



Halliford
School
SHEPPERTON

Halliford School Limited

Governors' Report and Financial Statements

For the year ended 31 August 2021

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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	

Headmaster and Senior Staff

Mr J Davies	Headmaster
Mrs E Sanders	Bursar, Clerk to Governors and Company Secretary
Mr J Bown	Senior Deputy Head
Mr R Fulford	Deputy Head Academic
Mr S Slocock	Assistant Head Co-Curricular
Mr J MacLean	Head of Sixth Form

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 2021 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 co-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 £623,938 (2020: £549,379). Restricted income received last year of £8,493 was used as part of a Hardship Bursary Fund. During the year, the school awarded short-term financial assistance of £144,215 (2020: £52,563) to families severely impacted by COVID-19.

The impact of COVID-19 was very much in evidence as students and staff returned to the school site in September 2020. The Governors and Senior Management Team aim to keep the school community safe and introduced one-way systems, year group bubbles and social distancing under the new Government Guidance. Public exams were once again cancelled and replaced by Teacher Assessed Grades following the return to remote learning as we moved to a second lockdown. Year 7 students were provided with their own Microsoft Go devices which became invaluable and essential for online learning in the Spring Term.

Planning permission was granted by Spelthorne Council allowing the school to commence building work on a new Learning Resource Centre and Classroom Block.

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 2021 were:

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

All Governor 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. The first stage of the pay review commissioned by the Governors took place in September 2020 involving a one-to-one interview with academic staff. Work continued on this project throughout the year involving the Senior Management Team.

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 £8,499,503 (2020: £7,484,963). 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 £1,320,000. This is kept under constant review.

Designated Funds

The Governors designate any reserves in excess of the £1,320,000 in order for the school to continue to invest in the improvement of educational, sport and co-curricular 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.

The Governors have designated £1.0m to carry out essential maintenance, repairs and refurbishment on the Main School House which is due to commence in 2022 following the completion of the Woodward Building. £1.5m has also been designated to carry out roofing and mechanical repairs on the PC Centre as well consideration for PV panels on the Sports Hall roof during 2022. A further £675,000 has been designated to fund the final instalment of the Woodward Building development as well as the internal fit out of the whole building with furniture, fittings and new IT. Additional dining capacity and theatre refurbishment of £2.5m is kept under review as Phase 2 of the School Master planning Project.

Restricted Funds

These funds are held separately by the School and have been provided for specific items such as prizes, awards, bursaries and scholarships. £8,493 was received from parental donations (including Gift aid) during 2020 lockdown and was used this year to provide a Hardship Bursary Fund for families financially impacted by COVID-19. Total restricted funds are £94,207 (2020: £111,954).

Endowment Funds

The endowment fund is held to fund education at the discretion of the Governors. Total endowment funds are £99,141 (2020: £99,131).

The total funds held are £13,446,050 (2020: £12,552,576).

Future Developments

The Governing Body along with the Senior Management Team strive to maintain pupil numbers and 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. The school must continue to reinvest as much financial surplus as possible by maintaining pupil numbers in a very competitive market.

Following the master planning project – Phase 1 commenced with the building of a new Learning Resource Centre and Classroom block. This new 3 storey building, The Woodward Building will provide much needed additional teaching space, 6 classrooms, a Centenary Meeting Room and Learning Resource Centre to replace the library removed in 2020 due to COVID-19. This project commenced in Spring 2021 and due to be formally opened in November 2021.

The School has also significantly invested in IT provision providing all students and staff with a Microsoft Go 2 device as well as equipping all teaching areas with new interactive screens.

During 2021-2022 a programme of events has been planned to celebrate the School Centenary which will involve the students, staff, parents, alumni and the local community.

Statement of Governors' Responsibilities

For the year ended 31 August 2021

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 30th Nov 21

Strategic Report

Achievements and performance

In the year ending 31st August 2021 pupils on roll in School was 445. The termly core fees, before any deduction of any means tested bursaries and scholarships for the year ending 31 August 2021 was £5,530 for the Autumn and Spring Term. This termly fee remained unchanged from September 2020 until it was increased to £5,750 for the Summer Term 2021.

Academic

Despite the many challenges posed by Teacher Assessed Grades, students at Halliford School have once again performed extremely well in the most challenging of circumstances. Our thanks are to the staff as well who have worked tirelessly to ensure that our students were able to achieve the grades that they so richly deserved.

GCSE Examination Results

At GCSE we were delighted that our Year 11 students went on to secure another set of excellent results with 97.7% of all examinations at a Grade 4 or higher. We were also delighted that all of the top 12 students returned to join our Sixth Form to study for A levels.

