



Halliford
School
SHEPPERTON

Halliford School Limited

Governors' Report and Financial Statements

For the year ended 31 August 2020

Halliford School Limited

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Legal and administrative details

Full name and registered address of the charity

Halliford School Limited
Russell Road
Shepperton
Middlesex
TW17 9HX

Charity status

Founded in 1921

Halliford School was privately owned until December 1956 when it was incorporated as a company limited by guarantee, where the liability of the members is limited to £1, and not having share capital.

Re-named as Shepperton Grammar School Ltd the School retained this name until December 1971 when it reverted to Halliford School Ltd.

The governing document of Halliford School Ltd is the Memorandum and Articles of Association as revised at the Annual General Meeting held on 28 November 2002 and approved by the Charity Commission on 6 January 2003.

Charity registration number - 312090

Company registration number - 00575324.

Governors and Directors of the Company

The following were both Governors of the School and Directors of the Company during the period of this report:

Mr K.H. Woodward	Chairman and elected in the day-to-day management of the school.
Mr C.S. Squire	Deputy Chairman
Mrs N.F. Cook	
Mr M.A. Crosby	
Mr R.C. Davison	
Mrs K. Gulliver	Parent Governor
Mr B.T. Harris	
Mr A. Hirst	
Mrs P. A. Horner	
Mr A. Lenoel	
Mr P. Roberts	
Dr M. Sachania	

The following Governors retired in November 2019 at the AGM:

Mr N. Maud
Professor J. Phillips
Mr R. Parsons

Headmaster and Senior Staff

Mr J Davies	Headmaster
Mrs E Sanders	Bursar, Clerk to Governors and Company Secretary
Mr J Bown	Senior Deputy Head
Mrs C Cotton	Deputy Head Academic (Left October 2019)
Mr S Slocock	Sixth Form Head until January 2020 then Assistant Head Co-Curricular
Mr J MacLean	Head of Sixth Form (joined January 2020)

Professional advisers

Bankers

National Westminster Commercial Bank
280 Bishopsgate
London
EC2M 4RB

Auditors

Haines Watts Kingston LLP
Chartered Accountants
Aissela
46 High Street
Esher
Surrey
KT10 9QY

Legal

Veale Wasbrough Vizards
Orchard Court
Orchard Lane
Bristol
BS1 5WS

Governors' Report

The members of Halliford School Governing Body present for the year ended 31st August 2020 their Annual Report under the Charities Act 2011, incorporating their Governors' and Strategic Report under the Companies Act 2006, together with audited financial statements of Halliford School.

The financial statements comply with the Charities Act 2014, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Vision, Mission Statement, Aims and Key Activities

Vision of Halliford School

To be acknowledged as the small independent school of choice for 11-18-year olds, where we are proud to belong to a thriving, happy and aspirational community that is committed to each student as an individual.

Mission Statement

Halliford School is based on strong family values where we know and respect every student as an individual. We encourage and support Hallifordians to flourish and become the best version of themselves that they can possibly be.

We aim for excellence by being academically ambitious but at the same time academically sensitive.

We inspire Hallifordians within a community that is founded on high quality teaching and learning, outstanding pastoral care and first-class sporting, cultural and extra-curricular opportunities.

Halliford School is a boys' school for eleven to eighteen-year olds with a co-educational Sixth Form.

Aims

- To provide a stimulating learning environment for boys 11-18 and girls 16-18 where we promote academic excellence and provide opportunities to realise the full potential of every individual to become the best version of themselves
- To provide a warm-hearted family ethos in which every student is known and valued as an individual
- To enable each individual to discover and develop his/her talents, character, creativity, resilience and ability to work within a team by providing a balanced and wide-ranging co-curricular programme
- To create an environment in which all members of the school community feel supported and valued and able to contribute positively to the lives of others by providing a framework of outstanding pastoral care
- To equip our students for the world they will encounter beyond Halliford School

Values

Our students and staff identified the following values as being at the heart of what it means to be a Hallifordian:

- Intellectually curious
- Respectful
- Warm-hearted
- Team players
- Creative
- Resilient

As an educational charity, the parents of our pupils have the assurance that all the income of the School is used for educational purposes as described by the following objectives of the charity:

- To establish and maintain an independent day school for the education of both boys and girls.
- To establish or acquire as a going concern and carry on or manage elsewhere, any subsidiary, affiliated or other schools for the education of boys and girls in connection with the above mentioned School, and to supply to such pupil's instruction, together with physical, moral and religious training, and to provide accommodation for Staff and pupils being boarded, and meals for those taking meals at school, but so that each such school shall be carried on as an educational charity.
- As a charity the School benefits from some tax exemptions on its educational activities and investments and is entitled to an 80% reduction on business rates on all property used for charitable purposes. These financial benefits indirectly help us to sustain our bursary policy and provide a means by which we can educate some children whose families would otherwise not be able to afford the fees and therefore access the education offered.

Key activities

The Governors understand the requirement to deliver a rich and broad educational experience to all pupils. Through their strategic direction, governance and risk management they seek to ensure the School has both the resources and operating framework to enable it to provide a friendly, family orientated and supportive environment in which all pupils are known as individuals by most, if not all, staff. They are equally valued and supported regardless of race, religion, gender and disability.

The School works to ensure all pupils are given the same opportunity to learn and develop and, in so doing, provide a wide array of support to pupils whether they face individual challenges to their ability to learn or are potentially high achievers.

We offer a number of Academic, Music, Art and Sports Scholarships for entry to Year 7 and the Sixth Form. Scholarships are awarded on the basis of the individuals exceptional (academic, musical, artistic and sporting) ability and potential. Candidates are encouraged to apply for a means tested bursary to supplement their scholarship if financial constraints are a consideration. We advertise these on our School website.

Bursary awards, which are available to all who meet the Schools' general entry requirements, are made solely on the basis of parental means or to relieve hardship (for example in the case of redundancy) or where a student's education and future prospects would otherwise be at risk. Bursary awards can be given up to 100% fees discount. Our School does not have a large endowment fund and in funding our awards we have to be mindful that we must ensure a balance between fee paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefiting from the award.

Our School welcomes pupils from all backgrounds; however, we need to be satisfied that we will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. To that end entrance interviews and assessments are

undertaken to satisfy both ourselves and parents that potential pupils could cope with the pace of learning and benefit from the education provided. An individual's economic status, ethnicity, religion or disability do not form part of our assessment process and to help with the continuity of education in families a discount is offered for parents who have more than two children in the School.

This year the total value of awards for scholarships, bursaries and staff remission was £549,379 (2019: £521,506). During the Summer Term the school awarded short-term financial assistance of £52,563 (2019:£0) to families severely impacted by COVID-19.

The impact of COVID-19 in March 2020 was significant for the whole school community. Halliford continued to abide by the principle of putting the needs of students at the heart of everything and new methods of working were found. The Governors and Senior Management Team were fully committed to keeping a sense of business as usual for all students throughout the summer term. Everyone had to adjust to become part of the Halliford remote learning community and the school opened to support families where one or more parents were key or critical workers. Public exams were cancelled, and exam boards attempted to develop a fair and consistent process to enable all GCSE and A Level students to be awarded a grade. The School continued to deliver its rich and broad educational experience by offering pre-A level courses enabling students to get ahead with their A level studies in the summer term.

