

**QUEENSWOOD SCHOOL LIMITED**

**Company Registration No. 40561  
Charity Registration No. 311060**

**ANNUAL REPORT  
AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31ST AUGUST 2020**



Queenswood School Limited  
Annual Report of the Governors  
For the year ended 31st August 2020

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**for the year ended 31 August 2020**

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**GOVERNORS AND CHARITY TRUSTEES**

Queenswood Governors are the charity trustees of Queenswood School Limited ("the Charity") and they are:

Mr H J de Sausmarez BA FCG ()  
Mr T C Garnham BSc (Vice Chair)  
Mr R Baines BSc CIMA CEng MICE  
The Revd Dr D M Chapman BSc, MA, MPHIL, PHD  
Mrs K O Belshaw (Nominated by the Old Queenswoodians Association)  
Dr O McGuinness BSc, MB BS, FRCP, DCH, DRCOG  
Mr S Morris MA, PGCE, NPQH  
Mrs C Norman BSc, CIMA  
Mrs N Penny (Nominated by the Queenswood Parents Association)  
Mr A D Poppleton BEng, CEng, FIET, FBSC  
The Honourable N Stamp MA  
The Revd T Swindell FCA  
Mrs P M Wrinch

Elected members are appointed by the Board on recommendation of the Chair and Vice Chair and they are supplemented by Governors nominated by the Board of Management for Methodist Independent Schools Trust, the Methodist Church, the Queenswood Parents Association (parent body) and the Old Queenswoodians Association (former pupils). Other than the nominated Governors who hold office for as long as they remain nominated, service on the Board is for an initial period of three years. At the end of an elected Governor's first term of office, he or she shall be eligible for re-election by the other Governors for a further term of three years. The same shall apply at the end of the elected Governor's second and third terms of office. The Chair, who is subject to annual re-election by the Board, may remain a Governor for longer than twelve years.

Abbreviated biographies for the current members of the Governing Body are:

**H JAMES DE SAUSMAREZ BA, FCG**

Director and Head of Investment Trusts at Janus Henderson Investors. He is a graduate of Leeds University and originally trained as a Chartered Secretary. He is a Common Councilman on the City of London Corporation, a member of the St Paul's Cathedral Council, where he sits as an independent member on their Finance, Audit and Risk Committee, and a member of the London Diocese Non-Property Investment Advisory Group. James is a Past Master of the Worshipful Company of Joiners and Ceilers, Junior Warden of the Worshipful Company of Chartered Secretaries and Administrators and a former Governor of Bishop Stopford School, Enfield. His daughter is an Old Queenswoodian and he has been a Chapel Trustee since 2007 and is now Chair of that Trust. Elected a Governor of Queenswood in 2011, he was Chair of the Finance Committee until August 2019, whereupon he was elected Chair of Queenswood School.

**RALPH BAINES BSC, CIMA, CENG, MICE**

A consultancy career covering 20 years with Deloitte Consulting and PricewaterhouseCoopers and now runs his own business consultancy company specialising in supporting clients to deliver change and improvement priorities. Ralph has experience in both public and private sectors across a range of industries. Married with a son and two daughters, both of who are Old Queenswoodians. Elected a Governor of Queenswood in 2013.

**REVEREND DR D M CHAPMAN BSC, MA, MPHIL, PHD**

District Chair of the Bedfordshire, Essex and Hertfordshire District of the Methodist Church. After graduating with a Mathematics degree, he worked for the GEC-Marconi Company in St Albans and Milton Keynes in radar design management. He trained for ministry at Wesley House, Cambridge, and has a doctorate in Theology from the University of Cambridge. He served in three ministerial appointments in Methodist circuits in London and Sussex before being appointed District Chair in 2016. David is a member of the Methodist Faith and Order Committee and co-chairs the joint international commission for

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theological dialogue between the World Methodist Council and the Roman Catholic Church. David is married with three adult children. Nominated as a Governor by the Methodist Church in September 2016.

**TIM C GARNHAM BSc**

With over 30 years' experience in the property industry, Tim is Development Director and Partner of Trust Real Estate, responsible for the company's development programme. Having been with the company for 17 years, Tim stepped down as joint Chief Executive of Minerva Limited which specialised in London offices, mixed use and high end residential. He was formerly Deputy Managing Director of the Trafalgar House Property Group where he was responsible for the UK development programme, including a number of major London developments. He is the Senior Independent Non-Executive Director and Chair of the Remuneration and Nomination Committees of London and Continental Railways, a Trustee of The Garrard Family Foundation, a Liveryman of The Worshipful Company of Farriers and a Member of Guards Polo Club. Married with three children, two of whom are Old Queenswoodians. Elected a Governor of Queenswood in June 2012, he is Vice Chair of Governors and Chair of the Facilities Committee.

**KATE BELSHAW LLB (HONS), PGDIP, LLM, AKC (previously Kate Harvey)**

Kate was a pupil at Queenswood from 1999-2006, starting as a day boarder before boarding in the Sixth Form. After her A Levels, Kate read Law at the University of Exeter and completed the Bar Vocational Course and an LLM in Professional Legal Practice at the City Law School, qualifying as a Barrister. Alongside her studies, Kate became involved in the Old Queenswoodians' Association, initially as an Elected Member, before becoming first Honorary Secretary and a Trustee of the Old Queenswoodians' Association's Bursary and Scholarship Trust, and most recently, Governor Representative for the Association. Kate works in Higher Education administration, regulation and governance, and is currently Assistant Director (Academic Services) at Brunel University London. Kate is a supporter of Target Ovarian Cancer and a Governor at Lordship Lane Primary School, where she also serves as Chair of the Finance & Resources Committee.

**DR OONAGH MCGUINNESS BSc (HONS), MB BS, FRCP, DCH, DRCOG**

Currently working for East & North Hertfordshire NHS Trust as an Associate Specialist in Acute Medicine and Ambulatory Care. Graduated with a degree in Medicine from Imperial College, London (St Mary's Hospital Medicine School) in 1990. Fellow of the Royal College of Physicians. She has held a variety of posts in and around London including internal medicine, paediatrics, obstetrics, gynaecology, emergency medicine and general practice which involved a role as a Police Surgeon. Oonagh is married with two daughters, now both former pupils at Queenswood. Elected a Governor of Queenswood in Spring 2015.

**MR SIMON MORRIS MA, PGCE, NPQH**

Headmaster of Kingswood School, Bath since 2008, having previously been Deputy Headmaster at St John's School, Leatherhead and Boarding Housemaster and Head of Modern Languages at The Leys School, Cambridge. A Cambridge University graduate, Simon has been a Governor in schools in both maintained and private sectors. Simon is married with three children. Elected a Governor in Spring 2015.

**CHITRA NORMAN BSc, CIMA**

With 20 years' experience in the financial services sector, Chitra has worked for Deutsche Bank, the Royal Bank of Scotland, Barclays and Lloyds Banking Group. After graduating with a degree in Management Science from the University of Manchester, she entered the Royal Bank of Scotland Finance Graduate Scheme, where she qualified as a chartered Management Accountant. Her experience and expertise spans treasury, financial reporting, strategy, investor relations and strategic IT programmes and she has a proven track record of excellence in design, delivery and implementation of complex financial reporting, modelling and analytical solutions. In her current role, Chitra is leading the implementation of a financial reporting, planning and analysis system for a start-up FinTech bank. She is the mother of two, who both attend a boys' school near to Queenswood. Elected a Governor of Queenswood in 2019, she is the Chair designate of Queenswood Enterprise Limited, effective from 1 September 2019.

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**NATALIE PENNY**

Former Interior Designer. A married mother of two daughters, whom are currently pupils at Queenswood. The creator of Natalie Naturally LLP, a plant-based food blog, vegan recipe writer and food photographer. Chair of the Queenswood Parents Association and a member of the Board of Governors at Queenswood.

**ANDREW D POPPLETON BEng, CEng, AKC, FIET, FBSC**

A Senior Managing Director at Accenture, a global management consultancy. In his 31 years at Accenture, he has worked across multiple industries delivering technology enabled business transformation projects for clients. He has also served on the Accenture UK & Ireland Board for six years and is a Trustee of the UK Accenture Pension Scheme. Studied at Kings College London and graduated in 1989 with an Engineering degree. Married with one son and two daughters, both of whom have been pupils at Queenswood. Elected a Governor of Queenswood in 2013.

**THE HONOURABLE NICHOLAS STAMP**

Corporate Financier specialising in new energy and clean technology. Nick leads the corporate finance business of Longspur Capital, a specialist UK-based new energy investment, advisory and research firm. Previously Nick was an investment banker with Macquarie, Canaccord Genuity and Numis, and has also held senior management roles in the energy sector. Nick began his career as a Chartered Accountant with Ernst & Young in 2001.

**THE REVEREND TIMOTHY A SWINDELL FCA**

Currently the Lead Connexional Treasurer for The Methodist Church in Great Britain, Executive Chair of Commercial Operations of Methodist Central Hall Westminster and a Methodist Minister with pastoral responsibilities in the Enfield Circuit in North London. Previously Senior Executive Officer for the Methodist Independent Schools Trust, with experience of being a Governor of several independent and state maintained schools. Ordained as a presbyter in 2010 following a career in the insurance industry, he is a Chartered Accountant with degrees in Business Administration and Contextual Theology. He was nominated as a Governor by the Methodist Independent Schools Trust in December 2012 and became an elected Governor in December 2014.

**MRS PATRICIA M WRINCH**

Old Queenswoodian (1972-1980). Retired Head of HR Operations for Reed Business Information. Associate of the Chartered Institute of Personnel Development. Current Chair of the Old Queenswoodians' Association. Elected a Governor of Queenswood in 2007.

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**OFFICERS**

|  |                                     |
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| <b>Principal</b>                           | Mrs J Cameron BSc Hons              |
| <b>Bursar &amp; Clerk to the Governors</b> | Ian Williams BEng, CEng, ACMA, CGMA |

**ADDRESS**

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|--------------------------|---|
| <b>Registered Office</b> | Queenswood School Limited<br>Shepherd's Way<br>Brookmans Park<br>Hatfield<br>Hertfordshire<br>AL9 6NS |
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|                |  |
|----------------|--|
| <b>Website</b> | <a href="http://www.queenswood.org">www.queenswood.org</a> |
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**ADVISERS**

|                |  |
|----------------|--|
| <b>Bankers</b> | HSBC Bank plc<br>The Peak<br>333 Vauxhall Bridge Road<br>London SW1V 1EJ |
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| <b>Auditors</b> | MOORE Kingston Smith LLP<br>Devonshire House<br>60 Goswell Road<br>London<br>EC1M 7AD |
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|                            |   |
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| <b>Investment Advisers</b> | Quilter Cheviot<br>One Kingsway<br>London<br>WC2B 6AN |
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|                          |  |
|--------------------------|--|
| <b>Insurance Brokers</b> | Hettle Andrews & Associates Ltd<br>Eleven Brindleyplace<br>2 Brunswick Square<br>Brindleyplace<br>Birmingham<br>B1 2LP |
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# QUEENSWOOD SCHOOL LIMITED

## ANNUAL REPORT OF THE GOVERNORS

### for the year ended 31 August 2020

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The Governors of Queenswood School present their Annual Report for the year ended 31 August 2020 under the Charities Act 2011, together with the audited accounts for the year, and confirm that the latter have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### REFERENCE AND ADMINISTRATIVE INFORMATION

The Governors are listed on Page 1. The executive officers, principal address of the Charity and particulars of the Charity's professional advisers are given on Page 4.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Charity Structure

Queenswood School Limited was incorporated as a private limited company (Registration No. 40561) on 22 February 1894. The Company was registered as a charity (Registration No. 311060) by a Trust Deed dated 18 November 1953.

