

Abbot's Hill Limited

**Incorporated in England and Wales No. 00559674
Registered Charity No. 311053**

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

For the year ended

31 August 2020

Abbot's Hill Limited

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Annual Report of the Governors
Year ended 31 August 2020

The Governors are the charity trustees and company directors of Abbot's Hill Limited (variously described in this report as "the Company", "the School" and "the Charity", as appropriate). The Governors have all served in office throughout the year. They are:

N Chadwick	J Mark BA (Hons) (Chairman) (F) (E) (S) (RC)
M Hart MA (Cantab), MBA (P) (F) (SC)	J Ross BA (Hons), PGCE, NPQH (EC) (S)
N James MA (Oxon) (Vice Chair)(F) (R) (S) (NC)	J Myers (E) (H&S)
J Gillespie MA (Cantab)	L Summerton MA, PhD (S) (F) (E)
S Thakur PhD (E)	G James MA (Oxon), PGCE (SG) (E)
D Walters BSc, FCA (FC) (R) (S)	C Edmundson B.Mus (Hons), PGCE (Cantab), MBA (Exeter) (E)
J McCaldin MA (Cantab) (F) (ICT) (M)	

(P) Parent of a pupil at the School
(F) Member of the Finance & Audit Committee
(E) Member of the Education Committee
(S) Member of the Strategy Committee
(R) Member of the Remuneration Committee
(H&S) Governor with Health & Safety oversight
(ICT) Governor with ICT oversight
(M) Governor with Marketing oversight
(SG) Governor with Safeguarding oversight
(NC) Chair of Nominations Committee
(RC) Chair of Remuneration Committee
(FC) Chair of Finance and Audit Committee
(SC) Chair of Strategy Committee
(EC) Chair of Education Committee

The Board of Governors is a self-appointing body. Governors retire by rotation and can be re-elected in accordance with the Articles of Association.

Head	Mrs E Thomas BA (Hons), PGCE, NPQH (until 31 December 2019) Mrs K Gorman BA, Ed (Cantab) (from 1 January 2020)
Bursar	Mrs C Korniczky BA (Hons), ACA
Address	Abbot's Hill School Bunkers Lane Hemel Hempstead Herts HP3 8RP

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Bankers	Allied Irish Bank (GB) 202 Finchley Road London NW3 6BX
Auditor	Moore Kingston Smith LLP 4 Victoria Square St Albans Herts AL1 3TF
Insurance Brokers	Marsh Insurance Brokers Perrymount Road Haywards Heath West Sussex RH16 1TA
Solicitors	Veale Wasbrough Vizards Orchard Court Orchard Lane Bristol BS1 5WS

Abbot's Hill Limited **Annual Report of the Governors** **Year ended 31 August 2020**

The Governors are pleased to present their report for Abbot's Hill School with the financial statements for the year ended 31 August 2020 prepared in accordance with the Statement of Recommended Practice (SORP), Accounting and Reporting by Charities 2015.

A YEAR OF SUSTAINED PROGRESS

Abbot's Hill has once again enjoyed a very successful year. January 2020 saw a full ISI Inspection and the school and nursery achieved the highest possible rating in all categories. Despite the turbulent and unprecedented circumstances in which we found ourselves from March 2020, the school navigated the year with confidence. Academic results at GCSE continue to demonstrate impressive levels of achievement and progress with over 90% of pupils successfully gaining a place at their first choice of 6th Form. A summary of the results can be found below under "Review of Achievements and Performance".

Education at Abbot's Hill is, of course, about so much more than exam results and alongside these grades, the progress made by girls in their personal development is reflected in the varied and extensive range of sporting, creative and leadership opportunities that they have embraced and excelled in. The school's ethos, which nurtures not only academic achievement but also all-round development, enables pupils to strike the right balance so that they are very well prepared for **all** the challenges and opportunities that the future has in store.

The pupils benefit from the exceptional breadth of experiences, both within the classroom and in the extensive range of curriculum and cultural enrichment trips offered, including overseas residential trips. Girls move on from Abbot's Hill to highly regarded Sixth Form destinations within both the independent and maintained sectors; they continue on to achieve A-level results that allow them to take up places at leading universities. We are proud to highlight here just a few of our pupils' many achievements over the last year.

Sadly, many of our usual events could not take place in the latter half of the year. Fortunately, just before lockdown, the pupils in the senior school were able to proceed with the annual school production which this year was Little Shop of Horrors which was very well received by all who saw it. This was followed swiftly by the bi-annual Gym and Dance extravaganza. As the world went virtual, we translated many key events for an on-line audience including Open Days, Prize Giving and Commemoration.

We continued to run a number of popular STEM-related clubs: Science Club Y3/4, SciTech club Y5/6, Y7/8 Science Club, Y9-11 Young Engineers Club which helped raise our pupils' awareness of STEM and STEM-related careers. This is something to which we are very committed and seek to develop through our curricular and co-curricular activities.

Year 7 visited the Big Bang UK Young Scientist and Engineers Fair at the NEC and participated in an annual trip to the Museum of Computing at Bletchley Park. Years 7-9 and Year 10 Computer Science took part in the Bebras Challenge. Year 9 and GCSE Computer Science pupils also took part in Cyber Discovery. Year 8 took part in the CyberFirst Girls Competition. Y7 Big Bang was unfortunately cancelled and Year 8 were disappointed that the Salter's Festival of Chemistry competition in May also did not go ahead. The school did, however, enter pupils in the top two sets in both Year 9 and Year 10 into the National Biology Challenge (online) run by the Royal Society of Biology; one pupil achieved a gold award, 2 were awarded silver awards and four were awarded a bronze. During lockdown, the pupils in set 1 in Year 10 completed the online British Physics Olympiad Junior Physics challenge and were successful in securing one gold, 3 silver and 11 bronze awards. As part of the enrichment programme the Year 7 pupils took part in a "Mission to Mars" workshop, which required them to

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complete activities from NASA including carrying out a helicopter flight experiment as well as coding a helicopter flight. Year 9 NPL Rocket challenge was unfortunately cancelled. Pupils in Year 3 received a visit from Affinity Water to complete some water related activities. Years 4 and 5 enjoyed a KNex rocket car workshop from Bloodhound Education. Year 6 had a KNex challenge building wind turbines in November with mentoring from Seniors Young Engineers Year 10 pupils and help from local STEM Ambassadors. Year 8 had a Cardboard Challenge for Tomorrow's Engineers week in November in clans. Year 9 had a WISE My Skills My Life session in their PSHCEE lesson in November (STEM-based careers). Year 10 Young Engineers participated in the Rotary Technology Tournament at Ashlyns in March. Year 11 went to "GCSE live" in February 2020.

The UK Maths Trust challenges did take place this year. The intermediate Challenge took place in school in the spring with two pupils in Year 11 qualifying for the Pink Kangaroo. The Junior Challenge took place online with pupils participating in the summer term from home and a team of Year 10 pupils once again enjoyed the AMSP Maths Feast.

At Abbot's Hill, we offer a great range of sporting activities to pupils to enable them to take part in many competitions from county, regional or even at a national level. Unfortunately, due to Covid-19, the school was limited in the competitions available. However, success was achieved in skiing where two pupils were selected for the Junior ESSKA, one of which was also selected to compete in the French Nationals competition. Other girls were selected for the high level teams including for Wasps netball academy and another pupil was long listed to represent Great Britain in the European pony championships.

