

**Charity Commission Number: 309490**

**REPORT OF THE GOVERNORS, STRATEGIC REPORT AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020  
FOR  
SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

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for the year ended 31 August 2020**

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**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**COMPANY INFORMATION  
for the year ended 31 August 2020**

<b>GOVERNORS:</b>	Rhodri Thomas (Chairman) Simon Barber Jaideep Barot Hannah Bell Peter Bourke Elizabeth Brierley Emma McKendrick Charles McVeigh Laura Miles Oliver Stanley George Whitefield Felicity Wilson Philippa Zingg Paul Bird – appointed 29 November 2019
<b>HEADMASTER:</b>	Alastair Speers
<b>SECRETARY:</b>	Christopher Stewart
<b>PRINCIPAL ADDRESS:</b>	Rushmore Tollard Royal Salisbury SP5 5QD
<b>REGISTERED OFFICE:</b>	Windover House St Ann Street Salisbury SP1 2DR
<b>REGISTERED NUMBER:</b>	552767 (England and Wales)
<b>CHARITY REGISTRATION NUMBER:</b>	309490
<b>AUDITORS:</b>	Fawcetts LLP Chartered Accountants and Statutory Auditors Windover House St Ann Street Salisbury SP1 2DR
<b>BANKERS:</b>	Lloyds Bank plc 38 Blue Boar Row Salisbury SP1 1DA

**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE GOVERNORS  
for the year ended 31 August 2020**

The Governors present their report together, with their Strategic Report, and the audited financial statements for the year ended 31 August 2020 and confirm they are in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2015 - Charities SORP (FRS 102), and the Companies Act 2006.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Principal Activity**

The principal activity of the charity in the year under review was that of running an independent preparatory school, pre-preparatory school and nursery for boys and girls between the ages of 2 and 13 at Tollard Royal, Wiltshire.

**Status and Constitution**

Sandroyd School was founded in 1888, incorporated on 30 July 1955 and registered as a charity on 4 October 1963.

**The Governing Body**

The Articles of Association provide that there shall be a minimum of seven and a maximum of fifteen Governors, who also act as trustees of the charity. Governors are appointed for a term of five years, but may be re-elected subject to a maximum of three terms of office. The Governors have identified that, in order to carry out its duties effectively and efficiently, the Board of Governors requires a range of skills and breadth of experience. Suitable candidates are identified by the Appointments Committee from current and past parents of pupils, from old Sandroydians and from the business and professional community. The following skills and experience amongst others are identified as being important and are represented on the present Board of Governors:-

Education  
Pastoral Care  
The Law  
Finance and Accountancy  
Business Management and Administration  
Property Management and Development  
Marketing  
The Arts

At least one parent Governor is appointed.

**Governors' Induction and Training**

New Governors are provided with the Sandroyd Governors' induction pack which includes copies of the Articles of Association, latest annual report and financial statements, current annual budget, strategic plan, minutes of the last three Governors' meetings, Guidance for Trustees and Governors published by the Charity Commission and the Independent Schools Council and copies of the school prospectus and publications. New Governors are given a conducted inspection of the school's facilities and are invited to a meeting with the Chairman of Governors. All Governors are encouraged to attend appropriate external training seminars and conferences, and occasional on-site training for Governors is arranged.

**Organisational Management**

The Governors, as trustees of the charity, are legally responsible for the overall management and control of the school and the Board of Governors meets formally at least once a term. The work of implementing most of the Board's policies is delegated to the following sub-committees which generally meet at least once a term, or as necessary:-

Finance and Staffing Committee  
Academic Committee  
Development Committee  
Marketing Committee  
Appointment of New Governors Committee  
Bursaries and Public Benefit Committee  
Governance and Welfare Committee

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**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE GOVERNORS  
for the year ended 31 August 2020**

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**Organisational Management continued**

Governors are also represented on the following committees:

Pastoral Care Committee  
Health and Safety Committee  
Fundraising Committee

The day to day running of the school is delegated to the Headmaster supported by his senior management team. The Headmaster and Bursar attend all meetings of the Board and appropriate committees.

**Risk Management**

The Board of Governors is responsible for management of the risks faced by the school. A system is in place which enables the Governors to identify the major risks; to formalise and record the controls in place to minimise each risk; and to identify and record the person primarily responsible for controlling each risk and for monitoring the controls on a regular basis. All of this information is recorded in the school's Risk Register which is approved by the Board of Governors and regularly updated. Examples of entries in the risk register are:

- We constantly monitor feedback from parents in order to meet their needs and remain competitive.
- We monitor cash flow on a monthly basis to ensure that the appropriate level of liquidity is maintained.
- Our governing body regularly undertakes a self-assessment exercise to ensure both that the individual governors have the appropriate knowledge and that the governing body is operating effectively.
- We remain alert to the effects of the country's impending departure from the EU.