##### Group Structure and Relationships

The Charity wholly owns a non-charitable trading subsidiary, Queenswood Enterprises Limited (Company Registration No.1840914). The subsidiary's activities comprise the administration of residential and non-residential lettings for sporting and other activities, the operation of the School shop and ancillary trading activities. The Board of Queenswood Enterprises Limited comprises:

Mrs C Norman (Chair)  
Mr I Williams

Queenswood School Limited is connected through common, parallel or related objects, and by virtue of common control and unity of administration, to the Queenswood School Chapel Trust (Charity Registration No. 311060). The principal aim of the Queenswood School Chapel Trust is to manage and maintain the fabric of the Chapel building so that it will be used as a place of worship by the pupils of Queenswood School and any others who may wish to attend the services held in the Chapel.

##### Governing Document

The Charity is governed by its Trust Deed and Articles of Association. The Articles of Association were last amended in 2010.

##### Governing Body

The governing body comprises the Governors as charity trustees of the Charity who are also Directors of the Company.

##### Governors' Responsibilities

The Governors (who are also Directors of Queenswood School Limited for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Governors to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming/outgoing resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors 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

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- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

**Recruitment, Induction and Training of Governors**

The Charity's elected Governors are appointed at a meeting of the Governors' Board on the basis of nominations received from the Chair and Vice Chair, whose recommendations for eligibility are based on relevant attributes including personal competence, specialist skills and availability. All prospective Governors visit the School to meet representatives of the Board and senior management prior to nomination. An induction programme is arranged at the School for new Governors and they are provided with access to the Governors' Portal containing the Articles of Association, Governors' and key School policies, a copy of the Risk Register and other documentation relevant to their responsibilities as trustees. Specific training and induction is given with regard to safeguarding responsibilities. In addition, they are furnished with the Charity's most recent set of financial accounts. All Governors are encouraged to attend, from time to time, seminars arranged by AGBIS and other professional bodies as well as familiarisation days provided at the School. A record of training is maintained by the Clerk to the Governors.

**Organisational Management**

The Governors determine the general policy and are legally responsible for the overall management and control of the School through the Principal and School Executive Team. The full Board meets at least three times a year. Supporting and reporting to the Board, there are three Committees who also meet once per term. As at 31 August 2020 the membership of these Committees was:

**Finance Committee**

The Revd T Swindell (Chair)  
Mr H J de Sausmarez  
Mrs C Norman  
Mr E M Sautter  
The Honourable N Stamp

**Facilities Committee**

Mr T C Garnham (Chair)  
Mrs K O Belshaw  
Mrs N Penny  
Mr A D Poppleton

**Education Committee**

Mr S Morris (Chair)  
Mr R Baines  
The Revd Dr D M Chapman  
Dr O McGuinness  
Mr H J de Sausmarez Mrs P M Wrinch

Meetings of the above Committees are and will be attended by the Principal, Bursar and other senior members of staff as appropriate.

The following Governors have been designated by the Governing Body to have responsibility for specific areas:

Mr T C Garnham – Health and Safety  
Dr O McGuinness – Pastoral Welfare and Safeguarding Children  
Mr H J de Sausmarez, The Revd T Swindell, Mrs K O Belshaw and The Revd Dr D M Chapman also serve as Chapel Trustees

**Remuneration of Key Personnel**

Remuneration of key personnel is established at appointment stage by the Principal and/or the Board of Governors. It is thereafter reviewed on an annual basis by the Chair and Vice Chair of Governors, who is also Chair of the Finance Committee.

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**OBJECTS AND ACTIVITIES**

**Charitable Objects**

The objects of the Charity are:

- To continue to operate the girls' boarding and day school known as "Queenswood", subject to the Trust Deed and the Company's Articles of Association, guided by Christian principles whilst recognising the value of different cultures and faiths
- To maintain the present standards and tradition of the School and to continue to seek to improve and advance education for girls by all appropriate means including the establishment of funds for scholarships, bursaries and prizes

**Public Benefit Aims and Intended Impact**

Within these objects, the School's public benefit aim is to provide an outstanding academic education for all pupils irrespective of their parents' financial means. In addition, the School offers a wide range of other activities designed to produce well-equipped and caring citizens of the future, the leaders of tomorrow, who will serve their communities well and with a clear sense of responsibility. This aim is supported by an active programme of pastoral care within a spiritual framework, as well as by comprehensive facilities and a range of activities to promote physical and recreational interest.

**Delivery of Public Benefit**

In accordance with the Charitable Objects of the Charity, and having due regard to the Charity Commission's guidance on Public Benefit, the School continues to widen public access to the excellent education that girls aged 11 to 18 receive at Queenswood.

In order to support this objective and to ensure that no one is excluded from the opportunity to benefit from this education, the Governors make available fully means-tested bursary awards of up to 100% fee remission in appropriate circumstances. A scholarship can be, and frequently is, complemented by a bursary.

Queenswood continues to strengthen its links with a number of local primary schools for whom it makes available, at no charge, its facilities such as the swimming pool and the theatre, as well as outdoor and indoor sports areas.

**The Character of Queenswood**

Within a caring and supportive framework, girls enjoy a dynamic academic curriculum and intellectual achievement is highly valued. Students of the highest ability thrive here (for example, in recent years, Queenswoodians have been offered places at Oxford, Cambridge and Russell Group Universities, as well as leading Universities in China and the United States of America, reading English, Geography, Law, Linguistics, Modern Foreign Languages and Natural Sciences). It is not only the brightest who thrive here, however, as the School accepts pupils with a range of abilities.

The School is very proud of how much it measurably raises the academic profile of all the girls and insists that each girl's academic success is supported by a diverse and exciting co-curricular programme. A recent parent put it succinctly: 'Queenswood provides the results without the tears'. The School is famous for its sport, particularly Tennis, but right across the creative and performing arts and through department-led academic enrichment, Queenswood offers excitement, choice and excellence.

The teaching and pastoral staff at Queenswood help girls to develop resilience and adaptability and to challenge themselves. They want to instil a sense of perspective in the girls when they triumph and when they find things hard. Queenswood girls leave the School with ambition, determination, friends, qualifications and values to last a lifetime.

**Objectives for the Year**

The key objectives for 2018/2019 were:

- To offer an excellent education through a broad and balanced curriculum, and continually seek to improve academic standards
- To promote the happiness and self-esteem of the girls by valuing them as individuals, whatever their particular interests
- To foster a love of learning, enquiry and debate

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- To promote international, cultural and political understanding
- To promote spiritual and moral values, and increase girls' awareness of, and their responsibilities to, the wider world
- To provide opportunities for girls to challenge themselves in a wide range of co-curricular activities including the humanities, the arts, the sciences and sport
- To prepare Queenswood girls, not just for University and higher education, but for life
- To encourage parents to support all aspects of the life of the School, and to involve parents fully in the education of their daughters through the use of timely, informative and effective communications

**Strategies to Achieve this Year's Objectives**

These included:

- Embed the Personalised Learning Centre into the academic heart of the School. Finalise the review of academic curriculum to include length of lessons and classroom time
- Continue to improve boarding accommodation
- Review the structure of our boarding houses
- Embed the new tutor system into the life of the School
- Embed the new weekly boarding packages
- Finalise the review of the co-curricular programme

**Principal Activities of the Year**

The Charity provides boarding and day education for girls from the ages of 11 to 18 in a single 120 acre site. This year the School introduced new flexible boarding packages. At the year end the school roll was 447(431) comprising 217(201) day girls and 230(227) boarders.

**Volunteers**

A number of current and past parents continued to provide many hours of voluntary service during the year. The Board would like to take this opportunity to express its appreciation for their generous and valuable support.

**STRATEGIC REPORT**

**REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

**Operational Performance of the School**

**Operational Performance of the School 2019/20**

After a few years of change this was intended to be a year of calm, with a quiet focus on allowing the tutor systems to become better established and giving the personalised learning centre the opportunity to thrive. This went well until the impact of Coronavirus became clear, with the Secretary of State for Education announcing that all schools would be closed from 20th March 2020. Over this period the international travel situation was changing, as was the official advice for international students, thankfully our boarders all managed to secure flights home in order to be near their families.

As a school we had already begun preparing for the eventuality of remote learning in terms of both training and hardware. The gradual implementation of Google Classroom over the previous two years as well as the financial investment in classroom technology meant that thankfully Queenswood was in a far better place than many schools to cope with the impact of school closure and the need for remote learning. With a week of term remaining we had the opportunity to put our initial online learning approach into practice. The school holiday was far from a holiday for the staff at Queenswood, as they united to refine strategies and policies to support the remote teaching so that by the start of the summer term a full, holistic and balanced curriculum was being delivered remotely to all our pupils. I was extremely proud of both our girls and staff in how they managed through this period. Indeed, the success of this week was built upon in the Summer Term, where our remote learning went from strength to strength and surpassed our high expectations.

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Another key aspect for this academic year was the manner in which the examination grades were issued. The school was asked to enter Centre Assessed Grades (CAG) for each pupil. The school was issued with guidance to provide these grades and the approach was thorough and evidenced based. The school was also required to provide a rank order of pupils across the year group. The intention was for Ofqual to take this data and then standardise it in order to produce fair and comparable results across all students. Unfortunately with the release of the A Level results it became clear that they had not been able to manage this. With political intervention pupils were awarded whichever grade was highest, either their CAG or standardised grade. Pupils were also given the opportunity to sit an examination in the following Autumn Term. Whilst the vast majority of students at Queenswood did well through this process, a very small number received a CAG that was below their own expectations and we continue to work with those girls and families.

All departments and staff are actively engaged in the School's performance, whether this is from a purely academic contribution or one that involves co-curricular activities or sport. The impact of these contributions is largely personal and in many cases is hard to measure, but below gives a flavour of some of the activities that have made a real impact over this last academic year:

#### 2019/20 Examination Results

Girls, parents and staff celebrated an impressive set of exam results at Queenswood this year.

##### A-Level/Pre-U results

Despite the uncertainty caused by the Coronavirus pandemic and the consequent upheaval to the regular examination process, 72.5% of all grades were A\*-B, the outcome reflecting the girls' dedication to their studies and the teachers' commitment to providing the most robust information to the exam boards.

Subjects which performed particularly well include: Physics (100% A\*-B), Politics (100% A\*-A) and Latin (100% A\*-B). Results for modern foreign languages were also very good (91% A\*-B across Spanish, French, Italian and Japanese). There were some outstanding individual achievements where girls achieved two, three or four A\*s, and in total more than 20% of the year group received straight A\*/A grades.