The Duke of Edinburgh Award scheme is extremely well supported by pupils in Years 10 and 11 with the vast majority completing the Bronze Award and many also going on to achieve Silver. In terms of numbers last year, 16 girls worked towards the Silver award, 45 girls completed a Bronze Expedition in March and 21 of those girls will continue with Silver next year. The School Council meetings and Prefect meetings create opportunities for representatives from the year groups to offer ideas and suggestions. The personal development of pupils of all ages is supported by their involvement in these activities and by the many opportunities for them to take on positions of responsibility or help to run co-curricular clubs for other pupils. Within the Prep School, members of the school council, charity committee and eco committee initiate events within the school and lead assemblies. All year 6 pupils were prefects and had opportunities to take on leadership roles and design and run clubs for their peers and for pupils in years R-Y5. In the Senior School, the School Council meetings took place online during lockdown. The Charity Captains worked with the Head to run virtual events and keep parents and pupils updated about fundraising events.

The school raised over £6,000 through imaginative fundraising activities supporting a diverse range of charities including the Epilepsy Society, Diabetes UK, Up on Downs, BBC Children in Need as well as various cancer and mental health charities. It is, of course, impossible to detail all that a busy and thriving school does over the course of the year in a few short pages. Nevertheless, we commend this report and our accounts to you, in the hope that it will give you a flavour of a most eventful year, a year like no other at Abbot's Hill.

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STATUS AND ADMINISTRATION

The Company carries on business as Abbot's Hill School, incorporating a Senior School and a Prep School for girls aged 4-16 with a co-educational Day Nursery and Pre-School.

The school was established in 1912. Abbot's Hill Limited was registered as a charity in February 1963 under charity number 311053. The governing documents of the Company are its Articles of Association, adopted on its incorporation on 6 January 1956 and subsequently amended on 20 March 2003 and most recently on 19 March 2020.

On 31 August 2012, all shares in Abbot's Hill Limited were transferred to a new holding company limited by guarantee called "Abbot's Hill School". The members of that holding company are the Governors of the school. The Articles of Association of Abbot's Hill School, the holding company, were amended by special resolution on 11 July 2020.

GOVERNANCE

The Governors, who are also the Charity's trustees and the Company's directors, are responsible for the overall management and control of the school. The Governors meet as a full Board three times a year, as well as for an annual strategy day.

Between these regular meetings, two committees (the Finance & Audit Committee and the Education Committee) meet each term to provide a detailed review of specific matters, to oversee performance of delegated policies and to ensure progress generally. The Strategy Committee meets annually, primarily to set the agenda for the Governors' strategy day. This year, the Strategy Day was postponed to August 2020 due to the appointment of a new Head in January 2020.

Dedicated working parties are set up from time to time as required where projects requiring closer governor involvement are undertaken.

The school's Health & Safety Committee meets termly and is chaired by the Bursar with assistance from the Domestic Bursar in her capacity as Health & Safety Co-ordinator. A Governor attends these meetings in a liaison and oversight role on behalf of the Board of Governors. Respective Heads of Department and other key personnel also attend. The school's ICT Strategy Committee also meets termly chaired by the ICT Network Manager & Data Compliance Officer. A Governor also attends these meetings. There is a designated Safeguarding Governor who reports to the full board and holds regular meetings with the school's Designated Safeguarding Lead.

The day-to-day running of the school is delegated to the Head and Bursar who advise the Board of Governors with support from the rest of the Executive Committee ("Exec"). The members of Exec during the year were: the Head, the Bursar, the Deputy Head (now the Senior Deputy Head), Head of Prep, Director of Pastoral Care (now the Deputy Head Pastoral) and the Director of Teaching and Learning (now the Deputy Head Academic).

New Governors are appointed by the full Board of Governors following a formal procedure. Governors are subject to election in accordance with the Company's Articles of Association and must submit themselves by rotation for re-election at subsequent Annual General Meetings.

New Governors receive appropriate training and a full Governors' induction pack upon appointment. They are encouraged to attend relevant training courses especially those organised by AGBIS, the ISBA and ISC. These were particularly important during lockdown in the summer term.

Governors may be members of the current parent body, although the most recent Articles dictate a maximum of two parents on the Board at any one time. Parents of former pupils are also welcome. In addition to their own experience and expertise, they bring first-hand knowledge and understanding of the school's ethos. It is the school's policy to ensure the Governors have the range of skills required for an appropriately balanced Board. The Clerk maintains a matrix of Governor skill-sets and requirements

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and this is reviewed regularly by the Board to determine recruitment needs. The Board is satisfied that it has a good balance of skills and experience and a Nominations Committee facilitates effective succession planning.

Governors hold a meeting each calendar year to discuss and update the Strategic Plan for the school. This feeds into the School Development Plan and the departmental plans and also informs the school's financial planning.

OBJECTIVES AND ACTIVITIES

The principal objects of the Charity are to carry on, develop and manage the school for the promotion or advancement of education.

Strategic Vision

To foster a community in which all individuals are celebrated, supported and inspired to live a purposeful and fulfilling life while remaining true to our founding values of strength and character.

A first choice school with outstanding environments in which to work, learn and play, we provide an education fit for the modern world by challenging everyone in our community to be confident in who they are, develop strength of character and to become active, compassionate citizens who make significant and lasting contributions to others throughout their lives.

Objectives for the Year

The Governors' main objective continued to be to educate all of the school's pupils to at least the same high standard achieved by the school in recent years by offering a curriculum and pastoral provision which is designed to foster each pupil's full potential and well-being. As an integral part of enabling this, a full CPD programme ensures that teachers are fully conversant and play a part in implementing the latest strategies. On 20 March 2020, the school went into lockdown as a result of the Covid-19 pandemic but remained open for children of key workers, including during the Easter holidays. Other pupils received remote learning at home during the Summer Term and continued to offer pastoral support to pupils and also to parents as they adapted to their children learning in the home environment.

In support of the school's overall objective, a campus development plan was presented to the Board at the annual strategy day in August 2020 to consider how to develop the school's facilities in both the medium and long term. This plan will be discussed and finalised over the next academic year. It will be reviewed and implemented as funds allow. The primary aim of the plan is to continue to provide the best possible learning environment for our pupils

During the year, further facilities improvements included the complete renovation of the Design Room in the Stable Block providing bright and modern facilities including new flooring, integrated cupboards and updated furniture and fittings. The rolling replacement of windows continued across the school site and the stable block car park received additional lighting. The Nursery car park and top road by the tennis dome were both resurfaced. The Head's flat was adapted for use as offices and meeting rooms but it will be retained as residential accommodation should the future need arise. Marquees were erected on the front lawn over the summer in order to prepare for social distancing measures in the Autumn Term.

Other key objectives were to continue to enhance all aspects of Health & Safety, especially in light of the risks associated with the coronavirus, to provide effective governance and management, to continue to support other schools and organisations for public benefit, to further develop our ambitious ICT strategy for the benefit of all users (pupils, staff, and visitors) and to maintain an excellent reputation across all stakeholder groups.