As students and staff started the summer break thoughts turned to the school site and the many modifications, refurbishments and adjustments that would be needed to enable a full reopening for students and staff in September.

We are an equal opportunity organisation committed to a working environment that is free from discrimination and will make reasonable adjustments to meet the needs of staff or pupils who are, or become, disabled.

In summary, the role of our School is to provide pupils with a range of educational opportunities within which they can fully realise their individual potential. Our aims are for the public benefit and we have considered the Charity Commission's Guidance.

Governance and Management

Board of Governors

The number of Governors elected to the Board must be between 10 and 21. Governors are encouraged to attend seminars organised by the Association of Governing Bodies of Independent Schools and other accredited organisations as appropriate. Upon election to the Board of Governors new Governors visit the School, are briefed by both the Headmaster and the Bursar and are provided with copies of the relevant Charity Commission documents, in particular The Essential Trustee and Charity Reporting and Accounting and any particular training required is identified and arranged.

Members of the School elect the Governors at the AGM; normally each Governor is elected for a period of 3 years. At each AGM, at least one third of Board appointments must be rotated by either re-election or the appointment of new Governors. Articles 34 and 46 of the Memorandum of Association cover the appointment of new Governors.

Governance

The Board of Governors continue to keep the School's activities under review and in particular, risk identification and, where appropriate, mitigation (including Insurance cover) and the effectiveness of

internal controls. The Board of Governors meet once per term to review the reports of the sub-committees and determine both the strategic direction and policies of the School. In addition, the Executive Committee has powers to meet and reach decisions on issues requiring urgent attention.

Sub-committees for the financial year ended on 31 August 2020 were:

- Staffing and Academic
- Finance
- Health and Safety
- Marketing
- Safeguarding and Welfare

During the summer term committee meetings were held on MS Teams, due to COVID-19.

The Governors and the Senior Management Team comprise the key management personnel of the charity in charge of running and operating the School on a day-to-day basis. All Governors give their time freely and no director received remuneration in the year.

The pay of all staff is reviewed annually and the Governors benchmark against pay levels in other independent schools of a similar size. A pay review by an independent organisation was commissioned to take place during the Spring Term 2020 but was delayed due to COVID-19. This pay review took place in September 2020 involving one-to-one interviews with academic staff.

Related Organisations

Halliford has a wonderful and supportive group of parents who arrange various fundraising events for the School. They are run as a separate organisation and any funds raised by the PTA are donated to the School.

Reserves Policy

In balancing the needs of current and future beneficiaries Governors consider how the School's reserves can best be utilised to meet the likely challenges and opportunities in the medium to long term and have agreed that the primary objectives for the reserves are:

- In the event of a crisis, be able to sustain education provision for those pupils within an examination phase until their examinations have been completed.
- To improve the School environment.

School reserves are made up of Unrestricted Funds, Designated Funds, Restricted Funds and an Endowment Fund.

Unrestricted Funds

The Schools total reserves at the year-end including designated funds (excluding the revaluation reserve) were £7,484,963 (2019: £6,806,581). Unrestricted funds must be at least enough to support 3 months of operating costs which would act as a buffer to ensure the School can fund continuity of education in a crisis. The unrestricted reserves considered to be sufficient for the immediate needs are approximately £1,258,000. This is kept under constant review.

Designated Funds

The Governors designate any reserves in excess of the £1,258,000 in order for the school to continue to invest in the improvement of educational and sports facilities offered. These designated funds

represent unrestricted funds which are retained to finance the freehold property and fixed assets as well as earmarked for future capital projects such as refurbishment and IT infrastructure.

Due to COVID-19 delaying planned school improvements and developments, particularly with IT in the summer term 2020, £323,097 has been designated from unrestricted funds. The Governors also designated £2.5m for a new classroom block and learning resource centre in 2021 and £2.5m for improvements to the theatre and additional dining facilities, linked to the School's centenary celebrations in 2021.

Restricted Funds

These funds are held separately by the School and have been provided for specific items such as prizes, awards, bursaries and scholarships. Total restricted funds are £111,954 (2019: £111,615).

Endowment Funds

The endowment fund is held to fund education at the discretion of the Governors. Total endowment funds are £99,131 (2019: £98,984).

The total funds held are £12,552,576 (2019: £11,977,037).

Future Developments

The Governing Body along with the Senior Management Team strive to grow pupil numbers, maintain financial reserves and ensure there is sufficient investment and development in the school in order for it to continue in the foreseeable future. The aim is to reinvest wherever possible financial surpluses raised in order to improve the education of all students by providing the best teaching and sporting facilities and significant resources across the whole school site. The school went through a period of considerable financial investment when the PC Centre was built and then a period of consolidation. Over the past few years, the school once again started to invest significantly in the internals of the buildings and the IT infrastructure. In order to maintain and grow pupil numbers in a very competitive market the school must continue to reinvest as much financial surplus as possible. The School commenced a master planning project which included looking at current school buildings and sports facilities however this was postponed and the pre application planning was not submitted this year. This identified a number of possible areas for expansion to cover all the issues that we are facing as a school. This summer all possible areas in the school were converted into teaching areas such as the library and rooms in the Main House. The additional burden of COVID-19 has reduced our ability to allow rooming flexibility however we have been safely able to accommodate all students in September 2020.

In the Autumn Term, the School has recommenced work on the school master plan project and commenced a proposal for a new classroom and learning resource block for September 2021 which will allow us to offer improved accommodation to all students and staff.

Statement of Governors' Responsibilities

For the year ended 31 August 2019

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

Company law requires the Governors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping adequate 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as, the Governors are aware:

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

Governors Report approved and signed on its behalf by



K H Woodward

Chairman

Date

26th Nov 2019

Strategic Report

Achievements and performance

In the year ending 31st August 2020 pupils on roll in School was 417. The termly core fees, before any deduction of any means tested bursaries and scholarships for the year ending 31 August 2020 was £5,320 for the Autumn and Spring Terms. In the Summer Term the Governors reduced core fees to £4,950, in recognition of the restricted access to the school, remote learning and the financial pressures on families due to COVID-19.

Academic

Halliford School once again managed to secure an excellent set of results in extraordinary circumstances amidst so much national disruption and uncertainty from COVID-19.

GCSE Examination Results

GCSE students have secured another set of excellent results. Once again, the Halliford School boys have seen their hard work pay off with 51.7% of the exams at the top Grades 7-9 and 99.4% Grades 9 - 4.

GCSE	2016	2017	2018	2019	2020
Candidates	72	59	61	73	73
% Pass Grades A*- C, Grades 4 - 9	93.0	91	95	95	99.4
% Grades A/A*, Grades 7 -9	49	42	46	42	51.7

A Level Examination Results

Sixth Form students at Halliford School celebrated having achieved another excellent set of A Level results. All students obtained an outstanding 100% pass rate with the vast majority of the results being graded at A* to C.