GCSE	2017	2018	2019	2020	2021
Candidates	59	61	73	73	75
% Pass Grades A* - C, Grades 4 - 9	91	95	95	99.4	97
% Grades A/A*, Grades 7 -9	42	46	42	51.7	42

A Level Examination Results

At A level we once again secured an outstanding 100% pass rate with over three quarters of all grades at A* - B and nearly 95% of all grades at A* - C. This is a remarkable achievement and meant that nearly all of our students managed to secure their first-choice place of University.

A Level	2017	2018	2019	2020	2021
Candidates	34	40	35	33	37
% Pass (Grades A*-E)	99	99	99	100	100
% Pass (Grades A*-C)	76.3	82	72	90.5	94.9
% Pass (Grades A*-B)	52.6	58.3	45.6	66.3	85

Culture

Halliford School's local MP, Kwasi Kwarteng, visited the school in the Autumn Term to speak to our A Level Politics and History Students.

Halliford School held a mock US election in the Autumn Term, and a Mayoral Mock election in the Summer Term

In the Spring term, two students from Lower Sixth and one Upper Sixth student represented Halliford School in the Oxford Schools debating competition.

Halliford School took part in the Festival of School and College Arts by celebrating the creative achievements of students on Twitter using the hashtag #EduArtsFest.

Due to social distancing the Winter concert was recorded over three days and featured small ensembles and some solo pieces. The students missed performing live, but gained invaluable experience creating recordings and mixing tracks. The annual Carol service was held at St Nicholas' Church, but this year with no congregation and a small group of socially distanced singers. It was professionally recorded and streamed online for the Halliford Community to enjoy.

In Music, 13 students took exams in trumpet, piano, alto sax, trombone and singing, with 6 passes, five merits and two distinctions.

As social distancing rules continued into the Spring Term, Halliford School held a virtual Easter Concert which concluded with a lively Halliford sea shanty and featured the Halliford Barbershop group.

In Drama, Halliford School students achieved excellent results in LAMDA examinations – 19 students took exams in either acting, verse and prose or mime and not only achieved a 100% pass rate, but also secured 11 distinctions, 7 merits and 2 passes. After a lengthy period of no theatre and two lockdowns, the Drama Department were happy to have an audience back in the theatre for some devised Drama performances in May, and a LAMDA evening in June.

Events and School Trips

Events and Trips are an integral part of the education offered by the school, and despite many restrictions still in place, Halliford School was able to arrange the following activities and trips in the Summer Term:

- Year 11 Leavers Celebration Day
- Upper Sixth Leavers Celebration Day
- Year 7 Residential Trip to Wales
- Year 8 Residential Trip to Kent
- Year 9 Residential Trip to High Ashurst
- Year 10 Activity Days to Thorpe Park and Chatham ski centre
- Lower Sixth Activity Days
- Duke of Edinburgh Expeditions for Bronze and Silver awards

Once again, there were many opportunities for students to represent their houses through interhouse competitions including the following:

- A Senior Interhouse debating tournament
- An interhouse pumpkin carving contest
- An Interhouse Christmas card competition
- An Interhouse photography competition
- An Interhouse mental health awareness week art competition
- In the Autumn term, a '12 days of challenges' interhouse competition which replaced the usual interhouse competitions that were unable to go ahead due to COVID-19 restrictions. This consisted of a rowing challenge, football challenge, chess challenge, basketball hoop challenge, stop frame animation challenge, PS4 FIFA competition, amongst others, and finishing off with the 12 days of Quizmas.

Sport and Co-Curricular clubs

Rugby in the Autumn term started with preseason training, but the tiered system meant that playing other schools was not a safe option for Halliford School for most of the Autumn Term. Instead, a series of internal competitive games were adopted and proved popular. This helped to keep the students in the habit of Saturday sport and gave them a taste for competitive sport. Halliford School continued to run the extensive after school and lunchtime programme of clubs and practices.

The Summer Term saw a return to cricket fixtures, as well as athletics competitions, a national golf competition, two football matches, Interhouse competitions and plenty of co-curricular training opportunities.

Halliford School was delighted that two Old Hallifordians were selected to represent Team GB at the Tokyo Olympics in archery and badminton.

Halliford School 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. With the return of lockdown in the Spring term there were new activities, challenges and clubs on offer, with 59 different opportunities provided, an amazing increase from the 52 offered during the previous lockdown in the summer.