##### GCSE/IGCSE results

The Year 11 cohort achieved 61.8% grades 9-7, and 99.8% grades 9-4, which was another superb performance. Among the strong results were some outstanding individual achievements, including one student who achieved 11 grade 9s and an A (the top grade) in the prestigious Free Standing Mathematical Qualification, and a further three pupils who achieved mainly grades 9 and 8. In total, 22 out of the 68 candidates achieved at least eight grades 9-7 which equate to A\*/A in the previous grading system.

#### Music Department

The department began the year as any other, concerts and competitions planned, dates set, adjudicators booked, excitedly looking forward to another great year of music – and then came March and lockdown. COVID-19 has obviously had a huge impact on Music throughout the country, and our ability at Q to host concerts, competitions, take part in external events, attend concerts, or even to rehearse or form our regular ensembles. All of these activities are currently impossible under Government and Queenswood safety protocols. However, even during lockdown we managed to host a remote competition – with girls sending in video clips of their performances and a collaborative chamber music project with one of our String Quartets. We are currently working on three remote concerts for this term to be streamed before the Christmas break. We hope to resume normal service as soon as possible.

- Scholars Concert – 2 October 2019
- GCSE Year 11 – 16 October 2019
- GCSE Year 10 and A Level Concert 6 November 2019
- Gold Singing Competition – 14 November – Adjudicated by top session singer and soloist, Jackie Barron
- The Autumn Concert – 27 November 2019
- The Carol Service at St Albans Abbey in December 2019
- Scholars' Concert – 22 January 2020
- The Queenswood Piano Competition – Adjudicated by Krystyna Bubzyska for the Royal Academy of Music – 5 February 2020
- The GCSE and A Level Recitals – March 2020

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- Queenswood Musician of the Year – held remotely during Lockdown
- Remote GCSE and A Level concerts planned
- Remote Scholars' Concert planned
- Student successes have included Q Music Scholars winning places at the Junior Departments of the Royal College of Music and the Royal Academy of Music
- Playing with National ensembles such as NYSO, NYO, NCO, appearing on Britain's Got Talent as part of Chincke!

#### **Drama and Dance**

Highlights of the Year include:

- Edinburgh Fringe Festival with L6 Drama students
- House Performing Arts
- Upper School Production: *Queenswood Cabaret 125*
- LAMDA and NEW ERA examination sessions and performances and Cecchetti Ballet exams
- Drama Scholars' and Principal's Award Holders performance: Monty Python's *Spamalot*
- GCSE Drama: Laura Wade's Alice

\* The A-level Drama production *A Monster Calls* and the *Lower School Cabaret* were cancelled due to COVID-19.

During lockdown, we switched to editing submitted videos and created short versions of *Romeo and Juliet*, *Hamlet* and *Pride and Prejudice*. Year 10 GCSE Drama devised and filmed two Melodramas: *Murder at Worthalot Manor* and *Murder at Winterbottom Hall*.

We provided Drama, Dance, Scrapbooking, Film and Scriptwriting online, co-curricular clubs.

We taught additional Schemes of Work to Year 13 including: *The Student Experience in Literature and Film*, *Foley Sound Effects and Interpreting the Text: Theatre Through the Ages*.

We co-ordinated a staff music video: *Sunny*.

#### **Sport**

Queenswood girls continue to participate and enjoy success in a wide range of sporting activities, whether as part of a team or as an individual. This year we have competed as a school in the following: Fencing, Trampolining, Gymnastics, Athletics, Hockey, Indoor Hockey, Cross Country, Netball, Tennis, Rounders, Swimming, Football, Badminton, Aquathlon, Polo, Horse Riding and Cricket. Highlights include:

- Two thirds of the pupil population represented Q in 111 teams and they played a total of 582 fixtures despite lockdown.
- Tennis - All National Schools competitions suspended after U15 crowned Champions and U13s regional finalists. Impressive individual honours: 17 county Tennis players, 4 Regional Players, x1 England player, 8 Tennis players ranked in top 20 nationally, x11 players competed on the International circuit, x2 ITF champions, x1 player Herts Performer of Year, x4 girls Herts winter cup, champs, nominated for Herts service to sport, UK number 1 school for Tennis.
- Individual Hockey honours were outstanding: 15 county players, 2 regional players and 2 international players. Queenswood teams won all 5 of the county cup trophies Three teams reached Regional Finals. In the National Independent Schools Cup U15 reached quarter finals, 1<sup>st</sup> XI reached the last 16 of the Tier3 competition.
- Fencing continues to thrive – we have 5 girls placed in top 3 at East Regional Championships, who would have qualified for the British Championships. We have 3 England squad fencers and 781 GB fencer.
- Athletics - Senior National Indoor High Jump top 6, National Schools High Jump. 4 Athletes placed in top 5 at County Championships. U16 County League finalists.
- Gymnastics – U18 National ISGA Qualifiers. U13 National ISGA 4 Piece 5<sup>th</sup> Place. Two county Gymnasts. One Individual competed in National finals in Acro. National GSA Championships – Jnr Team 3<sup>rd</sup>, Senior Team 2<sup>nd</sup>, two individual silver medals.
- Rugby – 1 girl selected for County as captain
- Badminton 3 teams were in the top three in the Herts and Middlesex leagues. In National competition U14 and U16 teams were district champions, U16 r-up at county round qualified for regionals(cancelled)
- District Cross Country runners-up.
- Polo – SUPA Schools National Polo Tournament Champions

**QUEENSWOOD SCHOOL LIMITED**  
**ANNUAL REPORT OF THE GOVERNORS**  
**for the year ended 31 August 2020**

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- Horse Riding – girls represented Queenswood in NSEA events. Individual riders have had success at county, regional and National events in dressage and Show Jumping events
- Netball – 5 Teams were District Tournament winners, all other teams finished in the top 3. Individual honours: x1 U17 England Netballer also captain and European Champion; two Regional Netballers and 3 County Netballers.
- Football – U15 ISFA Girls Cup National Semi-Finalists, all teams in top 3 at District tournaments.
- 1<sup>st</sup> XI attended pre-season in Leeds for 3 days, 56 signed up to take part in a ski trip (cancelled), 36 pupils participated in a Hockey Tour to Barcelona, 36 Tennis players signed up to train camp in Marbella for 5 days (cancelled).
- Elite Sportswomen (national level) in the following sports – Tennis, Fencing, Hockey, High Jump, Horse Riding, Netball and Shooting.

### **FUTURE PLANS**

#### **Objectives for the Forthcoming Year**

In shaping our objectives for the year and planning our activities, the Governors have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity' (PB2).

The key objectives for 2020/2021 remain the same as the previous year, these are:

- To offer an excellent education through a broad and balanced curriculum, and continually seek to improve academic standards
- To promote the happiness and self-esteem of the girls by valuing them as individuals, whatever their particular interests
- To foster a love of learning, enquiry and debate
- To promote international, cultural and political understanding
  
- To promote spiritual and moral values, and increase girls' awareness of, and their responsibilities to, the wider world
- To provide opportunities for girls to challenge themselves in a wide range of co-curricular activities including the humanities, the arts, the sciences and sport
- To prepare Queenswood girls, not just for University and higher education, but for life
- To encourage parents to support all aspects of the life of the School, and to involve parents fully in the education of their daughters through the use of timely, informative and effective communications

#### **Strategies to Achieve the Forthcoming Year's Objectives**

The school set about reviewing its strategies in January 2020, holding focussed discussions on how the school could manage the growth of pupils that it was experiencing and also how we were going to make our Sixth Form even more appealing in terms of both facilities and offering. Like many businesses the impact of Coronavirus has led to us becoming more focussed on the safety and wellbeing of our pupils and staff, the continued provision of excellent education and managing the financial implications of the pandemic. That said we have not abandoned our strategic objectives, and the Sixth Form remains at the forefront of our minds.

### **FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

Total incoming resources amounted to £10,975k (including £475k received as furlough income) with total resources expended amounting to £11,352k. The school was physically closed during the Summer Term and as such the Governors felt that we could not charge for activities that we were not able to provide, including boarding and transport. Furthermore they reduced the day fees by 20% in order to compensate for the lack of non-academic aspects of the school, such as sporting fixtures, co-curricular activities and catering. The net operating result of the Group for the year was a deficit of £395k (including net gains/losses on investments) (2019 £432k surplus). Total funds have reduced in value by £395k.

## QUEENSWOOD SCHOOL LIMITED ANNUAL REPORT OF THE GOVERNORS for the year ended 31 August 2020

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The total reserves at 31 August 2020 were £18,040k. £1,055k relates to the revaluation reserve, £472k are restricted reserves and £23 represents share capital. The remainder, £16,512k, are general reserves represented by fixed assets, substantially made up of land and buildings.

### **Financial impact of Coronavirus**

The financial impact of the virus cannot be ignored and as a result the school was physically closed during the Summer Term. The Governors reacted to the impact of closure by reducing the Boarding fees to day fees and applied a further 20% discount in support of our parents and individual families who were undergoing considerable financial hardship. Whilst the school was unable to provide many of the non-academic aspects of the school, such as sporting fixtures, co-curricular activities and catering, it did provide an exceptional educational provision through remote learning.

The discount resulted in the school invoicing £1.2m less in the Summer Term than it would have expected to. This was exacerbated by our trading entity being unable to conduct its summer lettings programme, further reducing group revenues. Whilst this was offset by the receipt of £475k of furlough grant income and some other operational savings it has ultimately led to the school having an in year deficit of £395k.

Throughout this period we have been well supported by our bankers (HSBC) who agreed to extend our overdraft facility and temporarily paused loan repayments and banking covenants for our single bank loan.

Like many schools we have also experienced a number of our international pupils choosing to remain at home and either study remotely, or find alternative schooling. We have also experienced a significant reduction of enquiries from international students and will continue to monitor this area closely.

Whilst the impact of the Coronavirus continues to reverberate across the wider sector, our exceptional team of educationalists continue to provide a high standard of learning for the girls which has proved valuable in attracting an increasing number of parents to our remote open days.

### **Teacher Pension Scheme**

The School is aware that the Government is making changes to the Teacher Pension Scheme and we are assessing our options.

### **Support Staff Pension Schemes**

The School recognises £256k of pension provision on its Balance Sheet in relation to the closed pension scheme. This is fully attributable to The Growth Plan Pension. The School will review this liability on an annual basis.

### **Reserves Policy**

Free reserves are defined as reserves which are freely available and exclude restricted funds, designated funds and any fixed assets.

In common with other independent schools, the Governors have invested substantial sums into the School site in recent years and have a continuing programme of refurbishment, development and investment to develop and maintain excellent facilities for our pupils. Although the free reserves are at a negative balance, this illustrates the extent of investment in the School, which is a common practice by independent schools which have to finance their own capital investment plans. The Governors consider that, given the value of fixed assets owned by the School (including some assets not being utilised for core School needs), the available banking facility, and the increase in current and projected student rolls, there is no urgent need to build up a free reserve. The Governors recognise that the level of reserves fluctuates during periods of investment in the School and arrangements with our bank are in

place to provide an adequate 'safety net' when and if required. The Reserves Policy is reviewed on an annual basis with due consideration of risks.