The Governors are satisfied that, through this risk management system, the major identified risks have been adequately mitigated. However, it is recognised that risk management systems can only provide reasonable – but not absolute – assurance that the major risks facing the school have been, and are being, adequately managed.

**OBJECTS, AIMS AND OBJECTIVES**

**Objects and Aims**

The charity's objects, as set out in the Articles of Association, include the carrying on in the United Kingdom of any boarding or day school for the education of boys and/or girls. The Governors have reviewed the previous Memorandum and Articles of Association to reflect the relevant provisions of the Charities Act 2016 and the Companies Act 2006, and to bring them into line with current standards of good governance. The revised Articles of Association were adopted on 12 March 2010 following approval by the Charity Commission.

The charity aims to provide and maintain an independent, co-educational preparatory and pre-preparatory boarding and day school and nursery for children between the ages of 2 and 13. It is the school's policy to provide the highest standard of education by means of strong academic teaching coupled with the development of wider sporting, artistic, cultural and social skills in all its pupils. The aim is to create and maintain a caring environment in which each and every pupil can develop and fulfil their full potential and thereby build self-confidence and contribute to the life of the community.

**STRATEGIC REPORT**

**Objectives for the year 2019/20**

Key objectives for 2019/20 included:

- To enhance the school's reputation as a leading traditional boarding prep school
- To continue to improve the quality of teaching and learning to ensure that continual excellent academic progress is made by all pupils
- To maintain and build on the excellent levels of achievement made by pupils in all extra curricula activities
- To improve the quality and opportunities for staff professional development
- To generate an increase in surplus which will allow us to invest in the school accommodation and facilities
- To continue to improve the quality of the boarding accommodation of the school
- To continue to reduce the carbon footprint of the school, adding a second 30kW solar PV array on the sports hall roof.

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**SANDROYD SCHOOL TRUST LIMITED  
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**REPORT OF THE GOVERNORS  
for the year ended 31 August 2020**

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**REVIEW OF PERFORMANCE FOR THE YEAR 2019/20**

The school opened the year with 183 children in the prep school and 41 in the pre-prep and nursery, finishing with 190 in the prep school at the end of the year and 52 in the pre-prep and nursery. Full boarding numbers have risen throughout the year from 112 to 116, which represents over 56% of the prep school. The pupil numbers for the latter half of the academic year would have been even higher, but for the coronavirus pandemic, which prevented some new children from joining the school after Easter. Even without these additional children, the upwards trend in pupil numbers continues, with year-on-year increases evident over the last four years. Sandroyd has seen a 20% increase in its pupil numbers since 2016 and the school is now full in a number of year groups. The increasing success of the prep and pre-prep departments, as well as the increase in the number of boarders, all bode very well for the future.

The school once again enjoyed significant academic success last year. All of the Common Entrance candidates passed their exams in the summer term. Unusually, these papers were marked internally due to covid restrictions in place. This allowed the staff to accurately monitor the 'value added' across the whole spectrum of Year 8 academic abilities and the results showed excellent progress in the children's final year. The school has also been using external testing to monitor the academic progress of all age groups, which has shown continuous improvement in all abilities (Top, Middle and Lower). Whilst this improvement is not felt to be a direct result of the lockdown, it does highlight that remote learning effectively supported the children's learning throughout the academic year.

Over 43% of the Year 8 Leavers won scholarships to their senior schools, including:

- 2 x Academic Scholarships
- 1 x Design Scholarship
- 3 x All Rounder Scholarship
- 6 x Sports Scholarship
- 3 x Art Scholarships

On the music and drama front, the school again performed a large number of productions during the year, including very impressive performances of "The Wizard of Oz" (Year 8), "The Day the Woods Came to Dunsinane" (Year 6) and "Robinson Crusoe – No man is an island" (Year 5). Unfortunately, the Years 3, 4 and 7 plays were all cancelled due to the pandemic. LAMDA (drama) lessons continued to grow in popularity, with record numbers of children subscribing.

The popularity of dance increased enormously with the opening of the purpose-built dance studio 3 years ago and Sandroyd continues to offer a wide variety of dance lessons, from ballet to hip-hop. In spite of the restrictions imposed by the pandemic, there was a (remote) whole school dance on International Dance Day during the summer term. Individual music tuition continues to gain in popularity and we now have more children than ever before taking one-to-one music lessons. This enthusiasm for music has fed through to the quality of the performances by the children, both individually and in groups.

Outside the classroom, the school continues to strengthen its reputation for sporting excellence in a wide range of sports for both boys and girls. The Sandroyd sevens rugby team won the Port Regis Sevens rugby competition, competing against the top prep schools in the area. Several of our Under 14 hockey players, both girls and boys, took part in county hockey trials and joined the county academies. Similarly, a number of Under 11 and Under 10 girls and boys joined the county cricket academies and one of our senior boys played regularly at county level.