The Strategic Plan also emphasises the requirement to build financial strength to ensure stability and a sustainable future for the school.

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Principal Activity

Abbot's Hill provides education across three age ranges. The Senior School provides day-school education for girls between the ages of 11 and 16 years, up to GCSE level. The Prep School educates girls between the ages of 4 and 11 years, preparing them for secondary education. A large number of girls progress from Prep to Senior. Abbot's Hill Day Nursery and Pre-School is a provision for boys and girls aged 6 months to 4 years.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE

- *Goal 1: A distinct market proposition*

Abbot's Hill continues to provide teaching in small classes in a safe, caring and nurturing environment within a unique and beautiful parkland location, blending tradition with future-facing provision in and outside the classroom. Since her arrival in January 2020, the new Head has focussed on reviewing the mission, vision and values of the school engaging with staff and pupils in the process. This will lead to the publication of a document outlining the Governors' strategic vision for the school. The resulting development plan will translate that vision into a long term strategy that will instil confidence in current and prospective parents and motivate staff and pupils by reaffirming the Governors' ambition for the school as it moves forward under new leadership. The Board met in August 2020 to discuss the next steps for the school's Strategic Plan which will be finalised over the coming year.

- *Goal 2: High achievement through excellent learning and teaching*

Academic results at GCSE continue to demonstrate impressive levels of achievement and progress with all subjects now working with the new GCSE reforms. Due to Covid-19, final examinations did not take place and the school was required to submit Centre Assessed Grades (CAGs) which took into account predicted grades, past and current performance as well as baseline data. It also reflected our historic GCSE performance over the last 2 years which necessitated adjustments to HODs' predictions. Abbot's Hill pupils achieved a 100% pass rate with 99.7% of grades at 9-4, compared with the national average of 75.9%. 59.7% of all grades at Abbot's Hill were at the top grades of 9-7 significantly above the national average of 25.9%. 17 pupils (a third of the year group) were awarded 7 or more of the top GCSE grades 9-7. These results continue the school's outstanding record of GCSE success over many years, despite the introduction of new, more content heavy specifications, a decrease in non-examination assessment and an increase in the number and length of examinations all taken at the end of the course.

The Prep School continues to provide a high quality preparatory education for its pupils and includes specialist teachers delivering a range of subjects including music, PE, drama, MFL and science. A new dedicated Head of Prep Music has been appointed. The Nursery provides an excellent Pre-School education which reflects the ethos of Abbot's Hill School and paves the way for entry into the Pre-prep department.

The school's academic results are not only excellent in themselves but represent very significant "added value" from the baseline set as pupils enter the school. Pupils flourish within Abbot's Hill and demonstrate significant personal development in many areas of life, achieving high standards particularly in sport, drama, art and music as outlined above. The school provides a wide variety of clubs and activities both at lunch times and after school. Pupils also benefit from the school's extended day, one of many aspects of Abbot's Hill that enables them to accelerate their progress.

The school's engagement with 'Building Learning Power' is now in its eighth year and continues to help pupils to become independent and reflective learners, well equipped for the demands of the 21st Century.

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Additional benefits to learning have been provided by continued investment in ICT including the continuance of a 1:1 device scheme for all pupils from Year 7 and the use of Google Classroom in the Prep and Senior Schools to enhance pupils' access to learning materials and opportunities for collaborative work. During lockdown, devices were lent to any pupils requiring one so that they could access the remote learning from home. Pre-Prep staff were ably supported by the Head of Pre-Prep in taking up the SeeSaw App which is an excellent, age-appropriate tool to support learning. The ICT department and other staff provided training throughout lockdown to support both staff and pupils.

Subject co-ordinators in the Prep School review and develop their subjects, in collaboration with the teaching teams, across the Pre-Prep and Prep School each year. There has been a drive to develop Outdoor Learning and the subject leaders have facilitated this by engaging proactively with external experts, workshop providers and colleagues from other schools. Teaching Assistants have been redeployed to ensure that their individual skills and expertise support and extend our pupils' learning across the curriculum. The Prep teachers communicate regularly with the Senior school teachers at Abbot's Hill and this facilitates a smooth transition as pupils progress into the senior school, particularly with regard to their knowledge and skill development. A Transition working party has been established, Chaired by the Deputy Head, Pastoral - this group is reviewing all aspects of transition from Nursery through to school leavers at 16+ to ensure that procedures are implemented in a timely and seamless way. Pupils are actively encouraged to take responsibility for driving forward their learning and our remote learning provision in the spring and summer terms allowed all pupils to rapidly extend their ICT skills and gave them the opportunity to present and communicate their own discoveries during the scheduled 'creative afternoon' sessions. The co-curricular programme continues to thrive; new clubs have been added to the extensive list of activities and this has even included clubs led by Year 6 prefects.

- *Goal 3: A curriculum, extra-curricular provision and pastoral system to realise every pupil's full potential and well-being*

We continued to develop and enhance our already broad curriculum, both in terms of content and pedagogy, to ensure that our pupils are equipped with the knowledge, skills, and examination successes that position them to navigate the world beyond Abbot's Hill. An internal appointment of Assistant Head Co-Curricular in 2020-21 will enable enhanced co-ordination of our activities beyond the classroom.

The deployment of technology in support of the curriculum has continued to progress. A whole school Digital Strategy is being developed which will be driven forward by the newly streamlined ICT Strategy Committee. A Digital Lead (the new ICT Co-Ordinator) has been appointed in the Prep School. She will work with the Head of ICT in the Senior School to audit provision, devise training programmes for staff and expand the range of opportunities for pupils to become more digitally literate.

Our broad curriculum goes beyond conventional academic subjects to include the full range of values and understanding necessary for adult life and citizenship. The Young Sports Leaders' Award is now well established and pupils have access to a wide range of optional subjects at GCSE. We are reviewing our curriculum provision to ensure its continued relevance and appeal and, at no additional cost, will introduce the Higher Project Qualification (HPQ) and GCSE Photography in 2021.

Creative and Performing Arts are valued throughout the school. They feature strongly both within the curriculum and in the co-curricular clubs and activities. We are the holders of the Platinum ArtsMark Award and continue to develop our provision and practice accordingly.

Pupils in Pre-Prep and the Prep School worked collaboratively in a mosaic workshop. They created mosaics which light up the outdoor classroom. Pre-Prep pupils worked with professional artists to create some colourful clay pots.

The Art Show took place on line with a good level of participation and feedback. We are also looking at other national, as well as international, competitions which will stretch our own young artists in house. Building on the school's previous success with Arts award 'Explore', Art Teacher Clare Hogan is signing up to do the higher level Bronze Training course in order to be able to provide a Photography course in the Spring term 2021. We are looking forward to bringing specialists into school to share their expertise and enthusiasm for their art forms through practical activities.

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Abbot's Hill has further expanded its support for the well-being of pupils and the pastoral team now includes a School Nurse, Healthcare Assistant, a Pastoral Manager and a School Counsellor. Key pastoral staff have been trained in Mental Health First Aid, pastoral tracking systems have been further enhanced with the achievement of AS Tracking accredited status and the Pastoral Hub provides an accessible drop-in resource which consolidates and strengthens support for pupils.