### **Donations and Restricted Funds**

The School has been extremely fortunate to receive bequests, donations and gifts over many years. It is not possible to list the many individual benefactors but the following are of note:

**QUEENSWOOD SCHOOL LIMITED**  
**ANNUAL REPORT OF THE GOVERNORS**  
**for the year ended 31 August 2020**

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**Risk Management**

The Board of Governors is responsible for the management of the risks faced by the Charity. A Risk Register and Framework, detailing significant risks relating to the successful continuity of the Charity's objects, is maintained.

Consideration of individual risks is delegated to the appropriate Committee, which reviews these on a cyclical basis. The Board then reviews this centrally on a termly basis.

The key controls used by the Charity include:

- Governor oversight
- Risk Framework
- Agendas and minutes for all Board and Committee meetings
- Terms of reference for all Committees
- Strategic planning, budgeting and management accounting procedures
- Established organisational structure, clear lines of reporting and appropriate consultation
- Formal written policies
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of the vulnerable

Through the established risk management procedures, the Governors are satisfied that the major risks identified have been adequately mitigated as far as is practicably possible. It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed.

Key risks include:

- Any situation which would give rise to a significant decline in pupil roll and school revenues, including but not limited to the Coronavirus
- The removal of VAT exemption for Education, through whatever mechanism
- The removal of charitable relief for Business Rates
- The removal of charitable status for independent schools
- Changes in the UK economy or an overseas economy from which the School recruits
- Increase in pension costs and/or contributions
- Legislative changes, either within the Education sector generally or the independent schools sector more specifically
- Competition from other providers of independent school education

**Statement of Disclosure to Auditors**

- So far as the Governors are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- The Governors have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information

**Auditors**

Moore Kingston Smith LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act, it is proposed that they be re-appointed auditors for the ensuing year.

The Strategic Report, which forms part of the Annual Report, is approved by the Governors in their capacity as Directors in company law of Queenswood School.

**By Order of the Board**

*Ian Williams*

Ian Williams (Jan 27, 2021 15:30 GMT)

**Ian Williams**  
**Clerk to the Governors**

**Date:** Jan 27, 2021

**QUEENSWOOD SCHOOL LIMITED**  
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF QUEENSWOOD SCHOOL LIMITED**

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**Opinion**

We have audited the financial statements of Queenswood School Limited for the year ended 31 August 2020 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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 group's and parent 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 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.

**QUEENSWOOD SCHOOL LIMITED**  
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF QUEENSWOOD SCHOOL**  
**LIMITED**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the 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 the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the 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 report to you if, in our opinion:

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 5, 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 group and parent charitable company's internal control.

**QUEENSWOOD SCHOOL LIMITED**  
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF QUEENSWOOD SCHOOL LIMITED**

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- 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 group and parent 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 group or parent 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

**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 which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to 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.

*Moore Kingston Smith LLP*

Date 29 January 2021

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

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Queenswood School Limited  
Consolidated Statement of Financial Activities (including income and expenditure account)  
For the year ended 31st August 2020

|  | Note | Unrestricted<br>Funds | Restricted<br>Funds | Total<br>2020     | Total<br>2019     |
|--|------|-----------------------|---------------------|-------------------|-------------------|
|  |      | £                     | £                   | £                 | £                 |
| <b>INCOME FROM:</b>                              |      |                       |                     |                   |                   |
| Donations and legacies                           | 4    | 523,533               | 27,314              | 550,847           | 431,691           |
| Charitable activities                            |      |                       |                     |                   |                   |
| School Fees                                      | 3    | 10,080,345            | -                   | 10,080,345        | 10,693,498        |
| Trading turnover: Queenswood Enterprises Ltd     |      | 151,831               | -                   | 151,831           | 422,356           |
| Investments                                      |      |                       |                     |                   |                   |
| Investment income                                | 6    | 4,656                 | 10,692              | 15,348            | 12,191            |
| Other income                                     | 5    | 176,833               | -                   | 176,833           | 179,877           |
|  |      | <u>10,937,198</u>     | <u>38,006</u>       | <u>10,975,204</u> | <u>11,739,613</u> |
| <b>EXPENDITURE ON:</b>                           |      |                       |                     |                   |                   |
| <b>Generating Funds:</b>                         |      |                       |                     |                   |                   |
| Trading expenditure - Queenswood Enterprises Ltd |      | 75,443                | -                   | 75,443            | 152,574           |
| Fundraising for voluntary resources              |      | -                     | -                   | -                 | -                 |
|  |      | <u>75,443</u>         | <u>-</u>            | <u>75,443</u>     | <u>152,574</u>    |
| <b>Charitable Activities</b>                     |      |                       |                     |                   |                   |
| School activities                                |      | 11,325,247            | -                   | 11,325,247        | 11,218,159        |
| Movement on pension provision                    |      | (48,741)              | -                   | (48,741)          | (66,000)          |
| Exit from Independent School Pension Scheme      |      | -                     | -                   | -                 | -                 |
|  |      | <u>11,351,949</u>     | <u>-</u>            | <u>11,351,949</u> | <u>11,304,733</u> |
| <b>Net Income/(Expenditure) before gains</b>     |      | (414,751)             | 38,006              | (376,745)         | 434,880           |
| <b>Net gains/(losses) on investments</b>         |      | -                     | (18,631)            | (18,631)          | (3,219)           |
| <b>Net Income/(Expenditure)</b>                  |      | (414,751)             | 19,375              | (395,376)         | 431,661           |
| <b>Transfers between funds</b>                   | 20   | -                     | -                   | -                 | -                 |
| <b>Net movement in funds for the year</b>        |      | (414,751)             | 19,375              | (395,376)         | 431,661           |
| Fund balances at 1 September 2019                |      | <u>17,981,856</u>     | <u>453,034</u>      | <u>18,434,890</u> | <u>18,003,229</u> |
| <b>FUND BALANCES at 31 August 2020</b>           | 20   | <u>17,567,105</u>     | <u>472,409</u>      | <u>18,039,514</u> | <u>18,434,890</u> |

All activities derive from continuing operations.

All gains and losses recognised in the year are included in the Statement of Financial Activities.

No consolidated or individual company profit and loss accounts have been prepared as the items required to be disclosed within those financial statements are incorporated into the Statement of Financial Activities.

Further details of restricted funds and unrestricted funds are given in notes 20 and 21.

The accompanying notes form part of these financial statements.


There is no material difference between the profit or loss on ordinary activities before taxation and the retained profit or loss for the year stated above and their historical cost equivalents.

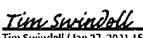
Queenswood School Limited  
Consolidated Balance Sheet at 31st August 2020

|  | Note | 2020           | 2020               | 2019             | 2019               |
|--|------|----------------|--------------------|------------------|--------------------|
|  |      | £              | £                  | £                | £                  |
| <b>FIXED ASSETS</b>                                    |      |                |                    |                  |                    |
| Tangible assets  | 10   |                | 23,180,206         |                  | 23,504,771         |
| Investments  | 11   |                | <u>354,311</u>     |                  | <u>375,565</u>     |
|  |      |                | 23,534,517         |                  | 23,880,336         |
| <b>CURRENT ASSETS</b>                                  |      |                |                    |                  |                    |
| Stocks   | 12   | 36,373         |                    | 25,882           |                    |
| Debtors  | 14   | 340,892        |                    | 679,891          |                    |
| Cash at bank and in hand                               |      | <u>519,407</u> |                    | <u>1,126,674</u> |                    |
|  |      | 896,672        |                    | 1,832,447        |                    |
| <b>LIABILITIES</b>                                     |      |                |                    |                  |                    |
| Creditors: Amounts falling due within one year         | 15a) |                | <u>(3,360,478)</u> |                  | <u>(3,834,942)</u> |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>                |      |                | <u>(2,463,806)</u> |                  | <u>(2,002,495)</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>           |      |                | 21,070,711         |                  | 21,877,841         |
| <b>CREDITORS: falling due after more than one year</b> |      |                |                    |                  |                    |
|  | 15c) |                | (2,774,938)        |                  | (3,137,951)        |
| <b>Provisions</b>                                      | 16   |                | <u>(256,259)</u>   |                  | <u>(305,000)</u>   |
| <b>TOTAL NET ASSETS</b>                                |      |                | <u>18,039,514</u>  |                  | <u>18,434,890</u>  |
| <b>FUNDS OF THE SCHOOL</b>                             |      |                |                    |                  |                    |
| Called up share capital                                | 18   |                | 23                 |                  | 23                 |
| <b>Restricted funds</b>                                | 19   |                | 472,409            |                  | 453,034            |
| <b>Unrestricted:</b>                                   | 20   |                |                    |                  |                    |
| Revaluation reserve                                    |      |                | 1,054,856          |                  | 1,054,856          |
| General  |      |                | <u>16,512,226</u>  |                  | <u>16,926,977</u>  |
| <b>TOTAL FUNDS</b>                                     | 20   |                | <u>18,039,514</u>  |                  | <u>18,434,890</u>  |

Jan 27, 2021

Approved by the Governors and authorised for issue on .....  
and signed on their behalf by:

  
H. J. de Sausmaréz (Jan 27, 2021 23:27 GMT)

  
T Swindell (Jan 27, 2021 15:49 GMT)

Company Registration No. 00040561

The accompanying notes form part of these financial statements.


Queenswood School Limited  
Balance Sheet at 31st August 2020

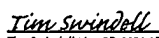
|  | Note | 2020               | 2020                     | 2019               | 2019                     |
|--|------|--------------------|--------------------------|--------------------|--------------------------|
|  |      | £                  | £                        | £                  | £                        |
| <b>FIXED ASSETS</b>  |      |                    |                          |                    |                          |
| Tangible assets  | 10   |                    | 23,180,206               |                    | 23,504,771               |
| Investments  | 11   |                    | <u>554,311</u>           |                    | <u>575,565</u>           |
|  |      |                    | 23,734,517               |                    | 24,080,336               |
| <b>CURRENT ASSETS</b>  |      |                    |                          |                    |                          |
| Stock  | 12   | 36,373             |                          | 25,882             |                          |
| Debtors  | 14   | 310,880            |                          | 614,719            |                          |
| Cash at bank and in hand                                       |      | <u>52,653</u>      |                          | <u>818,862</u>     |                          |
|  |      | 399,906            |                          | 1,459,463          |                          |
| <b>LIABILITIES</b>   |      |                    |                          |                    |                          |
| Creditors: Amounts falling due within one year                 | 15a) | <u>(3,350,060)</u> |                          | <u>(3,948,514)</u> |                          |
| <b>NET CURRENT (LIABILITIES)</b>                               |      |                    | <u>(2,950,154)</u>       |                    | <u>(2,489,051)</u>       |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>                   |      |                    | 20,784,363               |                    | 21,591,285               |
| <b>CREDITORS: Amounts falling due after more than one year</b> |      |                    |                          |                    |                          |
|  | 15c) |                    | (2,774,938)              |                    | (3,137,951)              |
| Provisions   | 16   |                    | <u>(256,259)</u>         |                    | <u>(305,000)</u>         |
| <b>TOTAL NET ASSETS</b>  |      |                    | <u><u>17,753,166</u></u> |                    | <u><u>18,148,334</u></u> |
| <b>FUNDS OF THE SCHOOL</b>                                     |      |                    |                          |                    |                          |
| Called up share capital  | 18   |                    | 23                       |                    | 23                       |
| Restricted funds   | 19   |                    | 472,409                  |                    | 453,034                  |
| Unrestricted:  | 20   |                    |                          |                    |                          |
| Revaluation reserve  |      |                    | 1,054,856                |                    | 1,054,856                |
| General  |      |                    | <u>16,225,878</u>        |                    | <u>16,640,421</u>        |
| <b>Total Funds</b>   | 20   |                    | <u><u>17,753,166</u></u> |                    | <u><u>18,148,334</u></u> |

As permitted by s408 Companies Act 2006, the company has not presented its own income statement and related notes. The company's loss for the year was £(395,168) (2019: Profit £432,238)

Jan 27, 2021

Approved by the Governors and authorised for issue on .....  
and signed on their behalf by:

  
H. J. de Sausmarcz H. J. de Sausmarcz (Jan 27, 2021 23:27 GMT)

  
T Swindell Tim Swindell (Jan 27, 2021 15:49 GMT)

Company Registration No. 00040561

The accompanying notes form part of these financial statements.