The majority of Halliford Sixth Formers continue with Further Education and this Autumn students will be attending a wide range of universities, including Manchester and Warwick University.

A Level	2016	2017	2018	2019	2020
Candidates	42	34	40	35	33
% Pass (Grades A*-E)	97.6	99	99	99	100
% Pass (Grades A*-C)	77.2	76.3	82	72	90.5
% Pass (Grades A*-B)	48	52.6	58.3	45.6	66.3

Culture

The whole school celebrated European Languages Day on 26th September, with many activities, a house quiz, a treasure hunt and a fantastic European themed lunch. In November, the school was swept up in election fever, and took part in its very own mock election.

The school was proud to host an Old Hallifordian reunion in October, where five old Hallifordians from 1947-1955 had a special lunch in the newly refurbished Sixth form café, followed by a tour of the

school. They met with current sixth form students, to reminisce about their years at Halliford, and their subsequent career paths.

In November, the Drama department put together a moving production of Willy Russell's play, Blood Brothers. Students from every year group supported each other superbly and held the piece together with absolute professionalism, working well together as one strong unit.

Halliford runs a varied programme of musical events throughout the academic year. There were various lunchtime concerts held throughout the year, the annual Halliford Song Contest and the Winter Music Concert with a mixture of classical, jazz and rock performances in November. In February, the popular Halliford Rock concert entertained the crowds with many lively performances. The school also held their Christmas Carol Service at St Nicholas's Church in Shepperton. Not to be deterred by the constraints of COVID-19, the music department managed to record the Halliford Young Musician Concert, where students performed virtually, and the recording was posted online for family and friends.

Around a hundred Halliford students took part in The Duke of Edinburgh Silver and Bronze award this year. Delivery of this was outsourced to Rock the Boat, and both expeditions were completed despite the restrictions placed by COVID-19.

Halliford once again took part in the Rotary Youth Speaks competition, providing an excellent opportunity for our teams to build confidence by taking part in public speaking. Halliford students won awards for Best Speaker and Best Chairperson.

Halliford took part in Young Enterprise for the second year running and successfully made it through to the area finals.

Events and School Trips

These are viewed as an integral part of the education offered by the School and a selection of trips covering academic, cultural and sporting activities included the following:

- Year 12 and 13 Team Building day at Farnborough Hill College
- Year 13 French trip to Paris
- Frantic Assembly workshop in October for Students in Year 10 and 12
- Year 11 Spanish trip to Cordoba
- Whole School Trip to Iceland in October
- Charity Concert at Royal Festival Hall in November
- Sixth Form visit to Parliament and the Supreme Court in November
- Year 8 History Trip to Hampton Court in November
- Year 12 Science Live lecture event at the Apollo Victoria Theatre in November
- 6th Form Geography field trip to Swanage in January
- Year 11 Geography Trip to London Docklands in January
- 6th Form trip to see Oedipus Tyrannus at the Warwick Classics Festival
- School Trip to the Royal Festival Hall to see The Planet Suite by Gustav Holst
- Year 11 Geography field trip to Juniper Halliford School
- GCSE Science Live! Series of lectures for Year 11 students
- Year 11 Art trip to Kew Gardens

- There were many opportunities for students to represent their houses through inter-house competitions held during lockdown, ranging from touch typing to a 'keepy-uppy' challenge, as well as a weekly quiz.
- A Virtual Sports Day, in place of the annual event usually held at Walton's Xcel athletics facility, was held at the end of the summer term and included the opportunity for the whole family to take part.
- The final week of the summer term would normally be reserved for activities days and excursions, but due to lockdown, this was changed to a week of projects that students could do from home. Students were able to pick from a range of topics such as medieval castle building and Stop Frame animation. Students had the option of opting out of sessions in order to give back to their local community by picking up litter or beautifying a local area.
- Virtual Open events for prospective parents were held in place of in-person visits to the school.

Sport and Extra curricular clubs

The PE and Sport department have had a busy start to the year with over 150 Rugby and Football matches held in the Autumn and Spring terms. Sadly, cricket in the Summer term was unable to go ahead due to the school having to close in the Summer term. Despite this, the vast majority of Halliford students had the opportunity represent the school in some sport and we continue to be proud of the sporting provision that is provided for our students. In the Summer term, PE Lessons were taught remotely using Microsoft Teams.

There were various inter-house sporting competitions held during the year as well as the popular inter-house cross country which takes place along the towpath by Walton Bridge. Strength and conditioning training continued this year for Seniors.

A number of students gained representative honours including a number of boys being selected for rugby academies or high performance programs. We have also seen impressive individual successes from individuals in their own sporting areas including swimming, tri and biathlons, basketball, cricket, golf and archery.

The Halliford climbing wall and abseil station fully re-opened in 2019, and the Halliford Indoor Climbing Award Scheme was launched.

Halliford is proud to be able to offer our students a wide variety of learning experiences outside the classroom to support and enhance the learning that goes on inside the classroom. We believe these are an invaluable part of our students' education and strongly encourage students to participate. Most clubs were able to run remotely while the school was closed in the Summer Term. Some of the many clubs on offer included: Current affairs club, Engineering Club, British Armed Forces Club, D&D Club, Clash of Clans Strategy club, Joe Wicks style body-conditioning club, Eco-warriors club, Entrepreneurs club, Lessons in Financial education club, Barbershop singers, Origami club, Nature club, Art club, Photography club, The Halliford Show podcast club, Chess Club, Cookery Club, and Science Club.

Public Benefit

Halliford School has always taken and will continue to take its responsibilities as a charitable trust very seriously. The School will continue to contribute by maintaining current links and creating new links within the community.

In the Community, Halliford School has provided

- Support to local businesses by sourcing wherever possible supplies and services from Shepperton High Street, for example the greengrocer, florist, butcher and drycleaners.
- School uniform is provided by a local business.
- The use of the John Crook Theatre for the Shepperton Historical Society, the Rotary Club and a Comedy charity night.
- Students volunteer weekly spending a morning at Manor Mead School in Shepperton supporting teaching staff with reading, writing and other play activities.
- The use of indoor cricket nets for Shepperton Cricket club and Thamesmead during the winter.
- Non-perishable foods at The Harvest Festival in September for the Greeno Centre and the local Elmbridge Food Bank
- In November, a Remembrance Service was held at 11am, when all parents, Governors and local residents were issued with an open invitation
- The science Department staff took part in the Shine Night Walk for Cancer research
- 104 filled boxes through the Shoe Box appeal at Christmas, for children in Eastern Europe, with the help of Twickenham Rotary Club and a Halliford parent
- Donations of personal protective equipment to Shepperton medical centre – face masks, goggles, safety glasses, gloves, alcohol hand gel and disposable overalls
- Provision of lunches for Thamesmead school before the Easter holidays.
- Donated chocolate Easter eggs to Shepperton medical practice
- A generous donation of tinned food and dry goods from parents at the start of lockdown to support the work of the Manna food bank and the Greeno Centre
- Supported the charity Young Minds with a ‘Halliford lockdown’ haircut challenge which raised £1,735
- Mr Davies was delighted to support ‘Shepperton Lockdown Doorsteps’, a project to celebrate and support the community whilst raising funds for ‘Bags of Food’, where residents and businesses of Shepperton were photographed on their doorsteps during lockdown, to capture a snapshot of the community during the time of lockdown and social distancing while also raising money and awareness of Shepperton’s local foodbank ‘Bags of Food’

Contributions to Education in the Community

- Two members of staff are members of the Governing Body at local independent schools.