- *Goal 4: Financial strength and stability*

In 2019/20, the Senior School had 299 (2018/19: 279) day pupils and the Prep School had 186 (2018/19: 188). 41 (2018/19: 48) pupils (full time equivalents) attended the school's Nursery and Pre-School. The Finance & Audit Committee, in accordance with its remit, continued to monitor the school's finances during the year and identified matters for further consideration at the regular Governors' meetings, whilst the Bursar supervised and controlled the school's costs on a day-to-day basis.

Marketing activity continued to be a priority in order to maintain and grow the school roll. A new Marketing and Communications Manager was appointed during the year who carefully planned marketing activities with a particular focus on the expansion of digital marketing. Open Events continued throughout the year including remotely when the need arose due to Covid-19 restrictions. There continued to be a number of enquiries and a good level of conversion to enrolment throughout the year.

The Governors had regard to the public benefit guidance issued by the Charity Commission. The school ensures that the education that it provides is not restricted to those who can afford the fees. Bursary awards are viewed as important in helping to ensure that pupils from families who would otherwise not be able to afford the fees can access the education that the school offers. Bursary awards are available to pupils who meet the general entry requirements and after assessing parental means either before a pupil joins the school in Year 7 or occasionally to relieve hardship when an existing pupil's education would be at risk, for example, in the case of unpredicted changes to parental circumstances. The school, however, is totally reliant on fees in funding these awards and it has to ensure that there is a balance between fee-paying parents and those benefiting from awards.

After the application of a robust cost management programme, together with help from the various government Covid-19 assistance schemes, the school realised an accounting surplus in the year to 31 August 2020. Given the requirement to fund essential capital expenditure and service the school's bank loans, however, the financial result does not leave the school with headroom for discretionary spending.

In order to ensure the school remains a going concern into the future, the Governors constantly review income and expenditure and most importantly cash flow. The Governors are mindful that without increasing school fees, sustaining pupil numbers or cutting costs, the school may be unable to invest in some of the larger scale capital projects which would continue to provide the excellent facilities and opportunities currently enjoyed by pupils. The Governors' strategy meetings are held whilst bearing this in mind.

The school continued to award scholarships for entry to Year 7 in music, art, drama and sports as well as for academic performance.

In 2019-20 the following awards were made:

Means-tested bursaries – 6 girls (2019: 7 girls), £99,806 (2019: £134,547). Of the 6 girls offered bursaries this year, 4 girls (2019: 5 girls) benefitted from bursaries greater than 75% including 3 girls (2019: 4 girls) with 100% awards. In addition, temporary hardship awards worth £31,721 were allocated to parents who were unable to pay fees due to the effects of Covid-19.

Scholarship awards – 37 girls (2019: 37 girls), £45,051 (2019: £46,421)

In addition, as described below, the school continues to develop its public benefit offering into a more extensive and diverse portfolio.

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- *Goal 5 Effective, committed and skilled staff*

Providing resources for the continuing professional development of the teaching and Nursery staff is recognised as a key factor for the achievement of this goal and Abbot's Hill has appointed an Assistant Head, Professional Development to develop a strategic and holistic approach to staff learning and engagement with up to date pedagogy in so far as it benefits the school.

The school is committed to on-going staff development and offers a range of training opportunities to all staff, both teaching and support. Staff regularly attend external training courses specific to their roles. For teaching staff, much of this has focused in recent years on changes brought about through the national reform agenda in education and staff are encouraged to further develop their expertise through undertaking roles in external assessment for various awarding bodies. Staff also engaged in a wide range of training for their academic and pastoral roles including courses which provide a professional qualification. Staff are also able to benefit from the in-house First Aid training programme and a suite of online training modules.

Abbot's Hill also supports new entrants to the profession through the Independent Schools Teacher Induction Panel.

- *Goal 6: A High standard of development and maintenance of the school's assets*

Following the completion in 2018 of Phase 2 of the school's Campus Development Plan (which provided for the Prep School four additional high quality classrooms, an art, design and technology room and outdoor teaching area designed to support the science curriculum) further upgrades to existing facilities took place during the year including the complete refurbishment of the Design Room in the stable block, a significant programme of window replacement and further car-parking upgrades, most notably in the nursery car park.

- *Goal 7: Effective governance and management*

The school retains a Board of Governors with an appropriate balance of expertise and experience. The profile of the Board is kept under review, to ensure it maintains that balance. Parents and others whose skills and knowledge may complement those of the existing Governors or that may be useful to the Board are asked to come forward and register their interest in becoming a Governor.

A Board skills self-audit is conducted regularly to inform Governor recruitment. Following feedback from the external review of compliance reported to the Board in November 2017, Governors have implemented some changes to their committee structure and recruited further new members to the Board.

The school maintains Governor supervision of Safeguarding, ICT, Educational Provision and Health & Safety.

The school's annual strategic plan is linked with the school's budget, School Development Plan and departmental development plans. The School's Exec manages the school on a day-to-day basis, and runs the school at an operational level, with the oversight of the Board of Governors.

Governors attend training by AGBIS or other providers as relevant.

Governors ensure that appropriate resources are available for staff development, training and appraisal.

In January the new Head, Mrs Kathryn Gorman, was welcomed into the school following the retirement of Mrs Elizabeth Thomas after seven years as Head. Mrs Gorman brings a wealth of experience to Abbot's Hill, from the state and maintained sector as well as from overseas. During 15 years at STAHS, she held a range of roles including that of Head of English, Assistant Housemistress,

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Assistant Head and Deputy Head, Curriculum. Latterly, her role including oversight of a £10m capital development project.

- *Goal 8: An excellent reputation across all stakeholder groups*

The Governors endeavour to make themselves accessible to staff and parents. Governors monitor communication with stakeholder groups through feedback by the use of periodic questionnaires and surveys, such as the Parent Pulse survey commissioned from time to time, as well as informal contact with parents, pupils and staff. The Governors regularly attend various events and meetings at the school, including Open Days, Prize Givings and our annual Commemoration Day, in addition to parent talks, assemblies, concerts and plays.

Parents are offered many opportunities to participate in events providing opportunities to understand the work of the school, the progress their children are making and to interact with staff. They receive regular information and updates from the school and through the Parent Portal have access to relevant information and also the facility to exchange information. We have updated our communications system two-fold with SchoolPost and My School Portal, both of which have streamlined parental communication and bring benefits for parents and administrative staff alike.

The school's hardworking Parents' Association, AHSPA, were only able to run a social event for new 2019 Year 7 families, the Fireworks Display and the Christmas Market before lockdown occurred in March. Our Holiday Activity Clubs were not able to run in 2020 and the school is considering the use of external providers from Easter 2021. Looking ahead, several swimming clubs have expressed an interest in hiring the pool in the next academic year, Covid-restrictions permitting. This will also enable local children to benefit from the school's facilities.

Covid-19

The academic year 2019-20 was affected, as were most schools and businesses, by the arrival of the coronavirus. The school closed to pupils except for children of key workers on 20 March 2020. Key worker children continued to be cared for over the Easter holidays and remained in school during the Summer Term whilst the remaining pupils were educated remotely at home. This put an enormous strain upon staff, pupils and parents alike to adapt to a new way of working. However, the feedback from parents has been overwhelmingly positive regarding the innovative remote learning offering and has strengthened the confidence in and our reputation amongst current and prospective parents.