Public Benefit

Halliford School takes its responsibilities as a Charitable Trust very seriously. The Governors are fully committed to making education open to all children regardless of family means. Governors continue to place a great emphasis on means tested bursaries. This year the school awarded £432,638 in the form of bursaries and financial assistance to 55 students (2020: £341,557 to 44).

Despite the severe restrictions on social activity, Halliford School has still maintained current links within the community. This year, Halliford School has

- Held the Harvest Festival in October when Prefects delivered 16 crates (nearly 325kgs) of food donated by the Halliford community for Manna Food bank in Staines.
- Held a Remembrance service in November and Christmas Carol Service in December all recorded and streamed to the local community.
- Provided support to local businesses by sourcing wherever possible supplies and services from Shepperton High Street, for example the greengrocer, florist, butcher and dry cleaners
- Donated Easter eggs to Bags of Food, a scheme run by Jubilee Church in Shepperton which helps families in crisis.
- Halliford School was delighted to support a wonderful local initiative to bring a new ferry service the River Thames in Lower Sunbury. This is a volunteer project launched with the support of the local council and links Lower Sunbury with Walton on the opposite bank.
- Raised £1,767 for the Laptops for Kids charity in the Spring term. In the Summer Term we donated over 100 laptops to the Level Up Laptops campaign, where they will be distributed disadvantaged children in the East Surrey area who struggle to study at home
- Donated £550 from sales of facemasks to a mental health charity

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 School and every year we endeavour to raise funds for various local and national causes.

Fundraising organised by the Charity Prefects included the following:

- A non-uniform day in October to support the Show Racism the Red Card – Wear Red Day and raised £655.73. This was part of a series of activities to raise awareness during Black History Month.
- Raising £7,261 for the Movember Charity to raise awareness of men's health issues including mental health and suicide prevention, prostate cancer, and testicular cancer.
- A Christmas Jumper day which raised £250 in funds for Save the Children.

Financial Overview

Financial Results

The financial statements show net income from unrestricted funds for the year amounted to £911,210 (2020: £575,052)

Unrestricted net cash inflow from operating activities for the year was £1,211,431 (2020: £822,251)

Summary of the year

Income from charitable activities of £8,138,319 (2020: £7,260,412) has increased due to additional fee income as well as additional tuck, lunch and bus receipts generated from higher student numbers. The School accessed the government's Coronavirus Job Retention Scheme to furlough all staff who could not work remotely at the beginning of the Spring Term and £40,068 (2020: £115,978) was received as an income grant from HMRC. The rollout of new IT to Year 7 students has generated additional income receipts of £40,300 (2020: £0).

School services costs of £4,155,222 (2020: £3,811,581) have increased due to higher staffing costs, new and additional IT hardware/software costs, increased media costs for online events and tours as well as additional coach costs due to the extended transport provision.

Support costs totalling £2,470,538 (2020: £2,341,125) have increased due to higher staff costs, increased food and energy costs, additional cleaning required as a result of new COVID-19 procedures as well as costs associated with the new Woodward development.

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
<p>COVID-19, the impact on the independent school sector.</p> <p>Ability to continue to deliver a remote education at short notice and prepare for adjustments to the public exams.</p> <p>Reduction in fee income if the school is forced to close in the event of national lockdown.</p> <p>Inability to recruit new students if unable to attend in person.</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>Providing parental reassurance that the remote education offered is outstanding in the event of a lockdown or self-isolation.</p> <p>Providing business as usual despite student and staff not attending the site.</p> <p>Revision of hardship policies to ensure they are fit for purpose under varying circumstances.</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>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>Providing counselling and wellbeing services to staff. Creation of a Staff Wellbeing Committee.</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>Continue to refurbish teaching spaces and increase the provision of IT equipment.</p> <p>Provision of Microsoft Go 2 devices for all students and staff.</p> <p>Increase offering to students in music, art, drama and sport.</p>

	Increase co-curricular offering with additional external providers before and after school.
Pupil Admissions in Sixth Form including girls joining at 16 years.	<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>Appointment of new Head of Sixth Form.</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>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>Shortage of goods and services for the site development work.</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>Projects need to be planned and agreed in advance to meet suppliers long lead times.</p>
Increasing cyber risk in school and the possibility leading to loss of data, potential data breach and fraud.	<p>Outsourced IT provision providing robust knowledge and skills, software experience and data storage/ recover facility.</p> <p>Additional training for staff.</p>

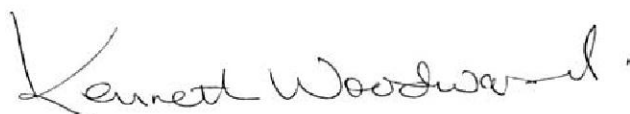
Development of Halliford School Site & IT.