Charity Fundraising

Charity is at the heart of our ethos here at Halliford and every year we endeavour to raise funds for various local and national causes.

Fundraising organised by the Charity Prefects included the following:

- The annual ‘Movember’ event, raising money for the Movember Foundation
- A charity week was held in March, where each of the four houses staged a day of various charity events
- Proceeds from the Christmas Rock Concert went to the mental health charity, SANE
- A Christmas jumper day raised funds for Save the Children

Financial Overview

Financial Results

The financial statements show net income from unrestricted funds for the year amounted to £575,052 (2019: £764,260)

Unrestricted net cash inflow from operating activities for the year was £822,251 (2019: £1,438,956)

Summary of the year

Income from charitable activities of £7,260,412 (2019: £6,953,412) has increased due to fee income and lunch receipts generated from higher student numbers. The extended school coach and taxi service is now used by more than 58% of students leading to an increase in income. The School accessed the government's Coronavirus Job Retention Scheme to furlough all staff who could not work remotely and £115,978 (2019: £0) was received as an income grant from HMRC. Parents were also willing to pay more than the proposed discounted fees and this additional income was donated to the hardship funds. This amounted to £8,493 including Gift Aid (2019: £0).

School services costs of £3,811,581 (2019: £3,612,074) have increased due to increased employer contribution costs for Teachers Pensions and additional coach costs due to the extended transport provision. This has been offset by savings from cancelled summer term events such as Speech Day, Prom and Music Night.

Support costs totalling £2,341,125 (2019: £2,079,280) have increased due to higher depreciation costs, recruitment expenditure and alterations to the site, cleaning materials and equipment purchased to comply with COVID-19 Risk Assessments and Government guidance. This was offset by work or projects postponed to the autumn term due to COVID-19.

Principal risks and uncertainties

The Governors keep under regular review the principal operational areas of the school and consider the major risks faced by the School in these areas. The Senior Management Team reviews and updates the risk to ensure action is taken to mitigate any negative impact of risk.

The major risks and uncertainties to the School are common to all independent schools.

Risks for an independent school	Mitigation
COVID-19, the impact on the independent school sector.	Providing parental reassurance that the remote education offered is outstanding in the event of a lockdown or self-isolation.
Ability to continue to deliver a remote education for 2020-21 and prepare pupils for the 2021 round of public exams.	Providing business as usual despite student and staff not attending the site.
Reduction in fee income if the school is forced to close in the event of national lockdown.	Revision of fee discount and hardship policies to ensure they are fit for purpose under the changed circumstances.

<p>Inability to recruit new students if unable to attend in person at an Open Day.</p> <p>Attractiveness of the school and the site to parents declines if funding for investment in new facilities and IT provision is put on hold.</p>	<p>Ensure the site is safe, clean and the school continues to comply with COVID-19 Risk Assessments.</p> <p>Provide outstanding Virtual Tours and Open Mornings.</p> <p>Revision of capital expenditure and Reserves Policy.</p>
<p>Inability to attract and retain personnel, which could result in the loss of expertise and reliance on expensive agency staff.</p> <p>Inability to allow potential candidates the ability to teach as part of the interview process.</p> <p>Decline in staff physical and mental well-being.</p>	<p>Competitive salary and benefits package including school fee remission.</p> <p>Participation in benchmarking competitors.</p> <p>Participation in external pay reviews conducted by third parties i.e. Baines Cutler.</p> <p>Consider online interviews where appropriate.</p> <p>Providing counselling and well being services to staff.</p>
<p>Inability / volatility of recruiting students to the Lower School.</p> <p>Arising principally from recession / economic changes; parental employment, affordability and the strong competition from local Independent and State Schools.</p> <p>School is unable to target the correct parents in the changed school market.</p>	<p>Continue to refurbish teaching spaces and increase the provision of IT equipment.</p> <p>Provision of Microsoft Go 2 devices for Year 7 students.</p> <p>Increase offering to students in music, art, drama and sport.</p> <p>Increase co-curricular offering with the appointment of Assistant Head Co-Curricular.</p> <p>Creation of hardship funding to assist families facing cash flow problems.</p> <p>Update the School USP and marketing strategy. Be clear on the types of parents who are being targeted.</p>
<p>Pupil Admissions in Sixth Form including girls joining at 16 years.</p>	<p>Improve the retention of internal candidates by offering earlier / more scholarships.</p> <p>Introduction of new A Level subjects and lecture programme.</p>

<p>Managing the cash flow in light of income received termly and outgoings occurring year round. Greatest spend occurring during the summer holiday period.</p> <p>Inability for parents to pay fees on time.</p>	<p>Appointment of new Head of Sixth Form.</p> <p>Continuous monitoring of the cash flow and meticulous planning around payment schedules in the summer.</p> <p>Robust debt management policies and procedures in place.</p>
<p>External political changes leading to increased costs and uncertainty (for example potential introduction of VAT on school fees, removal of Business rates, Brexit and contribution changes for the Teachers' Pension Scheme.)</p> <p>Impact of Brexit on food and fuel shortages or inflation of pricing.</p>	<p>Affordability of school fees by parents leading to detrimental impact on cash flow.</p> <p>Ability to maintain a level of surplus funds to cover the possible cash flow shortage, increased depreciation costs and bank loan repayments.</p> <p>Compliance with new immigration regulations and compliance.</p> <p>Inflation of spending in next year budget and beyond.</p>
<p>Increasing cyber risk in school and the possibility leading to loss of data, potential data breach and fraud.</p>	<p>Outsourced IT provision providing robust knowledge and skills, software experience and data storage/ recover facility.</p>

Development of Halliford School Site & IT.

Investment this year included refurbishment of student and staff toilets and COVID-19 essential work. Outdoor handwashing stations and new touch free water bottle fillers were installed around the site. New display boards finished off the corridors in the Baker building.

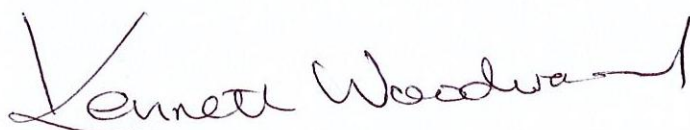
Two marquees were erected in order for both dining facilities to extend and ensure all students and staff were able to enjoy lunch each day. Light and heating has been installed to ensure they can be used all year round.