Dealing with the Covid-19 crisis put an increased burden on the health and safety expenditure of the school but other cost savings, for example, from within the catering budget, loan repayment holidays and from the furloughing of some support staff, were passed back onto parents in the form of fee adjustments totalling £431,018 in the Summer Term. Some nursery staff were not furloughed and continued to provide nursery parents with online support during lockdown. The school was unable to furlough any teaching staff due to the continued remote education of pupils, however, hardship awards totalling £31,721 were provided to parents whose income had been badly affected by the lockdown. This amount was in addition to the fee adjustments and was partly funded by some parents who were able to continue to pay full fees during this difficult time. The school is grateful for their generosity.

Whilst the school did make a surplus during 2019-20, a cautious approach was taken in the uncertain climate and all but essential repairs and maintenance costs were deferred but will be incurred in the following academic year.

Details of Partnership work 2019-2020

Partnerships with local state schools continue to grow with more long term collaboration established and new projects initiated. Due to the global pandemic, most of our activities were unable to take place but the school kept in touch with partner schools and plans are already afoot for the coming year.

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We remain committed to increasing pupil engagement in the wider community. An audit of our Partnership and Outreach work is underway and will be carried forwards by the Assistant Head, Co-Curricular. In Lockdown 1, the school donated PPE and sanitiser to the Hertfordshire Division of the Central London Community Healthcare NHS Trust.

The summary below provides information about each initiative and the cost to the school in terms of staff hours and other resources:

Physics Training for teachers and science technicians: Abbot's Hill teamed up with Physics Partners and Longdean School to run an afternoon of training. The sessions were aimed at teachers of science and science technicians who deliver or support the delivery of all aspects of physics within the new single subject or combined science GCSE curriculum, including the required practicals.

- Staff hours: 2 hour workshop divided into the presentation of 3 practicals
- + 20 organising and communication with trainers and schools
- Other costs: equipment and science technician time to set up the practicals. The visiting speaker was Graham Bennett. Tommy Cookson from Physics Partners helped with involving schools and attended.

Participating schools: Ashlyns, Abbot's Hill and Longdean.

On-line training in connection with Physics Partners (at the end of the summer term).

Participating schools: Abbot's Hill and Longdean.

In its continued efforts to promote the arts and provide further opportunities for pupils to extend their experiences, the school ran three projects:

The fourth year of the 'Come and Sing' project. This large scale initiative involved workshops around the theme 'Under the Sea' with the aim of promoting the arts and opening opportunities for the pupils from two local primary schools to be taught by specialist teachers in dance, drama, music and stage management including costume and makeup. 120 pupils, including one year group from Abbot's Hill, worked in mixed groups collaboratively to produce a short dramatic presentation at the end of the day.

Weekly drama lessons to Year 5 Nash Mills

Art Workshops at South Hill Primary School. This was a new initiative. The school worked with the art lead at South Hill to provide two workshops, A Mexican Day of the Dead workshop with Year 5 and an Abstract trees workshop with Year 6 which resulted in an outdoor mural at the school.

Ongoing volunteering:

One of our members of staff is a governor at one of our partner schools, sits on the curriculum committee and is the safeguarding governor. Another two members of staff are governors at other schools; one is Treasurer on the committee for Tring Stepping Stones Pre School and the other is a governor at Copthall School (a senior girls' academy in London).

Students, staff and parents volunteered during lockdown. Successful efforts from the school community during lockdown included donations of equipment from AHS to Dacorum borough, to parents helping provide meals to key worker families. Pupils painted stones and made scrubs and various staff volunteered to man telephone helplines.

Google Classroom training: The school provided training to staff at Nash Mills on their launch of Google Classroom. Nash Mills had purchased Google Suite and were keen to learn how to set work on classroom ready for the government initiative to be ready for online learning.

Abbot's Hill Limited
Annual Report of the Governors
Year ended 31 August 2020

RISK MANAGEMENT

The Board of Governors seeks to identify and assess the risks to which the Charity is subject and to establish appropriate controls throughout the year. A formal review of the Charity's strategic risks was undertaken during the year by the Finance & Audit Committee. This committee produces for the Board a Strategic Risk Register, identifying those risks which should be addressed as a high priority and recommending actions which should be taken to mitigate them.

The key controls used by the school to manage major risks include:

- Formal agendas for all Committee and Board activity;
- Comprehensive strategic planning, budgeting and management accounting;
- Established organisational structure and lines of reporting;
- Formal written policies;
- Clear authorisation and approval levels.

A number of medium level risks have been identified which cover a number of areas including governance, remuneration, succession planning, public benefit and health & safety. Marketing and financial risks were escalated to a high level of risk during the year by the Board of Governors following the outbreak of Covid-19 in order to ensure a committed focus on the sustainability of the school during these difficult times.

All risks are subject to specific controls and interventions to remedy or reduce them to tolerable levels. Further mitigation is provided by clear oversight of these areas by both the management, Head and Bursar, and by Governors through their role in committees and working groups.

Through the formal review of the risks to which the school is exposed, the Governors are satisfied that the major risks identified and noted above are being adequately managed, and action has been taken by the school to offset their impact. It is recognised, however, that systems can only provide reasonable but not absolute assurance of this.

The Teachers' Pension Scheme Employers' Contributions rose to 23.6% in September 2019. This increased financial obligation on the school continues to be assessed by the Board of Governors which aims continually to provide attractive remuneration packages for staff. Regular discussions are held by the Board to consider all options.

REMUNERATION

The guiding principles of the school's approach to remuneration are:

- To ensure delivery of the school's objectives
- To attract and retain motivated staff with the skills and expertise necessary for operational effectiveness
- That remuneration should be equitable and coherent across the school
- To take account of the purposes, aims and values of the school
- To ensure that pay levels and pay increases are appropriate in the context of the interests of our parents and beneficiaries

The key management personnel in the school are the Head and the Bursar. The former is appointed by the Board of Governors. The remuneration of the Head and the Bursar is set and reviewed annually by the Remuneration Committee. Governors and the Head recognise the need to remunerate senior staff in a way that will attract and retain high-quality individuals with the personal qualities, skills and experience for demanding appointments. The Governors reluctantly took the decision not to award a pay increase for staff for the following academic year reflecting the difficulties faced by all employers and fee-paying parents during Covid-19 times.

Abbot's Hill Limited
Annual Report of the Governors
Year ended 31 August 2020

FINANCIAL REVIEW

- *Activities and Results*

The school's incoming resources principally derive from pupil fees. Gross fee income for the year was up by £350,693 which was partly due to fee rises but also the consequence of increased pupil numbers, particularly in the senior school. Net fee income only rose by £72,010 due mostly to the number of fee adjustments awarded in the Summer Term which reduced the figure substantially from the previous year. Total funds increased by the net surplus of £494,438 for the year.

Operating costs represented 99% of resources expended at the school with 55% of that expenditure comprising teaching and teaching support salaries. Total staff costs comprised 72% of operating costs.

- *Reserves*

The Governors regularly review the level and nature of the reserve funds of the school. It has a formal policy on reserves that considers its need for reserves through examining its working capital requirements, financial risk mitigation and future strategic development.