Horse riding continues to thrive at Sandroyd and, during the year, the number of children taking riding lessons has continued the upward trend of recent years, increasing from 96 a year ago, to 102. This is believed to be the highest number of horse riders in the school's history. The senior riders qualified at the start of the autumn term for the NSEA show jumping championships by winning classes at Moreton Equestrian. 8 riders went on to compete in 6 classes at the schools' championships at Addington in October over 5 days, acquitting themselves very well indeed. In the spring term, our new senior riders qualified for 2 championships. One team of four riders qualified for the JWS finals, followed by the Hickstead eventers challenge by winning at the qualifiers. Unfortunately, the Hickstead Championships were cancelled due to the lockdown and the JWS Championships have been postponed until next year. The youngest riders went to Moreton in the spring term for the grass roots qualifier. Our youngest team ever had a very good day, qualifying for the finals which were held in July.

Sandroyd was unable to host its National Schools' Tetrathlon event due to the pandemic, but it is hoped that this annual event will resume next year.

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**SANDROYD SCHOOL TRUST LIMITED**  
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**REPORT OF THE GOVERNORS**  
**for the year ended 31 August 2020**

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**REVIEW OF PERFORMANCE FOR THE YEAR 2019/20 continued**

During the year, the refurbishment and reconfiguration of the boarding houses were completed. This now means that all boarding houses and dormitories have been refurbished during the last three years. The improvements enable the school to provide modern, bright and comfortable dormitories for the increasing number of boarders attending the school. The ongoing improvements to the estate demonstrate the commitment that the Governors have to the long-term future of Sandroyd.

The school continues to reduce its impact on the environment. A good proportion of the school's heat and light now comes from renewable sources and we have an active recycling programme in place. Around 90% of our lights are LED and the conversion of the remaining lights to low energy continues. Having fitted a 30kW solar array on the sports hall roof during the previous year, plans were put in place for a second 30kW array. Thanks to very generous contributions from parents, sufficient funds were raised. The array was due to be installed in May 2020, but this was delayed until October 2020 due to the lockdown. These two arrays will provide around 15% of the school's electricity and will help to reduce our dependence on electricity from the national grid. We have planted hundreds of trees around the school grounds over the last five years and now chip (rather than burn) all organic waste. We have plans in place to reduce our carbon footprint further over the coming years.

With regard to public benefit, the Governors have complied with their duty, as trustees of the charity, to have due regard to the guidance on public benefit published by the Charity Commission. The Governors have for many years pursued a policy of setting aside a proportion of fee income to provide for the award of bursaries for those less able to afford the full fees or for existing parents who have fallen on hard times. During the past year a total of £386,510 was rebated in the form of bursaries and scholarships.

Over the last year, two children were in receipt of 100% bursaries. A number of additional children received financial help in order to continue to attend Sandroyd. None of these children would have been able to attend Sandroyd had it not been for such financial help.

Sandroyd is committed to sharing its skills and assets with less advantaged individuals and groups and, in addition to the provision of bursaries, provides the following benefits within its educational objectives:-

- We have established informal partnerships with two local state primary schools, as part of the government's Schools Together initiative. These partnerships are developing well, and there are already clear benefits emerging for the schools concerned, particularly for one of the partner schools which was placed in special measures last year. Sandroyd is able to help both schools in a number of critical areas:
  - We offer invitations to attend Inset days for teaching staff
  - We regularly loan our minibuses to both schools
  - We offer assistance with music and games lessons
  - We offer both schools the use of our facilities, such as the swimming pool, theatre, sports pitches and grounds
  - Our older children help their younger children with reading
- We educate 190 pupils in the prep school and 52 in the pre-prep and Nursery, at no cost to the State thereby saving the exchequer in excess of £1.3 million a year.
- We share our swimming pool free of charge with a number of local organisations.
- The Performing Arts Centre is used free of charge by local amateur dramatic and choral societies.

**OBJECTIVES FOR THE YEAR 2020/21**

In setting objectives and planning activities for the coming year and beyond, the Governors have had regard to the school's Strategic Plan. The Strategic Plan is a rolling 3-year plan, updated annually, which currently covers the period 2018/19 to 2020/21.

Key objectives for the year 2020/2021 include:-

- To enhance the school's reputation as a leading traditional boarding prep school
- To continue to improve the quality of teaching and learning to ensure that continual excellent academic progress is made by all pupils
- To maintain and build on the excellent levels of achievement made by pupils in all extra curricula activities
- To improve the quality and opportunities for staff professional development
- To generate an increase in surplus which will allow us to invest in the school accommodation and facilities

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**SANDROYD SCHOOL TRUST LIMITED  
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**REPORT OF THE GOVERNORS  
for the year ended 31 August 2020**

**OBJECTIVES FOR THE YEAR 2020/21 continued**

- To continue to increase pupil numbers towards 200 in the prep school
- To improve the quality of the classroom accommodation of the school
- To continue to reduce the carbon footprint of the school
- To lay the foundations for the establishment of a development office to secure funding for capital projects in the future

**FINANCIAL REVIEW**

The results for the year and the financial position of the charity are as shown in the annexed financial statements.