The Main House was repainted and windows repaired to prevent further damage. A new automatic gate was installed at the rear of the school for staff access. The library and two rooms in the Main House have been converted into an additional 4 teaching spaces.

IT investment was delayed due to stock availability in the Summer Term and includes the purchase of teacher's computers, interactive screens and Microsoft Go 2 devices. Due to COVID-19 and the need to enable all students to work remotely, all Year 7 students have been provided with a device which they can use in school and at home. These devices have been procured by the school for parents to purchase at a reduced price. Additional devices have been purchased which will be allocated for department use.

A new MIS System was implemented in the Summer Term and went live for the start of the new academic year.

Strategic Report approved and signed on its behalf by



KH Woodward
Chairman

Date

20th Nov. 20.

Independent Auditor's Report to the members of Halliford School Limited

For the year ended 31 August 2020

Opinion

We have audited the financial statements of Halliford School Limited for the period ended 31 August 2020 which comprise the Statement of Financial Activities (incorporating the Summary Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its profit 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations and the wider economy. The Trustees' view on the impact of COVID-19 is disclosed as part of the trustees report to the financial statements.

Other information

The governors are responsible for the other information. The other information comprises the information in the Strategic Report and the Governors' Report, but does not include the financial statements and our Auditors' Report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other 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 Governors' Report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Governors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the governors' were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the governors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report

Responsibilities of governors

As explained more fully in the Statement of Governors' Responsibilities, the governors (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 governors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Use of our report

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



Jane Wills FCA MA
Senior Statutory Auditor
For and on behalf of Haines Watts Kingston LLP
Chartered Accountants
Aissela
46 High Street
Esher
Surrey
KT10 9QY

Date: 27/11/20

Haines Watts Chartered Accountants is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Halliford School Limited
Statement of Financial Activities
(Including income and expenditure account)
For the year ended 31 August 2020

		2019/20				2018/19
		Unrestricted Funds	Unrestricted Revaluation Reserve	Restricted Funds	Endowment Funds	Total Funds
		£	£	£	£	£
	Notes					
Income and Endowments from						
Donations & Legacies	3a	0		8,493		8,493
Investment Income	3b	8,450		121	147	8,718
Incoming from charitable activities	3c	7,260,412				7,260,412
Total Incoming Resources		7,268,862	0	8,614	147	7,277,623
Expenditure on Charitable Activities						
School Services	3d	3,811,346		235		3,811,581
Support Costs	3e	2,333,085		8,040		2,341,125
Bursaries and Scholarships	3c	549,379				549,379
Total Resources Expended		6,693,810	0	8,275	0	6,702,085
Net Income (expenditure) and net movement in funds for the year		575,052	0	339	147	575,538
Transfer between funds						
Gains/(losses) on revaluation of fixed assets		103,330	(103,330)			0
Net Movement in Funds		678,382	(103,330)	339	147	575,538
Total Funds brought forward		6,806,581	4,959,858	111,615	98,984	11,977,038
Fund Balances at 31 August 20		7,484,963	4,856,528	111,954	99,131	12,552,576

Halliford School Limited

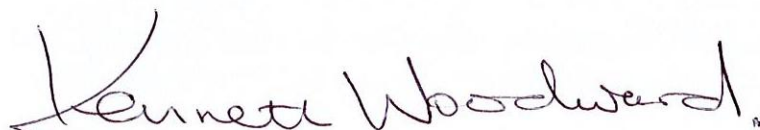
Balance Sheet

As at 31 August 2020

Company Number 00575324

	Notes	2019/20			2018/19
		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
Fixed Assets					Total
Tangible Assets	5a-b	13,161,268	22,112	0	13,183,380
		<u>13,161,268</u>	<u>22,112</u>	<u>0</u>	<u>13,183,380</u>
Current Assets					
Debtors	5c	179,229			179,229
Cash at bank and in hand		2,853,519	89,842	99,131	3,042,492
		<u>3,032,748</u>	<u>89,842</u>	<u>99,131</u>	<u>3,221,721</u>
Liabilities					
Creditors: amounts falling due within one year	5d	(1,277,315)	0	0	(1,277,315)
Net Current assets		<u>1,755,433</u>	<u>89,842</u>	<u>99,131</u>	<u>1,944,406</u>
Total assets less current liabilities		<u>14,916,701</u>	<u>111,954</u>	<u>99,131</u>	<u>15,127,786</u>
Creditors: amounts falling due after more than one year	5f	(2,575,210)	0	0	(2,575,210)
Total Net Assets		<u>12,341,491</u>	<u>111,954</u>	<u>99,131</u>	<u>12,552,576</u>
Profit and Loss Fund		7,484,963	111,954	99,131	7,696,048
Revaluation Reserve		4,856,528	0	0	4,856,528
Funds	5h	<u>12,341,491</u>	<u>111,954</u>	<u>99,131</u>	<u>12,552,576</u>

The Financial Statements were approved by the Board of Governors on 26th November 2020 and signed on its behalf by:


 K H Woodward
 Chairman

Halliford School Limited

Statement of Cash flows

For the year ended 31 August 2020

	2019/2020				2018/2019
	Unrestricted Funds	Restricted Funds	Endowment Fund	All Funds	
Cash flows from operating activities:					
Net cash provided by (used in) operating activities 6a	822,251	8,258	0	830,509	1,422,369
Cash flows from investing activities:					
Proceeds from the sale of property, plant and equipment	0	0	0	0	0
Purchase of property, plant and equipment	(80,978)	(5,135)	0	(86,113)	(499,703)
Interest received	8,450	121	147	8,718	9,422
Net cash provided by (used in) investing activities	(72,528)	(5,014)	147	(77,395)	(490,281)
Cash flows from financing activities:					
Repayments of borrowing (Bank loan and finance lease)	(292,975)	0	0	(292,975)	(279,522)
Cash inflows from new borrowing	0	0	0	0	0
Interest paid	(104,630)			(104,630)	
Net cash provided by (used in) financing activities	(397,605)	0	0	(397,605)	(279,522)
Change in cash and cash equivalents in the reporting period	352,118	3,244	147	355,509	652,565
Cash and cash equivalents at the beginning of the reporting period	2,501,401	86,598	98,984	2,686,983	2,034,417
Cash and cash equivalents at the end of the reporting period 6b	2,853,519	89,842	99,131	3,042,492	2,686,982

Halliford School Limited

Notes to the Financial Statements

For the year ended 31 August 2020

1. Accounting Policies

a. Basis of Preparation

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective January 2019 - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Halliford School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts have been prepared on a going concern basis as there are no material uncertainties surrounding the charitable company's ability to continue as a going concern.

The impact of COVID-19 on the going concern of the business has been considered and the mitigation of this is summarised on page 15, Principal Risks and Uncertainties.

b. Income

Income from charitable activities relates to gross fees charged for the school year ending 31 August 2020.

c. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on charitable activities relates to tuition costs, support costs including depreciation, school running costs and governance costs, and bursaries and scholarships awarded to students.

d. Tangible Fixed Assets

Tangible assets excluding land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price and the costs directly attributable to bringing the asset to its working condition for its intended use. The capitalisation threshold, with the exception of computers, which are treated as a group asset, is £1,000.