As well as the Woodward Building capital Investment this year included creating a larger IT classroom to accommodate more students, an upgraded Fire Panel and new Fire Detection as well as a new security alarm system which allows both to interface with the Woodward Building.

Following the success of the rollout of Microsoft Go 2 devices to all Year 7 students particularly during the second lockdown this project was extended to include all students from Year 7 through to Year 11. These devices have been procured by the school for parents to purchase at a reduced price and additional devices have been purchased which have been allocated for staff use. Significant IT training and development has been provided from an external provider to both staff and students.

A new Finance System was implemented in the Summer Term and went live for the start of the new academic year 2021-2022.

Strategic Report approved and signed on its behalf by



KH Woodward

Chairman

Date 30th Nov 21

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

For the year ended 31 August 2021

Opinion

We have audited the financial statements of Halliford School Ltd (the 'charitable company') for the year ended 31st August 2021 which comprise Statement of financial activities, Balance Sheet, Statement of Cash flows and notes to the financial statements, including 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 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 charities income, suppliers and wider economy. The trustees view on the impact of COVID-19 is disclosed within the accounts.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees annual report has 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 trustees' annual report.

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

- adequate accounting records have not been kept, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees 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 trustees annual report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. We discussed with the Directors the policies and procedures in place regarding compliance with laws and regulations. We discussed amongst the audit team the identified laws and regulations, and remained alert to any indications of non-compliance.

During the audit we focussed on laws and regulations which could reasonably be expected to give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006 and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management.

Our procedures in relation to fraud included but were not limited to: inquires of management whether they have any knowledge of any actual, suspected or alleged fraud, and discussions amongst the audit team regarding risk of fraud such as opportunities for fraudulent manipulation of financial statements. We determined that the principal risks related to posting manual journal entries to manipulate financial performance and management bias through judgements in accouting estimates. We also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud. Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

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

responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jane Wills FCA MA
Senior Statutory Auditor
Aissela
46 High Street
Esher
Surrey
KT10 9QY

For and on behalf of Haines Watts Chartered Accountants, Statutory Auditor

Date: 6/12/21

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 2021

		2020/21					2019/20
		Unrestricted Funds	Unrestricted Revaluation Reserve	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		£	£	£	£	£	£
Notes							
Income and Endowments from							
Donations & Legacies	3a	4,408		0		4,408	8,493
Investment Income	3b	426		8	10	444	8,718
Incoming from charitable activities	3c	8,138,319				8,138,319	7,260,412
Total Incoming Resources		8,143,153	0	8	10	8,143,171	7,277,623
Expenditure on Charitable Activities							
School Services	3d	4,155,027		195		4,155,222	3,811,581
Support Costs	3e	2,461,471		9,067		2,470,538	2,341,125
Bursaries and Scholarships	3c	615,446		8,493		623,938	549,379
Total Resources Expended		7,231,943	0	17,755	0	7,249,698	6,702,085
Net Income(expenditure) and net movement in funds for the year		911,210	0	(17,747)	10	893,474	575,538
Transfer between funds							
Gains/(losses) on revaluation of fixed assets		103,330	(103,330)			0	0
Net Movement in Funds		1,014,540	(103,330)	(17,747)	10	893,474	575,538
Total Funds brought forward		7,484,963	4,856,528	111,954	99,131	12,552,576	11,977,038
Fund Balances at 31 August 21		8,499,503	4,753,198	94,207	99,141	13,446,050	12,552,576

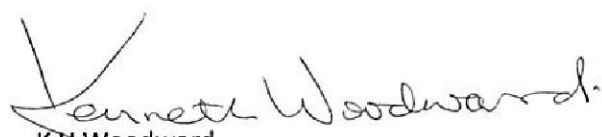
Halliford School Limited

Balance Sheet

As at 31 August 2021
Company Number 00575324

		2020/21				2019/20
		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £	Total £
Notes						
Fixed Assets						
Tangible Assets	5a-b	14,626,746	13,047	0	14,639,794	13,183,380
		14,626,746	13,047	0	14,639,794	13,183,380
Current Assets						
Stocks	5c	214,103			214,103	0
Debtors	5d	107,852			107,852	179,229
Cash at bank and in hand		3,177,121	81,160	99,141	3,357,422	3,042,492
		3,499,076	81,160	99,141	3,679,377	3,221,721
Liabilities						
Creditors: amounts falling due within one year	5e	(1,137,709)	0	0	(1,137,709)	(1,277,315)
Net Current assets		2,361,367	81,160	99,141	2,541,668	1,944,406
Total assets less current liabilities		16,988,113	94,207	99,141	17,181,462	15,127,786
Creditors: amounts falling due after more than one year	5g	(3,735,412)	0	0	(3,735,412)	(2,575,210)
Total Net Assets		13,252,701	94,207	99,141	13,446,050	12,552,576
Profit and Loss Fund		8,499,504	94,207	99,141	8,692,852	7,696,048
Revaluation Reserve		4,753,198	0	0	4,753,198	4,856,528
Funds	5i	13,252,702	94,207	99,141	13,446,050	12,552,576