The financial statements for the year show a net decrease in funds of £29,536 compared with a net increase in funds of £53,733 last year. Building on the success of previous years, a healthy surplus was being forecast until the mid-point of the financial year, which coincided with the start of the lockdown. This early financial performance was forecast to offer a surplus of over £100,000, money that would have been reinvested into the infrastructure of the school. However, the lockdown forced the school to close for the first half of the summer term and, during this period, the governors elected to reduce fees, in common with almost every other independent school in the country. This considerably reduced revenue for the year. Additionally, the pandemic prevented the school from being let out over the Easter and summer holidays, reducing income by more than £80,000. A rigorous approach was taken to reduce costs as much as possible during the lockdown in order to mitigate the loss of revenue, and the governors feel that limiting the deficit to under £30,000 was a considerable achievement, given the challenging circumstances. The Governors are confident that the school will return to a position of financial surplus next year to ensure the long-term future of Sandroyd. Total net assets at 31 August 2020 were £4,032,053 compared with £4,061,589 for the previous year.

**RESERVES POLICY**

The school does not carry free reserves. It is the policy of the Governors to apply any operating surplus to the development and improvement of the fabric and facilities of the school, and/or to the repayment of bank borrowing.

The Governors' policy with regard to bank loans is to limit any such borrowing to a level which can be comfortably secured against the value of the school's freehold property and serviced from the financial operating surplus in accordance with prudent long-term financial forecasts. The school chooses to draw part of its bank borrowing in the form of overdraft, in addition to a term loan, in order to take advantage of the substantial savings in interest paid which results from being able to offset positive cash balances (e.g. from the receipt of fees payable in advance at the beginning of each term) against the amount of the outstanding overdraft.

**INVESTMENT POWERS**

The Governors are empowered to invest the monies of the charity not immediately required for its purpose in such investments, securities or property as may be thought fit subject to the direction of the Charity Commission or the Secretary of State for Education. It is the Governors' current policy to invest any such monies in cash on deposit.

**STATEMENT OF GOVERNORS' RESPONSIBILITIES**

Law applicable to incorporated charities in England and Wales requires the Governors (who are also the directors of the company and trustees of the charity) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of its financial activities for that period. In preparing those financial statements, the Governors are required to

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

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**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE GOVERNORS  
for the year ended 31 August 2020**

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**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the Governors are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Governor has taken all the steps that he or she ought to have taken as a Governor in order to make himself or herself aware of any relevant information and to establish that the company's auditors are aware of that information.

**AUDITORS**

The auditors, Fawcetts LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**

C J Stewart

Dated: 4 December 2020

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF**  
**SANDROYD SCHOOL TRUST LIMITED**

**Opinion**

We have audited the financial statements of Sandroyd School Trust Limited (the 'charitable company') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources 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**

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

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

**Other information**

The other information comprises the information included in the Report of the Governors, (including Strategic Report), other than the financial statements and our Report of the Auditors thereon. The Governors are responsible for the other information. 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 Report of the Governors, which includes the Report of the Directors and the Strategic 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 Report of the Directors included within the Report of the Governors have been prepared in accordance with applicable legal requirements

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**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
SANDROYD SCHOOL TRUST LIMITED**

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

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors included within the Report of the Governors.

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

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

**Responsibilities of Governors**

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

In preparing the financial statements, the Governors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the 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 a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**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 a Report of the Auditors 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.

Simon Ellingham FCA DChA (Senior Statutory Auditor)  
for and on behalf of Fawcetts LLP  
Chartered Accountants  
and Statutory Auditors  
Windover House,  
St Ann Street  
Salisbury SP1 2DR

Dated: 6 January 2021

**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES  
(incorporating an income and expenditure account)  
for the year ended 31 August 2020**

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
<b>INCOME AND ENDOWMENTS FROM:</b>					
<b>Income from:</b>					
Charitable activities					
Fees receivable	2	3,948,540	-	3,948,540	4,381,852
Other income	3	344,277	-	344,277	140,972
Donations and legacies		24,080	42,723	66,803	30,425
		<u>4,316,897</u>	<u>42,723</u>	<u>4,359,620</u>	<u>4,553,249</u>
<b>Total income and endowments</b>					
<b>EXPENDITURE</b>					
<b>Expenditure on:</b>					
Charitable activities:					
School operating costs		4,353,960	35,196	4,389,156	4,499,516
		<u>4,353,960</u>	<u>35,196</u>	<u>4,389,156</u>	<u>4,499,516</u>
<b>Total expenditure</b>	6				
<b>NET INCOME/(EXPENDITURE)</b>		(37,063)	7,527	(29,536)	53,733
Fund balances at 1 September 2019		<u>3,550,787</u>	<u>510,802</u>	<u>4,061,589</u>	<u>4,007,856</u>
<b>TOTAL FUNDS CARRIED FORWARD AT 31 AUGUST 2020</b>		<u><u>3,513,724</u></u>	<u><u>518,329</u></u>	<u><u>4,032,053</u></u>	<u><u>4,061,589</u></u>

**CONTINUING OPERATIONS**

None of the company's activities was acquired or discontinued during the current and previous years.