Land & buildings

Land and buildings include freehold property and are measured at the most recent valuation less accumulated depreciation and accumulated impairment losses.

A transfer from the revaluation reserve to the profit and loss fund is carried out each year to represent the additional depreciation charged on the uplifted valuation of the property.

Depreciation

Land is not depreciated. Depreciation on other assets is calculated, using the straight-line method, to allocate the depreciable amount to their residual values over their estimated useful lives, as follows:

Freehold buildings	50 years
Plant and machinery	5 – 10 years, plus a piano being depreciated over 20 years
IT (user interface)	3 years
IT (Servers etc)	5 years
Vehicles	4 years

e. Taxation

The School, as a registered charity, is able to take advantage of the tax exemptions available to charities. Accordingly, there is no corporation tax payable on the net incoming resources.

f. Financial Instruments

Financial assets and financial liabilities are recognised in the balance sheet when the company becomes a party to the contractual provisions of the instrument in accordance with the substance of the contractual arrangements entered into.

Trade and other debtors and creditors are classified as basic financial instruments and at initial recognition are measured at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the school will not be able to collect all amounts due.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank and bank overdrafts which are an integral part of the school's cash management.

A financial liability in the form of a bank loan is included in creditors due within one year and creditors falling due after more than one year. Bank loans are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. Details of carrying amounts, terms and conditions of the loan, security and interest expensed in the Statement of Financial Activities are included in note 5g.

g. Pension Schemes

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 £491,309 (2019: £342,869).

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

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

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

Non-Teaching Staff

For non-teaching staff the School contributes 16% of annual basic pay to a stakeholder pension scheme managed by Royal London.

2. Key Sources of Estimation Uncertainty and Judgement

The preparation of financial statements in conformity with the statement of recommended practice requires management to make estimates and judgement that affect the reported amounts of assets and liabilities as well as the disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the reporting period.

There is estimation uncertainty in calculating the bad debt provision. A full review of fees receivable is carried out by management regularly. Whilst every attempt is made to ensure that the bad debt provision is as accurate as possible, there remains a risk that the provisions do not match the debts that prove to be ultimately irrecoverable.

There is estimation uncertainty in calculating depreciation. A full line by line review of fixed assets is carried out by management. Whilst every attempt is made to ensure that the depreciation policy is as accurate as possible, there remains a risk that the policy does not match the useful life of assets and that estimates for residual amounts recoverable may differ.

3. Statement of Financial Activities – Unrestricted Funds

Comparatives to SOFA from prior year

		2018/19				2017/18
		Unrestricted Funds	Unrestricted Revaluation Reserve	Restricted Funds	Endowment Funds	Total Funds
		£	£	£	£	£
	Notes					
<u>Income and Endowments from</u>						
Donations & Legacies	3a	14,439		6,450		20,889
Investment Income	3b	9,008		233	180	9,422
Incoming from charitable activities	3c	6,953,412				6,953,412
Total Incoming Resources		6,976,859	0	6,683	180	6,983,723
<u>Expenditure on Charitable Activities</u>						
School Services	3d	3,611,814		260		3,612,074
Support Costs	3e	2,079,280				2,079,280
Bursaries and Scholarships	3c	521,506				521,506
Total Resources Expended		6,212,599	0	260	0	6,212,859
Net Income(expenditure) and net movement in funds for the year		764,260	0	6,423	180	770,863
<u>Transfer between funds</u>						
Gains/(losses) on revaluation of fixed assets		103,330	(103,330)			
Net Movement in Funds		867,590	(103,330)	6,423	180	770,863
Total Funds brought forward		5,938,991	5,063,188	105,191	98,804	11,206,175
Fund Balances at 31 August 19		6,806,581	4,959,858	111,615	98,984	11,977,038

Income and Endowments from

a. Donations & Legacies

Donations of £6,794 were received from parents who were willing to pay more than the proposed discounted fees in the summer term and this additional amount was donated to the hardship fund. Halliford School is able to claim £1,699 in Gift Aid, making total donations of £8,493.

b. Investment Income

Represents the interest earned on Funds.

c. Unrestricted Income from Charitable Activities

This represents school fees receivable and other educational income.

	2020	2019
	£	£
The School's fee income comprises:		
Gross Fees	6,758,028	6,524,958
Less bursaries, scholarships and staff discounts	(549,379)	(521,506)
	6,208,648	6,003,453
Bursaries	336,868	379,928
Hardship Fund	52,563	
Scholarships	66,747	51,718
Staff Discounts	93,201	89,860
Total	549,379	521,506
Other Educational Income		
Catering	252,110	287,668
Coach Service	123,332	131,763
Rental Income	5,808	6,792
Insurance Receipts	0	2,231
Other Income Commission etc	5,158	0
Income Grants Receivable	115,978	0
Total	502,385	428,454
Unrestricted Income from Charitable Activities	7,260,412	6,953,412

Expenditure on Charitable Activities

d. Unrestricted School Services (Tuition)

	2020	2019
	£	£
Personnel Costs	3,230,099	3,001,988
Other Costs	579,972	609,826
School Services	3,810,071	3,611,814

Personnel Costs	2020	2019
Salaries	2,476,325	2,407,116
NI	262,465	252,002
Pension Contributions	491,309	342,869
Total	3,230,099	3,001,988

Staff Numbers - FTE	2020	2019
Academic Teaching	51	48
Academic Support	7	6
Total	58	54

Staff Numbers – Average Number Employed	2020	2019
Full Time	47	45
Part Time	19	18
Total	66	63

Other Costs	2020	2019
Staff Related Costs	8,181	15,356
Departmental Resources	190,548	218,577
School Events	4,240	21,337
IT Related Costs	119,643	142,803
Transport Related Costs	238,731	206,139
Pupil Related Costs	18,864	5,615
Total Other Costs	580,207	609,826

Cost of key management personnel (Senior Management Team) included above is £488,565 (2019: £506,930).