Queenswood School Limited  
Consolidated Cash Flow Statement  
For the year ended 31st August 2020

|   | Note | 2020      | 2020            | 2019             | 2019             |
|---|------|-----------|-----------------|------------------|------------------|
|   |      | £         | £               | £                | £                |
| <b>Net cash generated from operating activities</b>           | 21   |           | (310,182)       |                  | 1,047,377        |
| <b>Cash flows from investing activities</b>                   |      |           |                 |                  |                  |
| Fixed Asset Additions   |      | (287,366) |                 | (1,649,949)      |                  |
| Purchase of investments                                       |      | (22,640)  |                 | (11,604)         |                  |
| Proceeds from sale of fixed assets                            |      | 12,250    |                 | -                |                  |
| Proceeds from sale of investments                             |      | 34,634    |                 | 5,265            |                  |
| Movement in investment income                                 |      | (9,371)   |                 | 7,547            |                  |
| Investment income   |      | 14,069    |                 | 12,191           |                  |
| <b>Net cash generated from/(used in) investing activities</b> |      |           | (258,424)       |                  | (1,636,550)      |
| <b>Cash flows from financing activities</b>                   |      |           |                 |                  |                  |
| Repayment of borrowings                                       |      | (133,001) |                 | (224,743)        |                  |
| <b>Net increase/(decrease) in cash and cash equivalents</b>   |      |           | (133,001)       |                  | (224,743)        |
| <b>Net increase/(decrease) in cash and cash equivalents</b>   |      |           | (701,607)       |                  | (813,916)        |
| <b>Cash and cash equivalents at the start of the year</b>     |      |           | 1,126,674       |                  | 1,940,590        |
| <b>Cash and cash equivalents at the end of the year</b>       |      |           | <u>425,067</u>  |                  | <u>1,126,674</u> |
| <b>Cash and cash equivalents consists of:</b>                 |      |           |                 |                  |                  |
|   |      |           | <b>2020</b>     | <b>2019</b>      |                  |
|   |      |           | £               | £                |                  |
| Cash in hand, and at bank                                     |      |           | 519,407         | 1,126,674        |                  |
| Overdraft facility  |      |           | <u>(94,340)</u> | <u>-</u>         |                  |
|   |      |           | <u>425,067</u>  | <u>1,126,674</u> |                  |

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020

**Accounting policies**

**A Company information**

The Queenswood School Limited ("the charity") is limited by shares and incorporated in England and Wales. The registered office is Queenswood, Hatfield, Hertfordshire, AL9 6NS.

**B Basis of preparation**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102) and the requirements of the Companies Act 2006.

The Charitable Company and its subsidiary are a public benefit group as defined by 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, the Charities Act 2011 and Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014.

The financial statements are prepared in sterling, which is the functional currency of the company. 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 principle accounting policies, which have been applied consistently throughout the year, are set out below.

**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 charitable group 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 charitable group'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 and the ability of the trading company to generate the income at levels comparable to previous years, after making enquiries the detailed review undertaken by the governors and the on going measures they have put in place have led them to conclude that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence and meet its ongoing liabilities for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

**Basis of consolidation**

The consolidated financial statements incorporate the results, assets and liabilities of Queenswood School Limited and all of its subsidiaries for the year. A separate statement of financial activities for the charity itself is not presented because the charity has taken advantage of the exemption afforded by paragraph 304 of the SORP and section 408 of the Companies Act.

**C Income and Expenditure**

All incoming and outgoing resources are accounted for on the accruals basis, except where otherwise stated. Legacies are recognised in the SOFA, where the charity being notified of an impending distribution and the amount there is reasonable certainty of the legacy being received. Financial liabilities are recognised when the charity incurs a legal or constructive obligation to deliver cash or another financial asset to another party.

**D School fees**

Fees are recognised in the period for which the service is provided. Fee income is stated after deducting allowances, scholarships and other remissions granted by the School, but include contributions received from Restricted Funds for Scholarships, Bursaries and other grants.

**E Donations**

Donations are included in the year in which they are received and are included as "unrestricted funds" unless otherwise stipulated. Donations restricted by the specific wishes of the donors are taken to "restricted funds."

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

**F Resources expended**

Resources expended are accounted for on an accruals basis. They are recognised when there is a constructive or legal obligation to pay for expenditure. Certain expenditure is apportioned to cost categories based on the estimated amount attributable to that activity in the year. These estimates are based on staff time or on floor area as appropriate. The irrecoverable element of VAT is included with the item of expense to which it relates.

**G Taxation**

Under Section 505 of the Income and Corporation Taxes Act 1988 the Company is exempt from certain taxes. Full account is taken of tax credits attaching to donation under gift Aid and dividends. The Company's subsidiary is subject to corporation tax.

No provision is made for deferred taxation under FRS19 as the trading subsidiary (Queenswood Enterprises Ltd) covenants its annual taxable surplus to the Company.

**H Tangible fixed assets**

All tangible fixed assets held by the charity are for charitable purposes and are shown in the Balance Sheet at cost less accumulated depreciation and accumulated impairment losses. All assets costing more than £1,000 are capitalised, those costing less are written off in the year of acquisition unless they form part of a larger project. Depreciation is provided on all tangible fixed assets on a straight line basis calculated to write off the cost over their expected useful lives as follows:

|                          |                         |
|--------------------------|-------------------------|
| Plant and motor vehicles | - over 5 years          |
| Computer Equipment       | - Between 2 and 5 years |

Freehold land and buildings are functional assets and are therefore shown at cost. Their value is maintained by a full programme of repair and renovation and the book value is substantially less than the present value for insurance purposes of approximately £81m. Therefore, no provision for depreciation on the freehold land and buildings is made. The freehold buildings are reviewed annually for any potential impairment.

All assets of the charity are held for charitable use with the exception of those held by Queenswood Enterprises.

**I Fixed assets investments**

Listed investments are stated at market value at year end. The SOFA includes realised and unrealised gains and losses arising from the revaluation of the investments in the year.

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in the SOFA.

**J Stocks**

Stocks are valued at the lower of cost and net realisable value.

**K Leases**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the group, and hire purchase contracts are capitalised in the balance sheet and are depreciated over the shorter of the lease term and the asset's useful lives. A corresponding liability is recognised for the lower of the fair value of the leased asset and the present value of the minimum lease payments in the balance sheet. Lease payments are apportioned between the reduction of the lease liability and finance charges in the income statement so as to achieve a constant rate of interest on the remaining balance of the liability.

Rentals payable under operating leases, including any lease incentive received, are charged to the SOFA on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

**L Financial Assets**

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 assets are recognised in the company's statement of financial position 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.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through profit or loss are measured at fair value.

**Loans and receivables**

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

**Impairment of financial assets**

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in profit or loss.

**Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

**M Financial liabilities**

Basic financial liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through profit or loss are measured at fair value.

**Other financial liabilities**

Other financial liabilities, are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

**Derecognition of financial liabilities**

Financial liabilities are derecognised when, and only when, the company's obligations are discharged, cancelled, or they expire.

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

**N 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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**O Retirement benefits**

The Group contributes to the Teachers Pension Scheme for teaching staff, this is a defined benefit pension. For non-teaching staff the Group contributes to Friends Life and another scheme run by The Pensions Trust, both of these are defined contribution schemes. The funds for these schemes are held independently of the Group's funds. In accordance with FRS 102 28.40A the group accounts for these schemes as defined contribution schemes. See note 24 for full details. During the year the Group made a Section 75 payment to exit the Independent School Pension Scheme and clear itself of future related liabilities. See SOFA 'Exit from Independent School Pension Scheme'.

**Critical accounting estimates and judgements**

In the application of the company's accounting policies, the council 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.

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**

**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.

**Provisions**

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 aging profile of debtors and historical experience. See note 14 for the net carrying amount of the debtors.

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

|  |   |                    |                    |
|--|---|--------------------|--------------------|
| <b>3</b>   | <b>Income from charitable activities</b>            | <b>2020</b>        | <b>2019</b>        |
|  | <b>School Fees</b>                                  | <b>£</b>           | <b>£</b>           |
|  | <i>Unrestricted Funds</i>                           |                    |                    |
|  | Gross fees  | 12,640,962         | 12,235,516         |
|  | Costs of generating funds                           |                    |                    |
|  | Covid 19 Discount                                   | (1,130,856)        |                    |
|  | Total bursaries, scholarships and grants            | (1,150,371)        | (1,290,379)        |
|  | Other discounts                                     | <u>(279,390)</u>   | <u>(251,639)</u>   |
|  |   | <u>(2,560,617)</u> | <u>(1,542,018)</u> |
|  |   | <u>10,080,345</u>  | <u>10,693,498</u>  |
| In total 129 (2019: 137) pupils received some form of financial assistance towards fees. |   |                    |                    |
| <b>4</b>   | <b>Donations and legacies</b>                       | <b>2020</b>        | <b>2019</b>        |
|  |   | <b>£</b>           | <b>£</b>           |
|  | Unrestricted funds received                         | 20,820             | 424,285            |
|  | Restricted funds received                           | 27,314             | 7,406              |
|  | Furlough Income                                     | <u>502,713</u>     | <u>-</u>           |
|  |   | <u>550,847</u>     | <u>431,691</u>     |
| <b>5</b>   | <b>Other Income</b>                                 | <b>2020</b>        | <b>2019</b>        |
|  |   | <b>£</b>           | <b>£</b>           |
|  | <i>Unrestricted Funds</i>                           |                    |                    |
|  | <b>Other Incoming Resources</b>                     |                    |                    |
|  | Rent receivable                                     | 72,872             | 83,917             |
|  | Other   | <u>103,961</u>     | <u>95,960</u>      |
|  |   | <u>176,833</u>     | <u>179,877</u>     |
| <b>6</b>   | <b>Investment Income</b>                            | <b>2020</b>        | <b>2019</b>        |
|  |   | <b>£</b>           | <b>£</b>           |
|  | <i>Unrestricted Funds</i>                           |                    |                    |
|  | Interest on cash deposits                           | 1,500              | -                  |
|  | Other interest                                      | 1,877              | -                  |
|  | <i>Restricted Funds</i>                             |                    |                    |
|  | On listed investments                               | <u>10,692</u>      | <u>12,191</u>      |
|  | <b>Total Investment Income</b>                      | <u>14,069</u>      | <u>12,191</u>      |
| <b>7</b>   | <b>Expenditure</b>                                  | <b>2020</b>        | <b>2019</b>        |
|  |   | <b>£</b>           | <b>£</b>           |
|  | <i>Unrestricted funds</i>                           |                    |                    |
|  | Group direct charitable expenditure includes:       |                    |                    |
|  | Depreciation  | 605,992            | 617,230            |
|  | Profit/ (Loss) on disposal of tangible fixed assets | 6,311              | 5,962              |
|  | Auditors' remuneration (net of VAT):                |                    |                    |
|  | For audit - School                                  | 16,020             | 13,500             |
|  | - Enterprises                                       | 4,125              | 3,600              |
|  | For other services                                  | <u>6,128</u>       | <u>2,425</u>       |