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**  
**(REGISTERED NUMBER: 552767)**

**BALANCE SHEET**  
**31 August 2020**

		2020		2019	
Notes	£	£	£	£	£
<b>FIXED ASSETS:</b>					
Tangible assets	8		6,644,176		6,812,726
<b>CURRENT ASSETS:</b>					
Stocks	9	76,536		76,870	
Debtors	10	1,285,760		1,200,790	
Cash at bank and in hand		3,565		2,278	
			1,365,861		1,279,938
<b>CREDITORS:</b> Amounts falling due within one year	11		2,332,497		2,303,211
<b>NET CURRENT LIABILITIES</b>			(966,636)		(1,023,273)
<b>TOTAL ASSETS LESS CURRENT LIABILITIES:</b>			5,677,540		5,789,453
<b>CREDITORS:</b>					
Due after more than one year	12		(1,645,487)		(1,727,864)
			£4,032,053		£4,061,589
<b>RESERVES:</b>					
Restricted funds	20		518,329		510,802
Unrestricted funds			3,513,724		3,550,787
			£4,032,053		£4,061,589

**ON BEHALF OF THE BOARD:**

Rhodri Thomas – Chairman

Approved by the Board on 4 December 2020

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**CASH FLOW STATEMENT**  
**for the Year Ended 31 August 2020**

	Notes	2020 £	2019 £
<b>Net cash provided by operating activities</b>	1	<u>19,398</u>	<u>678,433</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible assets		(66,934)	(238,341)
		<u>          </u>	<u>          </u>
Net cash used in investing activities		<u>(66,934)</u>	<u>(238,341)</u>
<b>Cash flows from financing activities:</b>			
Loan repayments		(132,255)	(128,044)
New hire purchase in the year		-	37,000
Capital repayments in the year		<u>(9,320)</u>	<u>(10,156)</u>
Net cash used in by financing activities		<u>(141,575)</u>	<u>(101,200)</u>
<b>Change in cash and cash equivalents in the year</b>		(189,111)	338,892
<b>Cash and cash equivalents at 1 September 2019</b>		<u>(206,779)</u>	<u>(545,671)</u>
<b>Cash and cash equivalents at 31 August 2020</b>	2	<u>(395,890)</u>	<u>(206,779)</u>

The notes form part of these financial statements

**SANDROYD SCHOOL TRUST LIMITED  
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE CASH FLOW STATEMENT  
for the Year Ended 31 August 2020**

**1. RECONCILIATION OF NET INCOME/EXPENDITURE TO NET CASH INFLOW FROM OPERATING ACTIVITIES**

	2020	2019
	£	£
Net (outgoing)/ incoming resources	(29,536)	53,733
Depreciation charges	235,484	260,037
Decrease/ (Increase) in stocks	334	(6,047)
(Increase)/ Decrease in debtors	(84,970)	87,712
(Decrease)/Increase in creditors	<u>(101,914)</u>	<u>282,998</u>
<b>Net cash provided by operating activities</b>	<b><u>19,398</u></b>	<b><u>678,433</u></b>

**2. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2020	2019
	£	£
Cash at bank and in hand	3,565	2,278
Overdraft facility repayable on demand	<u>(399,455)</u>	<u>(209,057)</u>
	<b><u>(395,890)</u></b>	<b><u>(206,779)</u></b>

The notes form part of these financial statements

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The company meets its day to day working capital requirements through loan and overdraft facilities of which the overdraft is repayable on demand. The company is operating within its agreed facility and in view of their relationship with the company's bankers, the governors consider it reasonable to rely on the continuation of the overdraft facility. The Governors have also considered the consequences of the Coronavirus (COVID-19) outbreak, and based on the current financial position of the school together with expected future pupils they believe that the school is a going concern. The financial statements have therefore been prepared on a going concern basis and do not contain any adjustments that might be necessary if the overdraft facility were not renewed at an appropriate level.

**Accounting convention**

The financial statements have been prepared in accordance with 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 from 1<sup>st</sup> January 2015 – Charities SORP (FRS 102) and the Companies Act 2006.

**Fees and similar income**

Fees receivable and other income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions allowed by the school.

**Tangible fixed assets**

Expenditure on fixed assets is capitalised except for expenditure incurred on the replacement of assets of low value with a short life. Repair, renovation and replacement expenditure is written off as expenditure in the statement of financial activities. The cost of fixed assets is their purchase cost, together with any incidental costs of acquisition. Depreciation is calculated to write off the cost of tangible fixed assets, less their estimated residual values, over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are:

Land is not depreciated.