The Financial Statements were approved by the Board of Governors on 16th November 2021 and signed on its behalf by:


K H Woodward
Chairman

Halliford School Limited

Statement of Cash flows

For the year ended 31 August 2021

	2020/2021				2019/2020
	Unrestricted Funds	Restricted Funds	Endowment Fund	All Funds	
Cash flows from operating activities:					
Net cash provided by (used in) operating activities 6a	1,211,431	(8,688)	0	1,202,743	830,509
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	(1,935,035)	0	0	(1,935,035)	(86,113)
Interest received	426	8	10	444	8,718
Net cash provided by (used in) investing activities	(1,934,609)	8	10	(1,934,591)	(77,395)
Cash flows from financing activities:					
Repayments of borrowing (Bank loan and finance lease)	(299,734)	0	0	(299,734)	(292,975)
Cash inflows from new borrowing	1,424,079	0	0	1,424,079	0
Interest paid	(77,566)			(77,566)	(104,630)
Net cash provided by (used in) financing activities	1,046,779	0	0	1,046,779	(397,605)
Change in cash and cash equivalents in the reporting period	323,601	(8,680)	10	314,931	355,509
Cash and cash equivalents at the beginning of the reporting period	2,853,520	89,840	99,131	3,042,491	2,686,983
Cash and cash equivalents at the end of the reporting period 6b	3,177,121	81,160	99,141	3,357,422	3,042,492

Halliford School Limited

Notes to the Financial Statements

For the year ended 31 August 2021

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 2021.

Government Grants

Grant income is recognised under the performance model of Financial Reporting Standard 102. Government grants are recognised in income when the grant proceeds are received or receivable.

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
Additional building costs	15 years
Plant and machinery	5 – 10 years, plus a piano depreciated over 20 years
IT (user interface)	3 years
IT (Servers etc)	5 years
Vehicles	4 years

Assets under construction are not depreciated until they are complete.

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 5h.

g. Stock

Stock held relates to IT devices available for sale to students/parents for use in education. Stock is valued at the lower of cost and net realisable value. Stock is held as part of a charitable activity and is provided at a subsidised cost. In line with Charities SORP (FRS 102), net realisable value is based on the service potential provided by the item of stock and is not written down unless stock is damaged or obsolete.

h. 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 £552,805 (2020: £491,309).

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. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

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 a consultation was launched on 24 June on proposed changes

to the cost control mechanism following a review by the Government Actuary. The consultation closed to response on 19 August 2021 and the Government is currently analysing the responses.

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

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

		2019/20					2018/19
		Unrestricted Funds	Unrestricted Revaluation Reserve	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		£	£	£	£	£	£
Notes							
<u>Income and Endowments from</u>							
Donations & Legacies	3a	0		8,493		8,493	20,889
Investment Income	3b	8,450		121	147	8,718	9,422
Incoming from charitable activities	3c	7,260,412				7,260,412	6,953,412
Total Incoming Resources		7,268,862	0	8,614	147	7,277,623	6,983,723
<u>Expenditure on Charitable Activities</u>							
School Services	3d	3,811,346		235		3,811,581	3,612,074
Support Costs	3e	2,333,085		8,040		2,341,125	2,079,280
Bursaries and Scholarships	3c	549,379				549,379	521,506
Total Resources Expended		6,693,810	0	8,275	0	6,702,085	6,212,859
Net Income (expenditure) and net movement in funds for the year		575,052	0	339	147	575,538	770,863
<u>Transfer between funds</u>							
Gains/(losses) on revaluation of fixed assets		103,330	(103,330)			0	
Net Movement in Funds		678,382	(103,330)	339	147	575,538	770,863
Total Funds brought forward		6,806,581	4,959,858	111,615	98,984	11,977,038	11,206,174
Fund Balances at 31 August 20		7,484,963	4,856,528	111,954	99,131	12,552,576	11,977,038

Income and Endowments from

a. Donations & Legacies

£4,407 in donations were received from the PTA. Events organised by the PTA over the last two years raised funds to support student events.

b. Investment Income

Represents the interest earned on Funds.

c. Unrestricted Income from Charitable Activities

This represents school fees receivable and other educational income.