The following number of employees received benefits totalling between:

	2020	2019
£60,000 and £70,000	1	2
£70,001 and £80,000	1	-
£80,001 and £90,000	-	-
£90,001 and £100,000	1	1

e. Support Costs

	2020	2019
	£	£
Personnel Costs	737,445	731,039
Other Costs	1,603,680	1,348,241
Total School Service Costs	2,341,125	2,079,280
Staff Numbers - FTE	2020	2019
Domestic	7	8
Property	1	2
General	9	11
Total	17	21
Staff Numbers – Average Number Employed	2020	2019
Full Time	14	14
Part Time	15	14
	29	28
Personnel Costs - Domestic	2020	2019
Salaries	221,491	248,220
NI	10,018	13,433
Pension Contributions	23,404	29,463
Total Domestic	254,913	291,116
Personnel Costs – General	2020	2019
Salaries	334,588	314,178
NI	32,048	29,236
Pension Contributions	61,032	49,642
Total Admin	427,668	393,055
Personnel Costs - Property	2020	2019
Salaries	45,462	38,205
NI	4,372	3,800
Pension Contributions	5,030	4,863
Total Property	54,864	46,868
Total Personnel Costs	737,445	731,039
Other Costs	2020	2019
Catering Costs	114,268	126,335
Grounds and Property Maintenance	473,757	400,162
Property Supplies and Equipment	130,135	48,573
Admin Resources, Equipment and Marketing	154,605	190,224
Service Costs	228,873	171,046
Staffing and Recruitment Costs	26,910	23,833
Depreciation	455,603	364,973
Auditors remuneration:		
Statutory audit	19,530	18,070
Assurance services other than audit	0	1,095
Other financial services	0	3,930
Total Other Costs	1,603,680	1,348,241

4. Movement in Funds

A detailed breakdown of the movement of the Endowment Funds, Restricted Funds and Designated Funds is shown below:

a. Current Year Movement Endowment and Restricted Funds

	Balance at 31 Aug 19	Incoming Resources	Resources Expended	Balance at 31 Aug 20
Endowment Funds				
Endowment Funds	98,984	147	0	99,131
Total Endowment Funds	98,984	147	0	99,131
Bursary and Scholarships				
A.J. Vincent	71,226	108	0	71,334
Restricted Donations				
Music department	31,326	0	8,040	23,285
Prizes and Awards				
A. Hitchens - Memorial	2,534	4	20	2,518
Guy Valadon - Single Science	1,229	2	20	1,211
J Hobbs - Memorial	1,292	2	0	1,294
John Crook	1,072	2	20	1,054
John Lewis – History	156	0	20	137
Ken Russell - Trophy	151	0	20	132
Neil Jones – Memorial Fund	119	0	20	99
Norma Cook – Senior Latin	220	0	20	201
Peacock – Latin	533	1	0	534
Peter Groves – Chemistry	556	1	0	557
Wendy Simmons – MFL	437	1	20	418
Bahadur Sunderji – Further Maths	160	0	20	141
Crosby - Maths Prize	407	1	20	387
Valerie Brooking - History Prize	15	0	15	0
Oliver Griffin - Government and Politics	180	0	20	161
Total Prizes and Awards	9,063	14	235	8,842
Total Restricted Funds	111,615	8,614	8,275	111,953

Prior Year Movement Endowment and Restricted Funds

	Balance at 31 Aug 18	Incoming Resources	Resources Expended	Balance at 31 Aug 19
Endowment Funds				
Endowment Funds	98,804	180	0	98,984
Total Endowment Funds	98,804	180	0	98,984
Bursary and Scholarships				
A.J. Vincent	71,087	139	0	71,226
Restricted Donations				
Music department	25,000	6,326	0	31,326
Prizes and Awards				
A. Hitchens - Memorial	2,549	5	20	2,534
Guy Valadon - Single Science	1,247	2	20	1,229
J Hobbs - Memorial	1,309	3	20	1,292
John Crook	1,090	2	20	1,072
John Lewis – History	176	0	20	156
Ken Russell - Trophy	171	0	20	151
Neil Jones – Memorial Fund	139	0	20	119
Norma Cook – Senior Latin	240	0	20	220
Peacock – Latin	532	1	0	533
Peter Groves – Chemistry	555	1	0	556
Wendy Simmons – MFL	456	1	20	437
Bahadur Sunderji – Further Maths	180	0	20	160
Crosby - Maths Prize	426	1	20	407
Valerie Brooking - History Prize	35	0	20	15
Oliver Griffin - Government and Politics	0	200	20	180
Total Prizes and Awards	9,105	218	260	9,063
Total Restricted Funds	105,191	6,683	260	111,615

b. Designated Funds

The Governors policy is to designate reserves for future capital projects to improve the building and IT infrastructure. Included within the balance of unrestricted funds is £6,581,097 designated by the Governors. Free reserves remaining are £886,206.

	£
Unrestricted Funds as at 31 August 2020	7,459,803
Allocated and ring-fenced for Designated Funds	
Work delayed by Covid-19 and rescheduled	323,097
New classroom and learning resource development	2,500,000
Dining capacity increase and Theatre refurbishment	2,500,000
Total allocated and ring-fenced for Designated Funds	5,323,097
Reserves required to comply with 3 month trading as per the Charities Commission Guidance	1,258,000
<hr/> Total Reserves available as Free Funds as at 31 August 2020	<hr/> 878,706

5. Balance Sheet

a. Fixed Assets

	<u>Freehold land & Buildings</u>	<u>Equipment & Furniture</u>	<u>ICT</u>	<u>Motor Vehicles</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total Funds</u>
COST/VALUATION							
At 01/09/2019	13,493,539	668,712	444,010	14,394	14,620,655	25,017	14,645,672
Additions	0	56,698	24,279	0	80,978	5,135	86,113
Disposals	0	(2,201)	(2,626)	(14,394)	(19,222)	0	(19,222)
Revaluation							
At 31/08/2020	13,493,539	723,209	465,663	0	14,682,411	30,152	14,712,563
DEPRECIATION							
At 01/09/2019	514,956	365,769	197,494	14,194	1,092,413	0	1,092,413
Charge for the year	286,236	68,122	93,205	0	447,562	8,040	455,603
Elimination on disposal	0	(2,201)	(2,438)	(14,194)	(18,834)	0	(18,834)
Revaluation adjustment							
At 31/08/2020	801,192	431,690	288,260	0	1,521,142	8,040	1,529,182
NET BOOK VALUE							
At 31/08/2020	12,692,347	291,519	177,403	0	13,161,269	22,112	13,183,381
	12,692,347	291,519	177,403	0	13,161,269	22,112	13,183,381
At 31/08/2019	12,978,583	302,943	246,516	200	13,528,242	25,017	13,553,259
	12,978,583	302,943	246,516	200	13,528,242	25,017	13,553,259

b. Fixed Asset Disclosures

Freehold Land and buildings

The Land and Buildings were revalued in August 2017 by Cluttons LLP based on the fair value at which they could be exchanged, between knowledgeable, willing parties in an arm's length transaction. Their valuations are:

Land (£)	450,000
Buildings (£)	12,500,000

If freehold land and buildings had not been revalued it would have been included at the following values:

	2020	2019
	£	£
Aggregate Historic Cost	8,327,021	8,327,021
Aggregate accumulated depreciation	2,208,896	2,045,116
Aggregate carrying amount	6,118,125	6,281,905

The property was purchased in 1956. Depreciation has only been charged on the property since the year ended 31 August 2002 in the financial statements, therefore the above calculations are based on depreciation charged from this date.

ICT

Included in ICT are fixed assets held under two finance leases. Total net book value of assets held under finance leases is £97,866 (2019: £164,244).