At the Balance Sheet date, the school held general unrestricted funds totalling £8,221,327 all represented by fixed assets for the school's own use. Under the Charity Commission's definition of free reserves being unrestricted funds not represented by fixed assets, the school did not have any free reserves at that date.

The school retains reserves so that the facilities, buildings and site can be maintained and enhanced, so that new technologies can be introduced and so that the provision of education, in the widest way, for the present and future can be improved. Sustainability of the school into the future is of paramount importance to the Governors.

The Governors have reviewed the school's cash flow forecasts and are satisfied that its reserves are adequate for the purpose of meeting its short term working capital requirements without the need to hold free reserves for the time being.

Going forward, achievement of the budgeted operating surplus will continue to be one of the key measures of the school's financial performance in addition to a sustainable cash flow.

- *Fundraising Activities*

During the year the school raised over £13,000 revenue from donations and funds raised on behalf of the school by the Abbot's Hill School Parents Association.

PLANS FOR FUTURE PERIODS

The school plans to ensure that academic and non-academic achievement continues to remain at a very high level. To this end the Governors have been working with the Head towards reframing the strategic vision which will herald the arrival of a new school development plan. Parents – existing and prospective – will become increasingly engaged with the school through a revamped Parents' Association and this, it is hoped, will see the school enter a new phase of collaboration which will be of mutual benefit. The school also intends to develop its work with our alumnae community, themselves a valuable asset, and the Marketing team has been structured with this in mind. A whole school curriculum review will be asking questions about relevance, diversity and inclusion of the current academic programme. Marketing and Admissions systems and structures will be reviewed to ensure that we are capitalising on our strong offering across curriculum and co-curriculum. Internally, we continue to manage talent by auditing leadership opportunities and facilitating training and mentoring programmes where appropriate. We will, reframe and progress our Digital strategy to benefit all stakeholders, maintain high standards of pastoral care and establish a timetable for further Campus Development Plans as and when it is right to resume such activities. The Governors will also focus on managing the potential impact of changes to the Teachers' Pension Scheme and any other financial implications which may arise from wider political and economic factors.

Abbot's Hill Limited
Annual Report of the Governors
Year ended 31 August 2020

Statement of Governors' Responsibilities

The Governors (who are also directors of Abbot's Hill Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires trustees 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

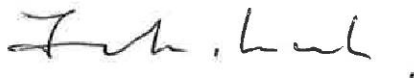
The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Approved by members of the governing body on *11th December 2020* and signed on their behalf by:



Janet Mark
(Chairman of the Board of Governors)

Abbot's Hill Limited

INDEPENDENT AUDITOR'S REPORT TO THE GOVERNORS OF ABBOT'S HILL LIMITED

for the year ended 31 August 2020

We have audited the financial statements of Abbot's Hill Limited for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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 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 FRS's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the 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.

Abbot's Hill Limited

INDEPENDENT AUDITOR'S REPORT TO THE GOVERNORS OF ABBOT'S HILL LIMITED

for the year ended 31 August 2020

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees 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.

Opinion on other matter 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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to

- 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 or 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

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Abbot's Hill Limited

INDEPENDENT AUDITOR'S REPORT TO THE GOVERNORS OF ABBOT'S HILL LIMITED

for the year ended 31 August 2020

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including and significant deficiencies in internal control that we identify during our audit.

Moore Kingston Smith LLP

Shivani Kothari, Senior Statutory Auditor
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: *14 January 2021*

Devonshire House
60 Goswell Road
London
EC1M 7AD

Abbot's Hill Limited

STATEMENT OF FINANCIAL ACTIVITIES (including the income and expenditure statement) for the year ended 31 August 2020

	Notes	Unrestricted funds £	Total 2020 £	Total 2019 £
INCOME FROM:				
Charitable Activities				
School fees	3	8,135,646	8,135,646	8,063,636
Other educational income	4	372,052	372,052	703,137
Other income				
Other trading income	5	36,816	36,816	120,995
Investments				
Investment Income	6	15,105	15,105	7,822
Voluntary sources				
Grants and donations	7	231,859	231,859	12,948
Total income and endowments		8,791,478	8,791,478	8,908,538
EXPENDITURE ON:				
Costs of raising funds				
Other trading costs		46,771	46,771	172,138
Charitable activities				
Education	8	8,250,269	8,250,269	8,119,899
Total expenditure	8	8,297,040	8,297,040	8,292,037
Net income/(expenditure)	15	494,438	494,438	616,501
Transfer between funds		-	-	-
Net movement in funds		494,438	494,438	616,501
Fund balances brought forward		7,726,889	7,726,889	7,110,388
Fund balances carried forward	19	8,221,327	8,221,327	7,726,889

The statement of financial activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

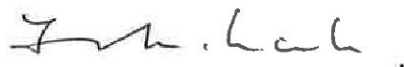
The accompanying notes form part of these financial statements.

Abbot's Hill Limited

BALANCE SHEET
as at 31 August 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible assets	13	<u>9,812,629</u>	<u>10,012,363</u>
		9,812,629	10,012,363
CURRENT ASSETS			
Stocks	14	7,811	21,121
Debtors	15	117,793	178,741
Cash at bank and in hand		<u>2,283,380</u>	<u>2,037,381</u>
		2,408,984	2,237,243
CREDITORS: Amounts falling due within one year	16	<u>(1,752,792)</u>	<u>(1,906,766)</u>
		656,192	330,477
NET CURRENT ASSETS			
		<u>10,468,821</u>	<u>10,342,840</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
CREDITORS: Amounts falling due after more than one year	17	<u>(2,247,394)</u>	<u>(2,615,851)</u>
		8,221,427	7,726,989
NET ASSETS			
		<u>8,221,427</u>	<u>7,726,989</u>
FUNDS			
Called up Share Capital	19	100	100
Unrestricted funds – general	19	<u>8,221,327</u>	<u>7,726,889</u>
		8,221,427	7,726,989

Approved and authorised for issue by the Board of Governors on 11th December 2020 and signed on their behalf by:



J Mark
Chairman of the Board of Governors

The accompanying notes form part of these financial statements.
Company Number: 00559674

Abbot's Hill Limited

CASHFLOW STATEMENT

for the year ended 31 August 2020

CASH FLOW STATEMENT	Notes	2020	2019
		£	£
Net cash inflow from operating activities	25	838,463	432,878
Cash flows from investing activities:			
Bank interest received		15,105	7,822
Payments to acquire fixed assets		(248,259)	(442,264)
Net cash outflow from investing activities		(233,154)	(434,442)
Financing:			
Loans received			
Loans repaid		(359,310)	(368,308)
Net cash outflow from financing activities		(359,310)	(368,308)
Increase/(decrease) in cash		245,999	(369,872)
Cash and cash equivalents at the beginning of the reporting period		2,037,381	2,407,253
Cash and cash equivalents at the end of the reporting period		2,283,380	2,037,381

Abbot's Hill Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2020

1 ACCOUNTING POLICIES

Abbot's Hill Limited is a company limited by shares with registered number 00559674, incorporated and domiciled in England and Wales. Its registered office is Abbot's Hill School, Bunkers Lane, Hemel Hempstead, Herts, HP3 8RP.