Buildings and improvements - 2%/3%/10% per annum on cost.

Sports pitches - 5% per annum on cost.

Furniture and equipment - 38%/10% per annum on reducing balance

Motor vehicles - 38% per annum on reducing balance

**Hire purchase and leasing commitments**

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Rentals paid under operating leases are charged on a straight line basis over the lease term.

**Stocks**

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Pensions**

The school operates a defined contribution group personal pension scheme for teachers and other employees.

**Donations and fund accounting**

Donations received for the general purposes of the school are included as unrestricted funds. Donations for activities restricted by the wishes of the donor are taken to "restricted funds" where these wishes are legally binding on the Governors.

**Debtors**

Debtors are measured at their recoverable amount.

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

1. **ACCOUNTING POLICIES continued**

**Creditors and provisions**

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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Taxation**

The company is a registered charity and, as such, is not liable to corporation tax.

**Financial instruments**

The School 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.

**Government grants and Covid-19**

The charity has received support from the UK Government as part of a package of measures introduced to support businesses during the coronavirus pandemic. Government grants are recognised in the financial statements in the period in which they become receivable.

2. **INCOME**

	2020	2019
	£	£
Fees receivable consist of:		
Gross fees	4,471,985	4,890,759
Less: Total bursaries, grants and allowances	(371,528)	(344,997)
Staff discounts	<u>(151,917)</u>	<u>(163,910)</u>
	<u>3,948,540</u>	<u>4,381,852</u>

3. **SUNDRY AND OTHER INCOME**

	2020	2019
	£	£
Use of facilities	15,285	110,221
Sundry income	41,508	34,311
Coronavirus Job Retention Scheme	<u>290,454</u>	<u>-</u>
	<u>344,277</u>	<u>144,532</u>

4. **STAFF COSTS**

	2020	2019
	£	£
Wages and salaries	2,559,953	2,540,998
Social security costs	206,792	214,083
Other pension costs	425,377	285,649
	<u>3,192,122</u>	<u>3,040,730</u>

The average monthly number of employees (full time equivalent) during the year was as follows:

	2020	2019
Teachers	50	44
Others	<u>35</u>	<u>35</u>
	<u>85</u>	<u>79</u>

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

**4. STAFF COSTS continued**

The number of higher paid staff to whom retirement benefits were accruing was as follows:

	2020	2019
Defined benefit schemes	<u>1</u>	<u>1</u>

The number of employees whose emoluments exceeded £60,000 was:

£70,001 - £80,000	<u>2</u>	<u>2</u>
-------------------	----------	----------

During the year there were termination payments made which amounted to £19,406 (2019 - £29,445). During the year no Governors received travelling expenses (2019 - £Nil).

The key personnel of the school comprise the Governors, the Head and the Bursar. The total remuneration of the key management personnel was £170,524 (2019 - £166,371). With the exception of the above none of the Governors nor persons connected with them received any remuneration or other material benefits from the association or any connected organisation.

**5. EXPENDITURE**

Expenditure includes:

	2020	2019
	£	£
Depreciation - owned assets	230,746	255,421
Depreciation - assets on hire purchase contracts	4,738	4,616
Operating lease rentals	24,752	30,122
Auditors' remuneration - audit	9,000	9,200
- accountancy	<u>2,760</u>	<u>2,840</u>

**6. ANALYSIS OF TOTAL RESOURCES EXPENDED**

	Staff costs	Other	Depreciation	2020	2019
	£	£	£	Total	Total
				£	£
<b>Charitable activities:</b>					
School operating costs:					
Teaching costs	2,203,384	83,558	14,748	2,301,690	2,260,045
Welfare	495,722	239,738	39,539	774,999	827,033
Premises	168,261	335,675	167,680	671,616	722,828
Management and administration	<u>324,755</u>	<u>218,726</u>	<u>13,517</u>	<u>556,998</u>	<u>585,527</u>
	3,192,122	877,697	235,484	4,305,303	4,395,433
<b>Governance costs</b>	<u>-</u>	<u>11,898</u>	<u>-</u>	<u>11,898</u>	<u>12,040</u>
<b>Costs of generating funds:</b>					
Finance and other costs	<u>-</u>	<u>71,955</u>	<u>-</u>	<u>71,955</u>	<u>92,043</u>
<b>Total resources expended</b>	<u>3,192,122</u>	<u>961,550</u>	<u>235,484</u>	<u>4,389,156</u>	<u>4,499,516</u>