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

| <b>8 Employees</b>   | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
| <b>a) Average monthly number of employees (full-time equivalent)</b>     |             |             |
| The average number of persons employed by the group during the year was: |             |             |
| Costs of generating funds  |             |             |
| - Full time  | 50          | 54          |
| - Part time (FTE)  | 22          | 22          |
| Administration, technicians, estate and maintenance staff                |             |             |
| - Full time  | 50          | 54          |
| - Part time (FTE)  | 58          | 50          |
|  | <u>180</u>  | <u>180</u>  |

The average number of staff employed during the year was 245 (2019: 246)

| <b>b) Analysis of total employee costs</b> | <b>2020</b>      | <b>2019</b>      |
|--|------------------|------------------|
|  | <b>£</b>         | <b>£</b>         |
| Staff costs during the year:               |                  |                  |
| Salaries                                   | 6,303,069        | 6,272,766        |
| Redundancy costs                           | 20,518           | 28,598           |
| Social security costs                      | 596,557          | 604,431          |
| Pension costs                              | 1,040,971        | 828,892          |
|  | <u>7,961,115</u> | <u>7,734,687</u> |
| Training, health & safety, recruitment     | 64,120           | 75,913           |
| Movement in pension provision              | (48,741)         | (66,000)         |
|  | <u>7,976,494</u> | <u>7,744,600</u> |

| <b>c) Employee costs</b>                 | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
| The number of higher paid employees was: |             |             |
| £60,001 - £70,000                        | 1           | -           |
| £70,001 - £80,000                        | 2           | 2           |
| £80,001 - £90,000                        | 1           | 1           |
| £110,001 - £120,000                      | 1           | 1           |

Pension contributions amounting to £89,320 (2019: £55,534) were made for five (2019: four) higher paid employees.

**Governors' Remuneration**

No Governors received any emoluments in the year ended 31 August 2020 (2019: nil) and Governors are not included in the number of persons employed given above. No Governors were reimbursed expenses in 2020 (2019: One Governor had reimbursed expenses of £325).

**Key Management Personnel**

Key management personnel include the Governors and the senior executives which are made up of the Principal, the Bursar and the Deputy Heads. The total pay and benefits received by key management personnel were £565,308 (2019: £566,412). Four members of the key management personnel are also provided with free accommodation in order to enable them to undertake specific duties for the school (2019: four).

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

| 9 Analysis of Total Resources Expended 2020                        | Staff Costs<br>(incl<br>Training)<br>£           | Other<br>£         | Depreciation<br>£         | Total<br>2020<br>£          |
|--|--|--------------------|---------------------------|-----------------------------|
| <b>Costs of generating funds</b>                                   |  |                    |                           |                             |
| Trading expenditure - Queenswood Enterprises Ltd                   | -  | 75,443             | -                         | 75,443                      |
| Fundraising for voluntary resources                                |  | -                  | -                         | -                           |
| <b>Charitable Activities</b>                                       |  |                    |                           |                             |
| Education and boarding   | 5,196,618  | 463,866            | -                         | 5,660,484                   |
| Welfare  | 639,765  | 339,109            | -                         | 978,874                     |
| Premises   | 510,693  | 1,007,486          | 605,992                   | 2,124,171                   |
| Technology   | 208,916  | 335,532            | -                         | 544,448                     |
| Administration costs   | 1,415,049  | 513,405            | -                         | 1,928,454                   |
| Governance costs   | 54,194   | 34,622             | -                         | 88,816                      |
| <b>Pension provision</b>   |  |                    |                           |                             |
| Movement in provision  | (48,741)   | -                  | -                         | (48,741)                    |
|  | <u>7,976,494</u>                                 | <u>2,769,463</u>   | <u>605,992</u>            | <u>11,351,949</u>           |
| <b>Analysis of Total Resources Expended 2019<br/>(comparative)</b> | <b>Staff Costs<br/>(incl<br/>Training)<br/>£</b> | <b>Other<br/>£</b> | <b>Depreciation<br/>£</b> | <b>Total<br/>2019<br/>£</b> |
| <b>Costs of generating funds</b>                                   |  |                    |                           |                             |
| Trading expenditure - Queenswood Enterprises Ltd                   | -  | 152,574            | -                         | 152,574                     |
| Fundraising for voluntary resources                                |  | -                  | -                         | -                           |
| <b>Charitable Activities</b>                                       |  |                    |                           |                             |
| Education and boarding   | 5,061,732  | 621,112            | -                         | 5,682,844                   |
| Welfare  | 691,899  | 409,779            | -                         | 1,101,678                   |
| Premises   | 549,091  | 1,145,504          | 617,230                   | 2,311,825                   |
| Technology   | 160,874  | 199,161            | -                         | 360,035                     |
| Administration costs   | 1,291,220  | 390,775            | -                         | 1,681,995                   |
| Governance costs   | 55,784   | 23,998             | -                         | 79,782                      |
| <b>Pension provision</b>   |  |                    |                           |                             |
| Movement in provision  | (66,000)   | -                  | -                         | (66,000)                    |
| Exit from Independent School Pension Scheme                        |  |                    |                           | -                           |
|  | <u>7,744,600</u>                                 | <u>2,942,903</u>   | <u>617,230</u>            | <u>11,304,733</u>           |

Queenswood School Limited  
Notes to the Financial Statements  
For the year ended 31st August 2020 (continued)

**10 Tangible Fixed Assets**

| Group                            | Freehold<br>Land and<br>Buildings<br>£ | Plant and<br>Equipment<br>£ | Fixtures<br>and<br>Fittings<br>£ | Motor<br>Vehicles<br>£ | Total<br>£        |
|----------------------------------|--|-----------------------------|----------------------------------|------------------------|-------------------|
| <b>Costs of generating funds</b> |  |                             |                                  |                        |                   |
| At 31st August 2019              | 22,166,255                             | 3,436,241                   | 988,750                          | 420,642                | 27,011,888        |
| Additions                        | 5,857                                  | 31,893                      | 194,746                          | 54,870                 | 287,366           |
| Transfers                        | -                                      | -                           | -                                | -                      | -                 |
| Disposals                        | -                                      | (31,172)                    | (1,773)                          | (29,696)               | (62,641)          |
| At 31st August 2020              | <u>22,172,112</u>                      | <u>3,436,962</u>            | <u>1,181,723</u>                 | <u>445,816</u>         | <u>27,236,613</u> |
| <b>Depreciation</b>              |  |                             |                                  |                        |                   |
| At 31st August 2019              | -                                      | 2,772,418                   | 484,376                          | 250,323                | 3,507,117         |
| Charge for the year              | -                                      | 349,854                     | 187,124                          | 69,014                 | 605,992           |
| Disposals                        | -                                      | (31,172)                    | -                                | (25,530)               | (56,702)          |
| At 31st August 2020              | <u>-</u>                               | <u>3,091,100</u>            | <u>671,500</u>                   | <u>293,807</u>         | <u>4,056,407</u>  |
| <b>Net Book Value</b>            |  |                             |                                  |                        |                   |
| At 31st August 2020              | <u>22,172,112</u>                      | <u>345,862</u>              | <u>510,223</u>                   | <u>152,009</u>         | <u>23,180,206</u> |
| At 31st August 2019              | <u>22,166,255</u>                      | <u>663,823</u>              | <u>504,374</u>                   | <u>170,319</u>         | <u>23,504,771</u> |

Assets under construction relate to building, planning, architectural design and other professional costs for Queenswood Hall. There is a fixed charge with the bank over the land and buildings included above.

Included within the net book value of Plant and Equipment of £345,862 is £155,559 relating to assets held under Finance Leases.

| Company                  | Freehold<br>Land and<br>Buildings<br>£ | Plant and<br>Equipment<br>£ | Fixtures<br>and<br>Fittings<br>£ | Motor<br>Vehicles<br>£ | Total<br>£        |
|--------------------------|--|-----------------------------|----------------------------------|------------------------|-------------------|
| <b>Cost or Valuation</b> |  |                             |                                  |                        |                   |
| At 31st August 2019      | 22,166,255                             | 3,408,050                   | 986,977                          | 420,642                | 26,981,924        |
| Additions                | 5,857                                  | 31,893                      | 194,746                          | 54,870                 | 287,366           |
| Transfers                | -                                      | -                           | -                                | -                      | -                 |
| Disposals                | -                                      | (2,981)                     | -                                | (29,696)               | (32,677)          |
| At 31st August 2020      | <u>22,172,112</u>                      | <u>3,436,962</u>            | <u>1,181,723</u>                 | <u>445,816</u>         | <u>27,236,613</u> |
| <b>Depreciation</b>      |  |                             |                                  |                        |                   |
| At 31st August 2019      | -                                      | 2,744,227                   | 482,603                          | 250,323                | 3,477,153         |
| Charge for the year      | -                                      | 349,854                     | 187,124                          | 69,014                 | 605,992           |
| Disposals                | -                                      | (2,981)                     | -                                | (23,757)               | (26,738)          |
| At 31st August 2020      | <u>-</u>                               | <u>3,091,100</u>            | <u>669,727</u>                   | <u>295,580</u>         | <u>4,056,407</u>  |
| <b>Net Book Value</b>    |  |                             |                                  |                        |                   |
| At 31st August 2020      | <u>22,172,112</u>                      | <u>345,862</u>              | <u>511,996</u>                   | <u>150,236</u>         | <u>23,180,206</u> |
| At 31st August 2019      | <u>22,166,255</u>                      | <u>663,823</u>              | <u>504,374</u>                   | <u>170,319</u>         | <u>23,504,771</u> |

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**Tangible Fixed Assets (continued)**

Freehold land and buildings at cost or valuation includes £2,395,421 at 31st March 1979 revalued on the basis of re-instatement cost less allowance for age after taking account of subsequent disposals. In accordance with FRS 102 - this valuation has been treated as an historic cost as at the date of conversion. The buildings have been insured on a declared value of £81,387,337 (2019: £78,863,699)

Following an impairment review by the Governors considering the value of the buildings and their state of repair, no impairment has been identified.