1.1 BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

These financial statements are prepared on the going concern basis, under the historical cost convention as modified by the revaluation of investments and in accordance with the Companies Act 2006 and applicable accounting standards in the United Kingdom. The principal accounting policies, which have been applied consistently throughout the year, are set out below.

1.2 GOING CONCERN

The governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the School to continue as a going concern. The governors have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the governors have considered and challenged the School's forecasts and projections, including cash flows, pupil projections and the likely impact of pressures on fee income. Whilst the economic outlook remains uncertain which could have an impact on future pupil numbers, after making enquiries the detailed review undertaken by the governors and the ongoing measures they have put in place have led them to conclude that there is a reasonable expectation that the School has adequate resources to continue in operational existence and meet its ongoing liabilities for the foreseeable future. The School therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 FEES RECEIVABLE AND SIMILAR INCOME

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, scholarships and other remissions granted by the school.

1.4 DONATIONS AND FUND ACCOUNTING

Donations received for the general purposes of the school are included as unrestricted funds. Donations restricted by the wishes of the donor or the terms of an appeal are taken to restricted funds.

1.5 EXPENDITURE

Expenditure is allocated to expense headings, which aggregate all costs relating to the category either on a direct cost basis, or apportioned according to time spent.

Expenditure on charitable activities includes:-

- Teaching costs (all expenditure in connection with teaching work);
- Welfare costs (those costs supporting pupil welfare including medical support and school meals);
- Support costs (expenditure incurred in support of the direct charitable expenditure above)
- Premises costs (costs in connection with building maintenance and cleaning costs, together with grounds and gardens);
- Trading costs (expenditure in connection with trading income);
- Finance costs includes loan interest, bank interest payable and bad debts; and
- Governance costs comprise the costs of running the school, including strategic planning for its future development, external audit, and all other costs of complying with constitutional and statutory requirements.

1.6 TEACHING COSTS

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

1.7 FIXED ASSETS AND DEPRECIATION

All fixed assets are used in direct furtherance of the school's objectives. Fixed assets are included in these financial statements at their original cost less depreciation and accumulated impairment losses provided to date.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the costs less estimated residual value of each asset, by equal annual instalments, over their expected useful lives which are considered to be:

Freehold buildings and improvements	2% Straight line
Garden machinery	20% Reducing
Fixtures and fittings	20% Reducing
Vehicles	25% Reducing
Computers	25% Straight

Items costing less than £1,000 are written off as an expense as acquired

1.8 STOCKS

Stocks are stated at the lower of cost or net realisable value.

Abbot's Hill Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2020

1.9 PENSIONS

Full-time and part-time teaching staff employed under a contract of service are eligible to contribute to the Teachers' Pension Scheme (TPS). The TPS, a defined benefit scheme is administered by Capita Teachers' Pensions on behalf of the Department for Education and Skills.

Costs include normal and supplementary contributions. The regular cost is the normal contribution, expressed as a percentage of salary of a teacher newly entering service, which would defray the cost of benefits payable in respect of that service. Variations from the regular pension cost are met by a supplementary contribution. This occurs if, as a result of the actuarial investigation, it is found that the accumulated liabilities for benefits to past and present teachers are not fully covered by normal contributions to be paid in the future and by the fund built up from past contributions. The normal and supplementary contributions are charged to the income and expenditure account in the year.

1.10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 FINANCIAL INSTRUMENTS

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

1.12 TAXATION

The company is a registered charity and is exempt from taxation.

1.13 EMPLOYEE BENEFITS

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 KEY ESTIMATES & JUDGEMENTS

In the application of the company's accounting policies, the Board of Governors is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated 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 on-going 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 affects both current and future periods.

In the opinion of the Board of Governors, the estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

Critical judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Useful economic lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Recoverable value of fee debtors

The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 15 for the net carrying amount of the debtors and associated impairment provision.

Abbot's Hill Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2020

3 FEE INCOME

The school's activities are carried out within the UK.
The school's fee income comprised:

	2020	2019
	£	£
Gross fees	8,764,833	8,414,140
Less: Discounts and fee adjustments	(452,610)	(169,536)
Less: Scholarships and bursaries	(176,577)	(180,968)
	<u>8,135,646</u>	<u>8,063,636</u>

4 OTHER EDUCATIONAL INCOME

	2020	2019
	£	£
Extras and disbursements	151,320	358,115
Registration fees	15,899	17,300
Fees in lieu of notice	51,358	118,607
Other income including trips and minibus income	153,475	209,115
	<u>372,052</u>	<u>703,137</u>

5 OTHER TRADING INCOME

	2020	2019
	£	£
Rent and lettings	20,420	31,642
Other income	16,396	89,353
	<u>36,816</u>	<u>120,995</u>

6 INVESTMENT INCOME

	2020	2019
	£	£
Interest received	15,105	7,822
	<u>15,105</u>	<u>7,822</u>

7 DONATIONS AND GRANTS

	2020	2019
	£	£
Donations and income from Abbot's Hill School Parents' Association	13,432	12,948
Furlough income	218,427	-
	<u>231,859</u>	<u>12,948</u>

Abbot's Hill Limited
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 August 2020

8 EXPENDITURE

(a) Costs of Raising Funds For the year ended 31 August 2020

	Staff costs (note 9) £	Other £	Depreciation £	Total 2020 £
Trading costs	-	46,771	-	46,771
Total Costs of Raising Funds	-	46,771	-	46,771

Charitable expenditure

	Staff costs (note 9) £	Other £	Depreciation £	Total 2020 £
Teaching	4,557,661	447,447	-	5,005,108
Welfare	281,280	218,745	-	500,025
Premises and Estates	314,678	559,853	447,992	1,322,523
Administration	817,658	472,965	-	1,290,623
Finance Costs	-	78,817	-	78,817
Governance	-	53,173	-	53,173
Total Charitable Expenditure	5,971,277	1,831,000	447,992	8,250,269

Total Expended

5,971,277	1,877,771	447,992	8,297,040
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Costs of Raising Funds For the year ended 31 August 2019

	Staff costs (note 9) £	Other £	Depreciation £	Total 2019 £
Trading costs	-	172,138	-	172,138
Total Costs of Raising Funds	-	172,138	-	172,138

Charitable expenditure

	Staff costs (note 9) £	Other £	Depreciation £	Total 2019 £
Teaching	4,173,576	669,881	-	4,843,457
Welfare	286,770	299,564	-	586,334
Premises and Estates	303,667	503,330	366,411	1,173,408
Administration	819,180	555,978	-	1,375,158
Finance	-	106,738	-	106,738
Governance	-	34,804	-	34,804
Total Charitable Expenditure	5,583,193	2,170,295	366,411	8,119,899

Total Expended

5,583,193	2,342,433	366,411	8,292,037
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(b) Other Governance Costs include:

	2020 £	2019 £
Auditors' remuneration		
- Audit Fees	12,582	9,114
- underprovision from previous year	3,132	1,062
- Accountancy Fees	2,100	4,056
- Other Auditors remuneration	2,334	2,028
Legal and Professional Fees	29,655	15,694

Abbot's Hill Limited
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 August 2020

9 STAFF COSTS	2020	2019
	£	£
Wages and salaries	4,761,610	4,618,238
Social security costs	430,945	412,322
Other pension costs	745,024	514,259
Other staff costs	33,698	38,374
	<u>5,971,277</u>	<u>5,583,193</u>

The average monthly number of employees during the year was as follows:

	2020	2019
	No.	No.
Teaching	131	130
Other	63	66
	<u>194</u>	<u>196</u>

The number of employees whose emoluments amounted to £60,000 in the year was as follows:

	2020	2019
	No.	No.
£60,000 - £70,000	3	3
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
£110,001 - £120,000	-	1
	<u>4</u>	<u>5</u>

Pension contributions for the year amounted to £58,423 (2019: £62,182) for the above employees.

