76,627	164,001
Finance costs	-	-	6,026	6,026
	<u>82,549</u>	<u>4,825</u>	<u>82,653</u>	<u>170,027</u>
Charitable activities				
<i>Education and grant making</i>				
Teaching	3,388,951	-	466,661	3,855,612
Catering	-	-	364,248	364,248
Premises, repair and maintenance	253,282	350,415	1,354,017	1,957,714
Support costs and governance	738,510	-	521,066	1,259,576
Grants (see below)	-	-	35,587	35,587
	<u>4,380,743</u>	<u>350,415</u>	<u>2,741,579</u>	<u>7,472,737</u>
Total expenditure	<u><u>4,463,292</u></u>	<u><u>355,240</u></u>	<u><u>2,824,232</u></u>	<u><u>7,642,764</u></u>