	2021	2020
	£	£
The School's fee income comprises:		
Gross Fees	7,591,657	6,758,028
Less bursaries, scholarships and staff discounts	(615,446)	(549,379)
	6,976,211	6,208,648
Bursaries	281,109	336,868
Hardship Fund	144,215	52,563
Scholarships	89,093	66,747
Staff Discounts	101,029	93,201
Total	615,446	549,379
Other Educational Income		
Catering	301,205	252,110
Coach Service	153,079	123,332
Rental Income	5,506	5,808
IT Equipment Receipts	40,300	0
Insurance Receipts	0	0
Other Income Commission etc	6,504	5,158
Government Grants	40,068	115,978
Total	546,662	502,385
Unrestricted Income from Charitable Activities	8,138,319	7,260,412

Expenditure on Charitable Activities

d. Unrestricted School Services (Tuition)

	2021	2020
	£	£
Personnel Costs	3,432,087	3,230,099
Other Costs	722,939	579,972
School Services	4,155,027	3,810,071

Personnel Costs	2021	2020
Salaries	2,600,793	2,476,325
NI	278,489	262,465
Pension Contributions	552,805	491,309
Total	3,432,087	3,230,099

Staff Numbers - FTE	2021	2020
Academic Teaching	52	51
Academic Support	7	7
Total	59	58

Staff Numbers – Average Number Employed	2021	2020
Full Time	47	47
Part Time	20	19
Total	67	66

Other Costs	2021	2020
Staff Related Costs	13,571	8,181
Departmental Resources	189,599	190,548
School Events	10,468	4,240
IT Related Costs	209,264	119,643
Transport Related Costs	285,657	238,731
Pupil Related Costs	14,576	18,864
Total Other Costs	723,134	580,207

Cost of key management personnel (Senior Management Team) included above is £591,607 (2020: £488,565).

The following number of employees received benefits totalling between:

	2021	2020
£60,000 and £70,000	2	1
£70,001 and £80,000	2	1
£80,001 and £90,000	-	-
£90,001 and £100,000	-	1
£100,001 and £110,000	1	-

e. Support Costs

	2021	2020
	£	£
Personnel Costs	809,144	737,445
Other Costs	1,661,394	1,603,680
Total School Service Costs	2,470,538	2,341,125

Staff Numbers - FTE	2021	2020
Domestic	10	7
Property	2	1
General	11	9
Total	23	17

Staff Numbers – Average Number Employed	2021	2020
Full Time	15	14
Part Time	16	15
Total	31	29

Personnel Costs - Domestic	2021	2020
Salaries	241,929	221,491
NI	14,227	10,018
Pension Contributions	33,864	23,404
Total Domestic	290,020	254,913

Personnel Costs – General	2021	2020
Salaries	344,664	334,588
NI	34,439	32,048
Pension Contributions	53,618	61,032
Total Admin	432,722	427,668

Personnel Costs - Property	2021	2020
Salaries	69,726	45,462
NI	6,625	4,372
Pension Contributions	10,051	5,030
Total Property	86,402	54,864

Total Personnel Costs	809,144	737,445
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Other Costs	2021	2020
Catering Costs	144,447	114,268
Grounds and Property Maintenance	436,449	473,757
Property Supplies and Equipment	153,577	130,135
Admin Resources, Equipment and Marketing	187,437	154,605
Service Costs	220,112	228,873
Staffing and Recruitment Costs	29,246	26,910
Depreciation	472,515	455,603
Auditors remuneration:		
Statutory audit	17,610	19,530
Assurance services other than audit	0	0
Other financial services	0	0
Total Other Costs	1,661,394	1,603,680

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 20	Incoming Resources	Resources Expended	Balance at 31 Aug 21
Endowment Funds				
Endowment Funds	99,131	10	0	99,141
Total Endowment Funds	99,131	10	0	99,141
Bursary and Scholarships				
A.J. Vincent	71,334	7	0	71,341
Hardship Bursary Fund				
Fee donations	8,494	0	8,493	0
Restricted Donations				
Music department	23,285	0	9,067	14,218
Prizes and Awards				
A. Hitchens - Memorial	2,518	1	20	2,498
Guy Valadon - Single Science	1,211	0	15	1,197
J Hobbs - Memorial	1,294	0	20	1,274
John Crook	1,054	0	20	1,034
John Lewis – History	137	0	20	117
Ken Russell - Trophy	132	0	15	117
Neil Jones – Memorial Fund	99	0	0	99
Norma Cook – Senior Latin	201	0	15	186
Peacock – Latin	534	0	0	534
Peter Groves – Chemistry	557	0	0	557
Wendy Simmons – MFL	418	0	0	418
Bahadur Sunderji – Further Maths	141	0	20	121
Crosby - Maths Prize	387	0	15	372
Valerie Brooking - History Prize	0	0	15	-15
Oliver Griffin - Government and Politics	161	0	20	141
Total Prizes and Awards	8,841	1	195	8,648
Total Restricted Funds	111,954	8	17,755	94,207