Abbot's Hill Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2020

10 GOVERNORS REMUNERATION AND BENEFITS

There was no Governors' remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

Travel and training expenses of £3,370 (2019: £2,850) for 6 governors were paid by the school during the year.

Key management personnel include the Governors and the senior executives which are made up of the Head and the Bursar. The total pay and benefits received by key management personnel were £251,665 (2019: £257,850)

11 PENSIONS

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 £681,584 (2019: £455,740) and at the year end £nil (2019: £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%.

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.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

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 is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the consultation and the cost cap mechanism review are 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 support staff are members of a stakeholder scheme which is a defined contribution scheme. The pension charge for the year includes contributions payable to the scheme of £83,440 (31 August 2019: £83,724).

12 NET INCOME FOR THE YEAR

	2020	2019
	£	£
Net income is stated after charging:		
Depreciation of tangible fixed assets	447,992	366,411
Loan Interest	55,223	87,054
Operating lease rentals – other	114,664	157,600

Abbot's Hill Limited

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2020

13 TANGIBLE FIXED ASSETS

	Freehold Property £	Fixtures & Fittings £	IT Equipment £	Motor Vehicles £	Total £
Cost:					
At 1 September 2019	10,833,708	2,069,814	698,295	115,262	13,717,079
Additions	101,421	72,026	53,335	21,477	248,259
At 31 August 2020	10,935,129	2,141,840	751,630	136,739	13,965,338
Depreciation:					
At 1 September 2019	1,678,232	1,466,010	479,224	81,250	3,704,716
Charge for year	206,046	127,668	102,051	12,228	447,993
At 31 August 2020	1,884,278	1,593,678	581,275	93,478	4,152,709
Net book value:					
At 31 August 2020	9,050,851	548,162	170,355	43,261	9,812,629
At 1 September 2019	9,155,476	603,804	219,071	34,012	10,012,363

14 STOCK

	2020 £	2019 £
Stock Clothing	-	15,000
Stock Catering	7,811	6,121
	7,811	21,121

15 DEBTORS

	2020 £	2019 £
Fees and Extras	120,784	124,888
Less provision for doubtful debts	(93,390)	(85,971)
Other debtors	3,707	3,397
Prepayments	86,692	136,427
	117,793	178,741

16 CREDITORS

Amounts falling due within one year:	2020 £	2019 £
Loans	440,991	568,454
Trade creditors	112,441	99,454
Taxation and social security costs	111,104	107,916
Fee Deposits	258,893	254,393
Fees in advance	294,567	408,430
Other creditors	126,028	45,477
Accruals	408,768	422,642
	1,752,792	1,906,766
Deferred income:	2020 £	2019 £
Brought forwards	753,554	391,852
Released in year	(753,554)	(391,852)
Received in year	688,952	753,554
Carried forwards	688,952	753,554

Deferred income relates to schools fees received in advance for the following term, and income received for trips deferred into the following term.

Abbot's Hill Limited
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 August 2020

17 CREDITORS DUE AFTER ONE YEAR

	2020 £	2019 £
Amounts falling due after more than one year:		
Bank loan	2,065,510	2,297,357
Fees in advance	181,884	318,494
	2,247,394	2,615,851
	2020 £	2019 £
Movement on loans		
In one year or less	440,991	568,454
Between one and two years	2,065,510	2,297,357
	2,506,501	2,865,811

The bank loans comprise of: one loan of £3.921m taken out in April 2006, repayable by monthly installments over 17 years with an interest rate of 0.85% over LIBOR, one loan of £675,000 taken out in July 2015, repayable in 53 monthly instalments with an interest rate of 1.95% plus the banks base rate, and one loan of £1.5m taken out in September 2017 and repayable over 34 monthly instalments with a floating interest rate of 2.3%. The loans are secured by way of charges over the freehold land and buildings.

18 FEES IN ADVANCE

	2020 £	2019 £
Fees in advance scheme		
In one year or less	294,567	408,430
Between one and two years	123,645	150,772
Between two and five years	58,239	167,723
After five years	-	-
	476,451	726,925

19 STATEMENT OF FUNDS

	At 1 September 2019 £	Income £	Expenditure £	Transfer Between Funds £	Gains/ (losses) £	At 31 August 2020 £
Unrestricted funds:						
General reserve	7,726,889	8,791,478	(8,297,040)	-	-	8,221,327
Total funds	7,726,889	8,791,478	(8,297,040)	-	-	8,221,327
	At 1 September 2018 £	Income £	Expenditure £	Transfer Between Funds £	Gains/ (losses) £	At 31 August 2019 £
Unrestricted funds:						
General reserve	7,110,388	8,908,538	(8,292,037)	-	-	7,726,889
Total funds	7,110,388	8,908,538	(8,292,037)	-	-	7,726,889

Abbot's Hill Limited
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 August 2020

20 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2020 Total £
Tangible fixed assets	9,812,629	-	9,812,629
Investments	-	-	-
Current assets	2,408,984	-	2,408,984
Current liabilities	(1,752,792)	-	(1,752,792)
Long term liabilities	(2,247,394)	-	(2,247,394)
Total net assets	8,221,427	-	8,221,427
	Unrestricted funds £	Restricted funds £	2019 Total £
Tangible fixed assets	10,012,363	-	10,012,363
Investments	-	-	-
Current assets	2,237,243	-	2,237,243
Current liabilities	(1,906,766)	-	(1,906,766)
Long term liabilities	(2,615,851)	-	(2,615,851)
Total net assets	7,726,989	-	7,726,989

21 COMMITMENTS UNDER OPERATING LEASES

At 31 August 2020, the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as

	2020 Plant & equipment	2019 Plant & equipment
Due within one year	55,720	52,764
Due between two and five years	48,576	115,780
	104,296	168,544

22 RELATED PARTIES

Two Governors' children were employed by the school's Holiday Activity Clubs in the prior year. The total remuneration to them was £nil (2019: £570).

23 CONTROL

The members of Abbot's Hill School Limited are Governors of Abbot's Hill Limited.

24 CAPITAL COMMITMENTS

Capital expenditure of £nil (2019: £nil) has been contracted for as at 31 August 2020.

25 NOTES TO THE CASHFLOW STATEMENT

	2020 £	2019 £
Reconciliation of operating result to net cash inflow from operating activities		
Net movement in funds	494,438	616,501
Depreciation	447,993	366,411
Bank interest received	(15,105)	(7,822)
Increase/(Decrease) in creditors	(163,121)	(573,483)
(Increase)/Decrease in debtors	60,948	(44,577)
(Increase)/Decrease in stocks	13,310	75,848
	838,463	432,878