Assets under construction mainly relate to building, planning, architectural design and other professional costs for Queenswood Hall.

| 11 Fixed Asset Investments               | Group<br>Listed<br>Investments<br>£           | Unlisted<br>Investments<br>£          | Company<br>Listed<br>Investments<br>£           | Total<br>Investments<br>£          |
|--|---|---------------------------------------|---|------------------------------------|
| As at 1 September 2019                   | 373,320                                       | 200,000                               | 373,320   | 573,320                            |
| Additions                                | 22,640  | -                                     | 22,640  | 22,640                             |
| Disposals proceeds                       | (34,634)                                      | -                                     | (34,634)  | (34,634)                           |
| Unrealised gains (losses) on investments | <u>(18,631)</u>                               | <u>-</u>                              | <u>(18,631)</u>                                 | <u>(18,631)</u>                    |
| As at 31 August 2020                     | 342,695                                       | 200,000                               | 342,695   | 542,695                            |
| Cash held as investments                 | <u>11,616</u>                                 | <u>-</u>                              | <u>11,616</u>                                   | <u>11,616</u>                      |
|  | <u>354,311</u>                                | <u>200,000</u>                        | <u>354,311</u>                                  | <u>554,311</u>                     |
| <b>Fixed Asset Investments</b>           | <b>Group<br/>Listed<br/>Investments<br/>£</b> | <b>Unlisted<br/>Investments<br/>£</b> | <b>Company<br/>Listed<br/>Investments<br/>£</b> | <b>Total<br/>Investments<br/>£</b> |
| As at 1 September 2018                   | 370,200                                       | 200,000                               | 370,200   | 570,200                            |
| Additions                                | 11,604  | -                                     | 11,604  | 11,604                             |
| Disposals at opening market value        | (5,265)                                       | -                                     | (5,265)   | (5,265)                            |
| Unrealised gains on investments          | <u>(3,219)</u>                                | <u>-</u>                              | <u>(3,219)</u>                                  | <u>(3,219)</u>                     |
| As at 31 August 2019                     | 373,320                                       | 200,000                               | 373,320   | 573,320                            |
| Cash held as investments                 | <u>2,245</u>                                  | <u>-</u>                              | <u>2,245</u>                                    | <u>2,245</u>                       |
|  | <u>375,565</u>                                | <u>200,000</u>                        | <u>375,565</u>                                  | <u>575,565</u>                     |
|  |   |                                       | <b>£</b>  | <b>£</b>                           |
| Historical Cost of listed investments    |   |                                       | <u>308,381</u>                                  | <u>326,925</u>                     |

The following investments comprise in excess of 5% of the value of the portfolio:

| Quoted Investments                  | Value @ 31st Aug 2020<br>£ |
|-------------------------------------|----------------------------|
| Findlay Park Funds Plc              | 22,034                     |
| Sands Capital Funds                 | 31,696                     |
| Sequoia Economic Infrast Inc Fd Ltd | 25,852                     |

Queenswood School Limited  
Notes to the Financial Statements  
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**Fixed Asset Investments (continued)**

The company owns 100% of the equity of the following subsidiary, which was incorporated in England and Wales.

| Costs of generating funds      | Holding         | Nature of business   |
|--------------------------------|-----------------|--|
| Queenswood Enterprises Limited | Ordinary shares | Management of the letting of Queenswood School Ltd's facilities to external clients. |

The aggregate amount of capital and reserves and the results of this undertaking for the last relevant financial year were as follows:

|                                | Capital and reserves |                | Profit for the year |              |
|--------------------------------|----------------------|----------------|---------------------|--------------|
|                                | 2020                 | 2019           | 2020                | 2019         |
|                                | £                    | £              | £                   | £            |
| Queenswood Enterprises Limited | <u>286,348</u>       | <u>286,556</u> | <u>(208)</u>        | <u>(569)</u> |

During the financial year Queenswood School Limited made management recharges of £106,023 (2019: £185,727) to Queenswood Enterprises Limited in respect of facilities and staff costs. Also during the year Queenswood Enterprises made a gift aid distribution of £0 (2019: £84,632) to Queenswood School Limited. At the balance sheet date Queenswood School Limited owed Queenswood Enterprises Limited £2,291 (2019: £170,817).

|    |   |                  |                  |                  |                  |
|----|---|------------------|------------------|------------------|------------------|
| 12 | Stocks  | Group            |                  | Company          |                  |
|    |   | 2020             | 2019             | 2020             | 2019             |
|    |   | £                | £                | £                | £                |
|    | Goods for resale                                | <u>36,373</u>    | <u>25,882</u>    | <u>36,373</u>    | <u>25,882</u>    |
| 13 | Financial Instruments                           | Group            |                  | Company          |                  |
|    |   | 2020             | 2019             | 2020             | 2019             |
|    | <b>Carrying amount of financial assets</b>      |                  |                  |                  |                  |
|    | Debt instruments measured at amortised cost     | <u>207,224</u>   | <u>530,010</u>   | <u>178,740</u>   | <u>475,498</u>   |
|    | <b>Carrying amount of financial liabilities</b> |                  |                  |                  |                  |
|    | Measured at amortised cost                      | <u>3,217,910</u> | <u>3,814,644</u> | <u>3,212,830</u> | <u>3,948,514</u> |
| 14 | Debtors   | Group            |                  | Company          |                  |
|    |   | 2020             | 2019             | 2020             | 2019             |
|    |   | £                | £                | £                | £                |
|    | Due within one year:                            |                  |                  |                  |                  |
|    | School fees                                     | 522,690          | 677,835          | 522,690          | 677,835          |
|    | Provision for doubtful debts                    | (368,553)        | (249,856)        | (368,553)        | (249,856)        |
|    | Trade debtors                                   | 53,087           | 102,031          | 24,603           | 47,519           |
|    | Prepayments and accrued income                  | 133,668          | 145,539          | 132,140          | 137,278          |
|    | Tax & Social Security                           | -                | 4,342            | -                | 1,943            |
|    | Amounts due from group undertakings             | -                | -                | -                | -                |
|    |   | <u>340,892</u>   | <u>679,891</u>   | <u>310,880</u>   | <u>614,719</u>   |

Queenswood School Limited  
Notes to the Financial Statements  
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| 15 Creditors                                   | Group            |                  | Company          |                  |
|--|------------------|------------------|------------------|------------------|
|  | 2020             | 2019             | 2020             | 2019             |
| <b>a) Amounts falling due within one year:</b> |                  |                  |                  |                  |
|  | £                | £                | £                | £                |
| Current instalments due on deposits (note 15d) | 527,819          | 480,390          | 527,819          | 480,390          |
| Trade creditors                                | 130,721          | 425,013          | 129,764          | 399,082          |
| School fees in advance                         | 1,934,486        | 2,350,398        | 1,934,486        | 2,350,398        |
| Hire purchase and finance Leases               | 74,886           | 112,232          | 74,886           | 112,232          |
| Bank loan                                      | 214,539          | 220,000          | 214,539          | 220,000          |
| Bank Overdraft                                 | 94,340           | -                | 94,340           | -                |
| Other taxation and social security costs       | 137,230          | -                | 137,230          | -                |
| Other creditors                                | 139,452          | 71,810           | 133,038          | 97,741           |
| Accruals and deferred income                   | 101,667          | 154,801          | 101,667          | 118,484          |
| Amounts due to group undertakings              | 0                | -                | 2,291            | 170,187          |
| VAT payable                                    | 5,338            | 20,298           | -                | -                |
|  | <u>3,360,478</u> | <u>3,834,942</u> | <u>3,350,060</u> | <u>3,948,514</u> |

| b) Movement on deferred income  | Group              |                  | Company            |                  |
|---------------------------------|--------------------|------------------|--------------------|------------------|
|                                 | 2020               | 2019             | 2020               | 2019             |
|                                 | £                  | £                | £                  | £                |
| Deferred income brought forward | 2,350,398          | 2,048,681        | 2,350,398          | 2,048,681        |
| Released in year                | (2,350,398)        | (2,048,681)      | (2,350,398)        | (2,048,681)      |
| New provision added             | <u>(2,070,226)</u> | <u>2,350,398</u> | <u>(2,070,226)</u> | <u>2,350,398</u> |
| Deferred income carried forward | <u>(2,070,226)</u> | <u>2,350,398</u> | <u>(2,070,226)</u> | <u>2,350,398</u> |

The deferred income balance relates to remittances received in respect of school fees for future years.

| c) Amounts falling due after more than one year: | Group              |                    | Company            |                    |
|--|--------------------|--------------------|--------------------|--------------------|
|  | 2020               | 2019               | 2020               | 2019               |
|  | £                  | £                  | £                  | £                  |
| School fees deposits                             | 1,493,328          | 1,760,127          | 1,493,328          | 1,760,127          |
| School fees in advance                           | 2,070,226          | 2,350,398          | 2,070,226          | 2,350,398          |
| Bank Loan  | 1,834,127          | 1,961,667          | 1,834,127          | 1,961,667          |
| Finance Lease                                    | 128,987            | 228,779            | 128,987            | 228,779            |
|  | <u>5,526,668</u>   | <u>6,300,971</u>   | <u>5,526,668</u>   | <u>6,300,971</u>   |
| Less: Amounts due within one year                |                    |                    |                    |                    |
| School fees deposits                             | (527,819)          | (480,390)          | (527,819)          | (480,390)          |
| School fees in advance                           | (1,934,486)        | (2,350,398)        | (1,934,486)        | (2,350,398)        |
| Bank Loan  | (214,539)          | (220,000)          | (214,539)          | (220,000)          |
| Finance Lease                                    | <u>(74,886)</u>    | <u>(112,232)</u>   | <u>(74,886)</u>    | <u>(112,232)</u>   |
|  | <u>(2,751,730)</u> | <u>(3,163,020)</u> | <u>(2,751,730)</u> | <u>(3,163,020)</u> |
|  | <u>2,774,938</u>   | <u>3,137,951</u>   | <u>2,774,938</u>   | <u>3,137,951</u>   |

The school has a 10 year flexible loan facility starting in July 2018 repayable in equal monthly instalments with an interest rate of 1.95% per annum over the base rate.

**Maturity of financial liabilities**

The fee deposits and fees in advance mature as follows:

|                            |                |                |                |                |
|----------------------------|----------------|----------------|----------------|----------------|
| Within one year            | 527,819        | 480,390        | 527,819        | 480,390        |
| Between two and five years | 743,521        | 1,042,137      | 743,521        | 1,042,137      |
| After five years           | <u>221,988</u> | <u>237,600</u> | <u>221,988</u> | <u>237,600</u> |

The bank loan is repayable as follows:

|                            |                |                |                |                |
|----------------------------|----------------|----------------|----------------|----------------|
| Within one year            | 214,539        | 220,000        | 214,539        | 220,000        |
| Between two and five years | 936,170        | 880,000        | 936,170        | 880,000        |
| After five years           | <u>683,418</u> | <u>861,667</u> | <u>683,418</u> | <u>861,667</u> |

Queenswood School Limited  
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**16 Provisions for liabilities and charges**

|                          | Group          |                | Company        |                |
|--------------------------|----------------|----------------|----------------|----------------|
|                          | 2020           | 2019           | 2020           | 2019           |
| <b>Pension provision</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| At 1 September 2019      | 305,000        | 371,000        | 305,000        | 371,000        |
| (Decrease)/ Increase     | (48,741)       | (66,000)       | (48,741)       | (66,000)       |
| At 31 August 2020        | <u>256,259</u> | <u>305,000</u> | <u>256,259</u> | <u>305,000</u> |

The school recognises £256,259 (2019: £305,000) of pension provision on its Balance Sheet in relation to the closed pension scheme. The provision is attributable to The Growth Plan Pension, the school will review this liability on an annual basis.