Prior 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		99,131
Total Endowment Funds	98,984	147	0	99,131
Bursary and Scholarships				
A.J. Vincent	71,226	108	0	71,334
Hardship Bursary Fund				
Fee donations	0	8,493	0	8,493
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		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		534
Peter Groves – Chemistry	556	1		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	111,954

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 £5,675,000 designated by the Governors. Free reserves remaining are £1,504,506.

	£
Unrestricted Funds as at 31 August 2021	8,499,506
Allocated and ring-fenced for Designated Funds	
Main House repairs & refurbishment	1,000,000
Woodward Building final payment	675,000
PC Centre Roofing repairs, electrical modifications and PV Panels	1,500,000
Dining capacity increase and Theatre Refurbishment	2,500,000
Total allocated and ring-fenced for Designated Funds	5,675,000
 Reserves required to comply with 3 month trading as per the Charities Commission Guidance	 1,320,000
 Total Reserves available as Free Funds as at 31 August 2021	 1,504,506

5. Balance Sheet

a. Fixed Assets

	<u>Freehold land & Buildings</u>	<u>Equipment & Furniture</u>	<u>ICT</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total Funds</u>	
	<u>Assets in Use</u>	<u>Assets under Construction</u>					
COST/VALUATION							
At 01/09/2020	13,493,539	0	723,209	465,663	14,682,411	30,152	14,712,563
Additions	43,700	1,696,066	46,937	148,332	1,935,035	0	1,935,035
Disposals	0	0	0	(131,576)	(131,576)	0	(131,576)
At 31/08/2021	13,537,239	1,696,066	770,145	482,419	16,485,870	30,152	16,516,022
DEPRECIATION							
At 01/09/2020	801,192	0	431,690	288,262	1,521,144	8,037	1,529,181
Charge for the year	288,686	0	78,349	96,413	463,448	9,067	472,515.22
Elimination on disposal	0	0	0	(125,468)	(125,468)	0	(125,468)
At 31/08/2021	1,089,878	0	510,038	259,207	1,859,123	17,105	1,876,228
NET BOOK VALUE							
At 31/08/2021	12,447,361	1,696,066	260,107	223,212	14,626,747	13,047	14,639,794
	12,447,361	1,696,066	260,107	223,212	14,626,747	13,047	14,639,794
At 31/08/2020	12,692,347	0	291,519	177,404	13,161,270	22,115	13,183,385
	12,692,347	0	291,519	177,404	13,161,270	22,115	13,183,385

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:

	2021	2020
	£	£
Aggregate Historic Cost	8,370,721	8,327,021
Aggregate accumulated depreciation	2,373,551	2,208,896
Aggregate carrying amount	<u>5,997,170</u>	<u>6,118,125</u>

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 £31,488 (2020: £97,866).

c. Stock

	2021	2020
	£	£
IT Devices	214,103	0
	<u>214,103</u>	<u>0</u>

Stock held relates to IT devices available for sale to students/parents for use in education.

d. Debtors

	2021	2020
	£	£
Fees Receivable	74,209	90,408
Bad Debt Provision	(69,603)	(70,803)
Prepayments/Accrued Income	103,247	159,624
	<u>107,852</u>	<u>179,229</u>

e. Creditors - Amounts falling due within one year

	2021	2020
	£	
Deferred Income	189,961	174,376
Accrued Expenses	126,181	143,349
Trade Creditors	3,701	90,594
Taxation and Social Security	0	0
Other Creditors	586,734	637,863
Bank loan (Note 5g)	231,133	231,133
	<u>1,137,709</u>	<u>1,277,315</u>

f. Deferred Income

Deferred income comprises fees paid upfront relating to the year ended August 2021.