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

**7. STATEMENT OF FINANCIAL ACTIVITIES – comparative balances**

	Unrestricted funds £	Restricted funds £	Total 2019 £
<b>INCOME AND ENDOWMENTS FROM:</b>			
<b>Income from:</b>			
Charitable activities			
Fees receivable	4,381,852	-	4,381,852
Other income	140,972	-	140,972
Donations and legacies	3,560	26,865	30,425
<b>Total income and endowments</b>	<b>4,526,384</b>	<b>26,865</b>	<b>4,553,249</b>
<b>EXPENDITURE</b>			
<b>Expenditure on:</b>			
Charitable activities:			
School operating costs	4,463,709	35,807	4,499,516
<b>Total expenditure</b>	<b>4,463,709</b>	<b>35,807</b>	<b>4,499,516</b>
<b>NET INCOME</b>	62,675	(8,942)	53,733
Fund balances at 1 September 2018	3,488,112	519,744	4,007,856
<b>TOTAL FUNDS CARRIED FORWARD AT 31 AUGUST 2019</b>	<b>3,550,787</b>	<b>510,802</b>	<b>4,061,589</b>

**8. TANGIBLE FIXED ASSETS**

	Freehold land and buildings	Furniture and equipment	Motor vehicles	Totals
	£	£	£	£
<b>COST:</b>				
At 1 September 2019	8,466,012	1,030,870	57,702	9,554,584
Additions	50,465	16,469	-	66,934
At 31 August 2020	8,516,477	1,047,339	57,702	9,621,518
<b>DEPRECIATION:</b>				
At 1 September 2019	1,915,093	787,638	39,127	2,741,858
Charge for year	167,680	60,745	7,059	235,484
At 31 August 2020	2,082,773	848,383	46,186	2,977,342
<b>NET BOOK VALUE:</b>				
At 31 August 2020	6,433,704	198,956	11,516	6,644,176
At 31 August 2019	6,550,919	243,232	18,575	6,812,726

The cost of freehold land and buildings includes land of £2,000 which is not being depreciated.

Included in the net book value of furniture and equipment are assets to the value of £42,642 (2019 - £67,018) held under hire purchase contracts.

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

<b>9. STOCKS</b>		2020	2019
		£	£
	Raw materials and consumables	45,345	48,488
	Goods for resale	<u>31,191</u>	<u>28,382</u>
		<u>76,536</u>	<u>76,870</u>
<b>10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		2020	2019
		£	£
	Trade debtors	1,147,409	1,023,208
	Other debtors	55,825	90,623
	Prepayments	<u>82,526</u>	<u>86,959</u>
		<u>1,285,760</u>	<u>1,200,790</u>
<b>11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		2020	2019
		£	£
	Bank loans and overdraft (note 16)	541,356	404,394
	Hire purchase agreements (note 13)	5,878	9,853
	Trade creditors	67,007	61,495
	Other creditors	56,810	48,921
	Taxation and social security	56,711	55,114
	Accruals	32,030	32,534
	Entry deposits repayable	48,029	38,058
	Deferred income (fees paid in advance)		
	Autumn 2020 fees	1,333,174	1,396,774
	Advance fees scheme (note 15)	165,192	229,758
	Other	<u>26,310</u>	<u>26,310</u>
		<u>2,332,497</u>	<u>2,303,211</u>
<b>12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>		2020	2019
		£	£
	Bank loans (note 16)	1,198,373	1,277,189
	Hire purchase agreements (note 13)	26,505	31,850
	Deferred income (note 15)	206,475	265,185
	Entry deposits repayable	<u>214,134</u>	<u>153,640</u>
		<u>1,645,487</u>	<u>1,727,864</u>

**SANDROYD SCHOOL TRUST LIMITED  
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**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2020**

**13. OBLIGATIONS UNDER HIRE PURCHASE CONTRACTS**

	2020	2019
	£	£
Net obligations repayable:		
Within one year	5,589	9,853
Between one and five year	<u>26,794</u>	<u>31,850</u>
	<u><u>32,383</u></u>	<u><u>41,703</u></u>

**14. SECURED DEBTS**

The following secured debts are included within creditors:	2020	2019
	£	£
Bank overdraft	399,455	209,055
Bank loan	<u>1,340,274</u>	<u>1,472,528</u>
	<u><u>1,739,729</u></u>	<u><u>1,681,583</u></u>

The bank loan is secured by a first charge over the freehold property of the School.

**15. ADVANCE FEE PAYMENTS**

Assuming pupils will remain in the school, advance fees will be applied as follows:

Within 2 to 5 years	206,475	265,185
Over 5 years	<u>-</u>	<u>-</u>
	206,475	265,185
Within 1 year (included in deferred income)	<u>165,192</u>	<u>229,758</u>
	<u><u>371,667</u></u>	<u><u>494,943</u></u>
	£	£
Balance at 1 September 2019	494,943	233,766
Advances in the year	99,937	513,926
Amounts utilised in payment of fees	<u>(223,213)</u>	<u>(252,749)</u>
	<u><u>371,667</u></u>	<u><u>494,943</u></u>
Balance at 31 August 2020	<u><u>371,667</u></u>	<u><u>494,943</u></u>