**17 Obligations under finance leases and hire purchase contracts**

The School occasionally uses finance leases and hire purchase contracts to acquire plant and machinery. Future minimum lease payments due under finance leases and Hire Purchase contracts:

|  | 2020           | 2019           |
|--|----------------|----------------|
|  | £              | £              |
| Amounts payable:                                 |                |                |
| Within one year                                  | 74,886         | 112,232        |
| In two to five years                             | <u>66,883</u>  | <u>141,769</u> |
|  | 141,769        | 254,001        |
| Less Finance charges allocated to future periods | <u>12,782</u>  | <u>25,222</u>  |
|  | <u>128,987</u> | <u>228,779</u> |

**18 Share Capital**

|                                     | 2020      | 2019      |
|-------------------------------------|-----------|-----------|
|                                     | £         | £         |
| Allotted, called up and fully paid: |           |           |
| 23 Governors' shares of £1 each     | <u>23</u> | <u>23</u> |

Queenswood School Limited  
Notes to the financial statements  
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(Continued)

**19 Allocation of the Charity Net Assets**

|   | Fixed<br>Assets<br>£ | Investments<br>£ | Net<br>Current<br>Assets<br>£ | Long<br>Term<br>Liabilities<br>£ | Provisions<br>£  | Total<br>£        |
|---|----------------------|------------------|-------------------------------|----------------------------------|------------------|-------------------|
| The net assets are held for the various funds as follows: |                      |                  |                               |                                  |                  |                   |
| <b>Restricted funds</b>                                   | -                    | 354,311          | 118,098                       | -                                | -                | 472,409           |
| <b>Unrestricted funds:</b>                                |                      |                  |                               |                                  |                  |                   |
| General reserves  | 23,180,206           | -                | (2,463,806)                   | (2,774,938)                      | (256,259)        | 17,685,203        |
|   | <u>23,180,206</u>    | <u>354,311</u>   | <u>(2,345,708)</u>            | <u>(2,774,938)</u>               | <u>(256,259)</u> | <u>18,157,612</u> |

**20 Unrestricted Funds Movements**

| Group                   | At 31st<br>August<br>2019<br>£ | Incoming<br>Resources<br>£ | Resources<br>Expended<br>£ | Investment<br>Gains<br>£ | Transfers<br>£ | At 31st<br>August<br>2020<br>£ |
|-------------------------|--------------------------------|----------------------------|----------------------------|--------------------------|----------------|--------------------------------|
| Unrestricted:           |                                |                            |                            |                          |                |                                |
| Called up share capital | 23                             | -                          | -                          | -                        | -              | 23                             |
| General                 | 16,926,977                     | 10,937,198                 | (11,351,949)               | -                        | -              | 16,512,226                     |
| Revaluation reserve     | 1,054,856                      | -                          | -                          | -                        | -              | 1,054,856                      |
| Restricted reserves     | 453,034                        | 38,006                     | -                          | (18,631)                 | -              | 472,409                        |
|                         | <u>18,434,890</u>              | <u>10,975,204</u>          | <u>(11,351,949)</u>        | <u>(18,631)</u>          | <u>-</u>       | <u>18,039,514</u>              |

| Company                 | At 31st<br>August<br>2019<br>As restated<br>£ | Incoming<br>Resources<br>£ | Resources<br>Expended<br>£ | Investment<br>Gains<br>£ | Transfers<br>£ | At 31st<br>August<br>2020<br>£ |
|-------------------------|---|----------------------------|----------------------------|--------------------------|----------------|--------------------------------|
| Unrestricted:           |   |                            |                            |                          |                |                                |
| Called up share capital | 23  | -                          | -                          | -                        | -              | 23                             |
| General                 | 16,640,421                                    | 10,861,963                 | (11,276,506)               | -                        | -              | 16,225,878                     |
| Revaluation reserve     | 1,054,856                                     | -                          | -                          | -                        | -              | 1,054,856                      |
| Restricted              | 453,034                                       | 38,006                     | -                          | (18,631)                 | -              | 472,409                        |
|                         | <u>18,148,334</u>                             | <u>10,899,969</u>          | <u>(11,276,506)</u>        | <u>(18,631)</u>          | <u>-</u>       | <u>17,753,166</u>              |

Queenswood School Limited  
Notes to the Financial Statements  
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**21 Restricted Funds Movements**

Restricted funds comprise the following unexpended balance of donations and grants held on trust to be applied for bursaries to fund girls' education in Queenswood School Limited, and sums set aside for future development.

|                                    | At 1st<br>September<br>2019 | Incoming<br>resources | Resources<br>expended | Investment<br>Gains | Transfers | At 31st<br>August 2020 |
|------------------------------------|-----------------------------|-----------------------|-----------------------|---------------------|-----------|------------------------|
| Costs of generating funds          |                             |                       |                       |                     |           |                        |
| Prizes, Scholarships and Bursaries | 83,566                      | 27,314                | -                     | -                   | -         | 110,880                |
| The Handoo Gift                    | 366,621                     | 10,692                | -                     | (18,631)            | -         | 358,682                |
| Other                              | 2,847                       | -                     | -                     | -                   | -         | 2,847                  |
|                                    | <u>453,034</u>              | <u>38,006</u>         | <u>-</u>              | <u>(18,631)</u>     | <u>-</u>  | <u>472,409</u>         |

The Handoo Gift relates to a specific donation which has been treated as restricted fund as per the terms and conditions of the Handoo Trust Deed. The Handoo Gift funds a Bursary which is intended to expand the global vision of the school and exposure of students to diversity and difference.

Other restricted donations of £27,314 (2019 £7,406) were received in the year for Bursaries & towards Chaplain expenditure.

**22 Reconciliation of changes in resources to Net Cash (outflows)/Inflows from Operating Activities**

|  | 2020<br>£        | 2019<br>£        |
|--|------------------|------------------|
| Net incoming resources for the year to date          | (395,376)        | 431,661          |
| Adjustments for:                                     |                  |                  |
| Interest received                                    | (14,069)         | (12,191)         |
| Gains on investment                                  | 18,631           | 3,219            |
| Loss/(profit) on disposal of fixed assets            | (6,311)          | 28,054           |
| Depreciation and impairment of tangible fixed assets | 605,992          | 617,229          |
| Increase/(decrease) in provisions                    | (48,741)         | (66,000)         |
| Decrease/(Increase) in debtors                       | 338,999          | (26,674)         |
| Increase/(decrease) in creditors                     | (798,816)        | 73,173           |
| (Increase)/decrease in stock                         | (10,491)         | (1,094)          |
|  | <u>(310,182)</u> | <u>1,047,377</u> |

**23 Financial Commitments**

At 31st August 2020 the group has annual commitments under non cancellable operating leases as follows:

|                            | 2020<br>Equipment<br>£ | 2019<br>Equipment<br>£ |
|----------------------------|------------------------|------------------------|
| Less than one year         | 52,341                 | 53,778                 |
| Between two and five years | 57,147                 | 117,999                |
|                            | <u>109,488</u>         | <u>171,777</u>         |

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## 24 Pension Costs

### Teaching staff

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 £763,762 (2019: £549,678) 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' Pension Scheme Regulations 2014. Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set 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 Pension Trust - The Growth Plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

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**24 Pension Costs (cont)**

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

From 1 April 2016 to 30 September 2025: £11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

**Deficit contributions**

From 1 April 2016 to 30 September 2025: £12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)

From 1 April 2016 to 30 September 2028: £54,560 per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 30 September 2025 applies.

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

| Present Values of Provision | 31 August<br>2020 | 31 August<br>2019 | 31 August<br>2018 |
|-----------------------------|-------------------|-------------------|-------------------|
|                             | £                 | £                 | £                 |
| Present Values of Provision | 256,259           | 305,000           | 371,000           |

| Reconciliation of opening and closing provisions         | Year<br>ended 31<br>August<br>2020 | Year ended 31<br>August 2019 |
|--|------------------------------------|------------------------------|
|  | £                                  | £                            |
| Provision at start of the year                           | 305,000                            | 371,000                      |
| Unwinding of the discount factor (interest expenses)     | 2,680                              | 6,000                        |
| Deficit contribution paid                                | (54,194)                           | (52,000)                     |
| Remeasurements - impact of any change in assumptions     | 2,342                              | 6,000                        |
| Remeasurements - amendments to the contribution schedule | 431                                | -                            |
| Provision at the end of the period                       | <u>256,259</u>                     | <u>305,000</u>               |

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(continued)

**24 Pension Costs (cont)**

| Income and expenditure impact                            | Year ended 31<br>August 2020 | Year ended 31<br>August 2019 |
|--|------------------------------|------------------------------|
|  | £                            | £                            |
| Interest expense   | 2,682                        | 6,000                        |
| Remeasurements - impact of any change in assumptions     | 2,342                        | (6,000)                      |
| Remeasurements - amendments to the contribution schedule | 431                          | (26,000)                     |
| Contributions paid in respect of future service*         | *                            | *                            |
| Costs recognised in income and expenditure account       | *                            | *                            |

\*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

| Assumptions      | 31 August 2020<br>% per annum | 31 August 2019<br>% per annum | 31 August 2018<br>% per annum |
|------------------|-------------------------------|-------------------------------|-------------------------------|
| Rate of discount | 0.55                          | 0.97                          | 1.68                          |

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

The following schedule details the deficit contributions agreed between the company and the scheme at each year end period:

| Year ending | 31 August<br>2020<br>£ | 31 August 2019<br>£ | 31 August 2018<br>£ |
|-------------|------------------------|---------------------|---------------------|
| Year 1      | 55,820                 | 54,000              | 51,000              |
| Year 2      | 57,495                 | 56,000              | 52,000              |
| Year 3      | 59,219                 | 57,000              | 54,000              |
| Year 4      | 60,996                 | 59,000              | 55,000              |
| Year 5      | 25,854                 | 61,000              | 57,000              |
| Year 6      | -                      | 26,000              | 59,000              |
| Year 7      | -                      | -                   | 61,000              |
| Year 8      | -                      | -                   | 5,000               |
| Year 9      | -                      | -                   | -                   |

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

**Defined contribution scheme**

The school additionally operates a defined contribution scheme. Contributions on behalf of staff within the scheme are made to Aviva. Total contributions made to Aviva during the year were £209,980 (2019: £194,146). The total pension contributions which were still outstanding as at the year end were £27,778 (2019: £25,931).

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**25 Capital commitments**

Amounts contracted for but not provided in the financial statements amounted to £0 for the group and company  
(2019:£96,982)