	2021	2020
	£	£
Balance as at 1 st September 2020	174,376	217,196
Amount released to income from charitable activities	(174,376)	(217,196)
Amount deferred in year	189,961	174,376
Balance as at 31 st August 2021	<u>189,961</u>	<u>174,376</u>

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

	2021	2020
	£	£
Other Creditors	0	32,743
Bank loan (Note 5g)	3,735,412	2,542,467
	<u>3,735,412</u>	<u>2,575,210</u>

h. Financial Instruments

Amounts repayable by instalments are as follows:

	2021	2020
	£	£
Bank loan payable (falling due within one year)	302,337	231,133
Bank loan payable (falling due in more than one year but less than 5 years)	1,304,288	924,532
Bank loan payable (falling due in more than 5 years)	2,359,920	1,617,935
Total	<u>3,966,545</u>	<u>2,773,600</u>

The bank loans are secured on the School premises which has a carrying value of £14,143,428 at 31 August 2021 and on 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 loans, 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 2020/21 relating to this loan totalled £63,703 (2020: £78,609).

The School has taken a second loan for the Woodward Building with NatWest Bank. The loan was in drawdown at the year end and the total facility has not been utilised. The loan drawdown as at 31st August 2021 was £1,424,079. The final loan amount of £2,350,000 will be repaid over

15 years. Interest is accrued at a fixed rate of 4.1%. Interest costs recognised for 2021/21 relating to this loan totalled £4,656.

i. Reconciliation of Funds

The School's funds are considered below.

	Unrestricted Funds: Profit and loss fund £	Unrestricted Funds: Revaluation Reserve £	Restricted Funds £	Endowment Funds £	2021 Total £	2020 Total £
Balance at 1 st Sept 2020	7,484,963	4,856,528	111,954	99,131	12,552,576	11,977,038
Net Movements in year	911,210		(17,747)	10	893,473	575,538
Transfer in the year	103,330	(103,330)	0	0	0	0
Revaluation Adjustment						
Balance at 31 st Aug 2021	8,499,503	4,753,198	94,208	99,141	13,446,049	12,552,576

A significant portion of the balance of unrestricted funds at 31st August 21 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 £	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	7,484,963	4,856,528	111,955	99,131	12,552,576	11,977,037

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	2021	2020
	£	£	£	£	£
Net income/(expenditure)	911,210	(17,747)	10	893,473	575,538
<i>Adjustments for:</i>					
Depreciation Charges	463,449	9,067	0	472,516	455,603
Net Interest adjustment	77,139	(8)	(10)	77,121	89,492
Loss/(profit) on the sale of fixed assets	6,108	0	0	6,108	388
Increase in finance lease assets	0	0	0	0	0
(Increase)/Decrease in stocks	(214,103)	0	0	(214,103)	
(Increase)/Decrease in debtors	71,376	0	0	71,376	8,537
Increase/(Decrease) in creditors	(103,748)	0	0	(103,748)	(299,049)
Net cash provided by (used in) operating activities	1,211,431	(8,688)	0	1,202,743	830,509

6. b. Analysis of cash and cash equivalents

	Unrestricted Funds	Restricted Funds	Endowment Fund	2021	2020
	£	£	£	£	£
Cash in hand	3,177,121	81,160	99,141	3,357,422	3,042,492
Total cash and cash equivalents	3,177,121	81,160	99,141	3,357,422	3,042,492

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

Net Cash		at 01/09/2020	Cashflow	at 31/08/2021
Cash at bank and in hand				
Unrestricted		2,853,519	323,602	3,177,121
Restricted		89,842	(8,682)	81,160
Endowment		99,131	10	99,141
		<u>3,042,492</u>	<u>314,930</u>	<u>3,357,422</u>
Debt				
Debt falling due within one year	Unrestricted	(299,733)	35,857	(263,876)
Debt falling due after one year	Unrestricted	(2,575,210)	(1,160,202)	(3,735,412)
		<u>(2,874,943)</u>	<u>(1,124,345)</u>	<u>(3,999,288)</u>
Total		<u>167,549</u>	<u>(809,415)</u>	<u>(641,866)</u>

7. Operating Leases

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

	2021	2020
Within one year	35,011	38,741
Between one and five years	37,313	1,889
More than five years	0	0
Total Operating Leases	72,325	40,630

The total operating lease expenditure included in the Statement of Financial Activities is £38,741 (2020: £45,394).

8. Finance Leases

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

	2021	2020
	£	£
Within one year	34,656	77,807
Between one and five years	0	34,656
More than five years	0	0
	34,656	112,464
Less finance charges	1,914	11,121
	32,743	101,343

The School had two finance leases for the use of IT equipment with one ending on 31st August and the IT items were purchased at the end of the lease for £2,412. 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 (2020: Nil), nor expenses paid then reimbursed to Governors (2020: 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.