Motor Vehicles

The minibus was sold in October 2019.

c. Debtors

	2020	2019
	£	£
Fees Receivable	90,408	168,276
Bad Debt Provision	(70,803)	(123,514)
Prepayments/Accrued Income	159,624	143,005
	<u>179,229</u>	<u>187,766</u>

d. Creditors - Amounts falling due within one year

	2020	2019
	£	£
Deferred Income	174,376	217,196
Accrued Expenses	143,349	125,426
Trade Creditors	90,594	376,584
Taxation and Social Security	0	76,594
Other Creditors	637,863	549,093
Bank loan (Note 5g)	231,133	231,133
	<u>1,277,315</u>	<u>1,576,026</u>

e. Deferred Income

Deferred income comprises fees paid upfront relating to the year ended August 2020.

	2020	2019
	£	£
Balance as at 1 st September 2019	217,196	334,301
Amount released to income from charitable activities	(217,196)	(334,301)
Amount deferred in year	174,376	217,196
Balance as at 31 st August 2019	<u>174,376</u>	<u>217,196</u>

f. Creditors – Amounts falling due after more than one year

	2020	2019
	£	£
Other Creditors	32,743	101,343
Bank loan (Note 5g)	2,542,467	2,773,600
	<u>2,575,210</u>	<u>2,874,943</u>

g. Financial Instruments

Amounts repayable by instalments are as follows:

	2020	2019
	£	£
Bank loan payable (falling due within one year)	231,133	231,133
Bank loan payable (falling due in more than one year but less than 5 years)	924,532	924,532
Bank loan payable (falling due in more than 5 years)	1,617,935	1,849,068
Total	<u>2,773,600</u>	<u>3,004,733</u>

The total bank loan is secured on the School premises which has a carrying value of £12,692,347 at 31 August 2020 and all the assets of the company. If any event of default specified in the terms occurs, then the bank may demand immediate repayment of the loan, all interest accrued and all other sums payable.

The School has one loan with NatWest Bank for £3,467,000 which commenced in August 2018 and will be repaid over 15 years. Interest is accrued at a variable rate of 2.3% above the base rate. Interest costs recognised in 2019/20 relating to this loan totalled £78,609 (2019: £96,065).

h. Reconciliation of Funds

The School's funds are considered below.

	Unrestricted Funds: Profit and loss fund	Unrestricted Funds: Revaluation Reserve	Restricted Funds	Endowment Funds	2020 Total	2019 Total
	£	£	£	£	£	£
Balance at 1 st Sept 2018	6,806,581	4,959,858	111,615	98,984	11,977,038	11,206,174
Net Movements in year	575,052		339	147	575,538	770,863
Transfer in the year	103,330	(103,330)	0	0	0	0
Revaluation Adjustment						
Balance at 31 st Aug 2019	<u>7,484,963</u>	<u>4,856,528</u>	<u>111,955</u>	<u>99,131</u>	<u>12,552,576</u>	<u>11,977,037</u>

A significant portion of the balance of unrestricted funds at 31st August 20 has been allocated to designated funds as per note 4b.

Comparatives of school funds in prior year

	Unrestricted Funds: Profit and loss fund £	Unrestricted Funds: Revaluation Reserve £	Restricted Funds £	Endowment Funds £	2019 Total £	2018 Total £
Balance at 1 st Sept 2018	5,938,991	5,063,188	105,191	98,804	11,206,174	10,677,970
Net Movements in year	764,260		6,423	180	770,863	528,204
Transfer in the year	103,330	(103,330)	0	0	0	0
Revaluation Adjustment						
Balance at 31 st Aug 2019	6,806,581	4,959,858	111,615	98,984	11,977,037	11,206,174

Unrestricted funds represent accumulated income from the School's activities and other sources less expenditure that are available for the general purpose of the School.

Restricted funds represent donations received from external donors, which are used for prizes and awards each year.

A Declaration of Trust established the Endowment Fund in 1968. This Trust fund is a permanent endowment that is the capital of the Trust fund and cannot be spent, only the income accrued on the capital sum.

6. a. Reconciliation of net movement in funds to net cash from operating activities

	Unrestricted Funds £	Restricted Funds £	Endowment Fund £	2020 £	2019 £
Net income/(expenditure)	575,052	339	147	575,538	770,863
<i>Adjustments for:</i>					
Depreciation Charges	447,563	8,040	0	455,603	364,973
Net Interest adjustment	89,760	(121)	(147)	89,492	101,118
Loss/(profit) on the sale of fixed assets	388	0	0	388	0
Increase in finance lease assets	0	0	0	0	(94,464)
(Increase)/Decrease in debtors	8,537	0	0	8,537	(52,468)
Increase/(Decrease) in creditors	(299,049)	0	0	(299,049)	332,347
Net cash provided by (used in) operating activities	822,251	8,258	0	830,509	1,422,369

6. b. Analysis of cash and cash equivalents

	Unrestricted Funds £	Restricted Funds £	Endowment Fund £	2020 £	2019 £
Cash in hand	2,853,519	89,842	99,131	3,042,492	2,686,983
Total cash and cash equivalents	2,853,519	89,842	99,131	3,042,492	2,686,983

6. c. Analysis of change in net (debt)/funds

Net Cash		at 01/09/2019	Cashflow	at 31/08/2020
Cash at bank and in hand				
	Unrestricted	2,501,401	352,118	2,853,519
	Restricted	86,598	3,244	89,842
	Endowment	98,984	147	99,131
		<u>2,686,983</u>	<u>355,509</u>	<u>3,042,492</u>
Debt				
Debt falling due within one year	Unrestricted	(292,975)	6,758	(299,733)
Debt falling due after one year	Unrestricted	(2,874,943)	(299,733)	(2,575,210)
		<u>(3,167,918)</u>	<u>(292,975)</u>	<u>(2,874,943)</u>
Total		<u>(480,935)</u>	<u>62,534</u>	<u>167,549</u>

7. Operating Leases

The total future minimum lease payments under non-cancellable operating leases fall due as follows:

	2020	2019
		£
Within one year	38,741	45,394
Between one and five years	1,889	16,140
More than five years	0	0
Total Operating Leases	<u>40,630</u>	<u>61,534</u>

The total operating lease expenditure included in the Statement of Financial Activities is £38,741 (2019: £45,394).

8. Finance Leases

The total future minimum lease payments under non-cancellable finance leases fall due as follows:

	2020	2019
	£	£
Within one year	77,807	81,443
Between one and five years	34,656	112,464
More than five years	0	0
	<u>112,464</u>	<u>193,907</u>
Less finance charges	<u>11,121</u>	<u>30,722</u>
	<u>101,343</u>	<u>163,185</u>

The School has two finance leases for the use of ICT equipment with an option to purchase the equipment at the end of the lease. Total carrying amount of fixed assets held under both finance leases are disclosed in note 5b. The finance lease liability for both is included in other creditors. In the event of a default, the lessor of the two financial leases for the use of the IT equipment have the right to recover all periodic rental in arrears and demand the prompt return of the equipment.

9. Transactions with Related Parties

There was no remuneration paid to the Governors in the year (2019: Nil), nor expenses paid then reimbursed to Governors (2019: Nil). There were no other related party transactions in the current or prior year.

10. Legal Status

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charitable company's registered office is included on page 3.