**SANDROYD SCHOOL TRUST LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

**16. LOANS AND OVERDRAFTS**

An analysis of the maturity of loans and overdrafts is given below:	2020	2019
	£	£
Amounts falling due within one year or on demand:		
Bank overdraft	399,455	209,057
Bank loan	<u>141,901</u>	<u>195,339</u>
	<u>541,356</u>	<u>404,396</u>
Amounts falling due between one and two years:		
Bank loan – 1-2 years	<u>147,069</u>	<u>195,339</u>
Amounts falling due between two and five years:		
Bank loan – 2-5 years	<u>484,075</u>	<u>390,678</u>
Amounts falling due over five years:		
Bank loan – over 5 years	<u>567,229</u>	<u>691,172</u>

The bank loan is split into three elements one being £821,770 repayable over 14 years at a fixed interest rate of 5.74% the second element of £199,650 being variable at 2% over base per annum. The third element of £318,854 is repayable over 10 years at a fixed interest rate of 3.76%.

**17. OBLIGATIONS UNDER LEASING AGREEMENTS**

The total future minimum payments due on leases expiring:	2020	2019
	£	£
Equipment		
Expiring:		
Between one and five years	<u>34,460</u>	<u>21,272</u>

**18. PENSION COMMITMENTS**

Due to the large increase in contribution rates with effect from 1 September 2019, the Governors, in consultation with the teachers, agreed to exit the Teachers' Pension Scheme with effect from 31 August 2019 and revert to personal pension plans, on a defined contribution basis, with effect from 1 September 2019. For other employees, the School contributes to personal pension plans and these are defined contribution schemes.

The total pension cost for the school was £425,377 (2019 - £285,649). There were outstanding contributions at the balance sheet date of £42,074 (2019 - £34,974) in respect of contributions due for the month of August paid over to the pension schemes' administrators in September.

**SANDROYD SCHOOL TRUST LIMITED**  
**A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 August 2020**

19. **ALLOCATION OF THE CHARITY NET ASSETS**

	Fixed assets	Net current liabilities	Long term liabilities	Total
	£	£	£	£
Restricted funds	518,329	-	-	518,329
Unrestricted funds	6,125,847	(956,990)	(1,655,133)	3,513,724
	6,644,176	(956,990)	(1,655,133)	4,032,053

20. **RESTRICTED FUNDS**

	Balance at 1 September 2019	Movement in funds		Balance at 31 August 2020
	£	Incoming resources	Outgoing resources	£
Gift fund	19,062	-	-	19,062
2006 Appeal fund	269,303	-	(7,072)	262,231
Cloisters, Studio and Sports Pavilion	217,731	-	(4,640)	213,091
Chisuma Project	1,936	-	-	1,936
Fire Suppression System	2,770	-	(144)	2,626
Scholarship fund	-	23,340	(23,340)	-
Solar Panels fund	-	18,483	-	18,483
Walled Garden fund	-	900	-	900
	510,802	42,723	(35,196)	518,329

**Gift fund**

The gift fund includes cash donations to be applied at the headmaster's discretion.

**2006 Appeal fund**

The fund was launched to raise funds towards the cost of a new hall. This fund is being released to the general reserve fund (unrestricted funds) over a period equivalent to the estimated useful life of the purchased assets.

**Cloisters, Studio and Sports Pavilion**

The fund was launched to raise funds for future projects specifically for the Memorial Cloisters, Sandroyd Studio and a Sports Pavilion.

**Chisuma Project**

The project was set up to raise money to furnish a classroom at a primary school in Zimbabwe.

**Fire Suppression System**

Following a recent insurance risk survey, the school insurance company (QBE) offered to pay up to £3,000 for a fire suppression system to be installed in the school kitchen. Following a tender process, a suitable system was identified and installed in December 2018. The final cost came to £2,865.

**Scholarship fund**

During the year the school received a donation to fund a pupil's fees for the year.

**SANDROYD SCHOOL TRUST LIMITED  
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**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2020**

**20. RESTRICTED FUNDS continued**

**Solar Panel fund**

This fund relates to donations received from parents to fund the installation of solar panels on the school swimming pool and changing room roofs.

**Walled Garden fund**

These are funds raised by various sponsored events and donations to pay for new outside equipment for the Walled Garden pre-prep.

**21. RELATED PARTY TRANSACTIONS**

Felicity Wilson, a governor was paid £175 (2019 - £Nil) during the year for dance tuition provided to pupils. This was paid at the same hourly rate as other dance teachers. There were no additional related party transactions in the year under review requiring disclosure.

**22. STATUS OF COMPANY**

The company is a registered charity limited by guarantee. The liability of members in the event of a winding up is limited by guarantee to an amount not exceeding £1 per member. At the balance sheet date there were 14 members (2019 – 13).

**23. CAPITAL COMMITMENTS**

	2020	2019
	£	£
Authorised but not contracted for	<u>30,000</u>	<u>30,000</u>