

Company Registration No. 00556463
Registered Charity No. 309086

**GOVERNORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020
FOR
HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)**



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HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
KEY EXECUTIVES AND PROFESSIONAL ADVISORS
FOR THE YEAR ENDED 31 AUGUST 2020

Key executives and Professional Advisors

HEADMISTRESS: Ms S Wilson

BURSAR: Mrs R Frier

SENIOR LEADERSHIP TEAM:	Mrs R Whitton	Deputy Head (Pastoral and Boarding)
	Mr D Mitchell	Deputy Head (Academics)
	Mr J Hart	Assistant Head (Sixth Form)
	Miss W Reynolds	Assistant Head (Co-curricular and Operations)
	Ms A Morgan	Director of Marketing and Admissions
	Mrs E Boryer	Director of Development

BANKERS: Barclays Bank Plc
19 High Street
Ascot
Berkshire
SL5 7LB

SOLICITORS: Veale Wasbrough Vizards
Orchard Court
Orchard Lane
Bristol
BS1 5WS

AUDITORS: Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

COMPANY SECRETARY: Mrs R Frier

REGISTERED OFFICE: Heathfield School
London Road
Ascot
Berks
SL5 8BQ

**HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
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GOVERNORS' REPORT
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The Council presents its annual report for the year ended 31 August 2020 under the Companies Act 2006, together with the audited accounts for the year, and confirms that the latter comply with the requirements of the Act, the memorandum and articles of association and the Charities SORP 2015.

REFERENCE AND ADMINISTRATIVE INFORMATION

The School was founded in 1899 and became a Charity in 1955 and is registered with the Charity Commission under Charity number 309086. The School is also a company limited by guarantee registered number 556463 (England and Wales). The Trustees of the charity are also Directors of the company and are referred to as Governors in this Report. The Governors are listed below and the executive officers, professional advisors and principal addresses of the Charity are listed on page 1.

Principal activities of the year

The School provides education in Ascot for girls from the ages of 11 to 18, and also runs a summer school for local and overseas students.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governors

The structure of the School consists of a governing body called a Council and under the Articles the members of the Council are elected at council meetings and each year one-third of council members will be retired by rotation. The number of serving council members shall not be fewer than ten or exceed twenty.

Organisational Management

The School's Governors, who are also the Charity Trustees and the Company Directors, are legally responsible for the overall management and control of the School and meet at least three times a year. The work of implementing most of their policies is carried out by the members of the five following subcommittees: Finance, Buildings & Development, Educational, Pastoral and Compliance, Marketing, Admissions & Communications and Nominations which meet at regular intervals during the year.

The day-to-day running of the school is delegated to the Headmistress, supported by the senior management team, together with the Bursar. The Headmistress and the Bursar attend meetings of the above committees.

At the date of approval of the financial statements the School Governors are as follows:

Name	Position
Mr Tom Cross Brown	Chair of the Council, Chair N
Bishop Jonathan Baker	EPC
Mrs Sally-Anne Barrett	F
The Revd Canon Dr Philip Ursell	
Mr Guy Egerton-Smith	Chair BD, F
Mr Robert Gregory	N
Hon Mrs Frances Stanley	Chair MAC
Mrs Sally Tulk-Hart	MAC, EPC
Mrs Elizabeth Laybourn (appointed 26 March 2020)	EPC
Miss Charlotte Faber	Chair of EPC
Mr Steve Melcher (appointed 26 March 2020)	Chair of F

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Name	Position
Mr Rob Owen (resigned 17 April 2020)	MAC
Mr Richard Pilkington (resigned 20 April 2020)	Chair F

Key:

Buildings & Development Sub-committee = BD

Marketing, Admissions & Communications Sub-committee = MAC

Nominations Sub-committee = N

Education, Pastoral & Compliance Sub-committee = EPC

Finance Sub-committee = F

Recruitment and Training of Governors

Potential Governors are identified by members of the Governing Body which seeks to achieve a balance of experience and background in secondary and higher education, finance, business, law, facilities & property management, human resources management, marketing & PR and health & safety compliance. New candidates tour the School and meet the Headmistress and other existing Governors. They are proposed by the Chair of Governors. Once appointed, new Governors are inducted into the workings of the School including Board Policy and Procedures. Training needs are identified by the board of Governors and the appropriate courses are booked.

Key management personnel remuneration

The remuneration of key management personnel is set by the Board, with the objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly for their individual contributions to the success of the School. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to benchmarking information to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our expenditure.

The School is committed to ensuring equality of opportunity through the creation of an environment in which individuals are treated on the basis of their relevant merits and abilities. The School respects all its members and values the harmonious relationships between them. As a community we are committed to the active promotion of equality between all who live, study or work in the School. Provision is made for individuals with a particular disability and religious, dietary, language or cultural needs, as appropriate.

Consultation with employees at all levels ensures that the views of employees are taken into account when decisions are made that are likely to affect their interests. All staff are briefed at the beginning of each term with shorter briefing sessions held once a week. The Senior Leadership Team meet once a week to discuss strategic plans; there are regular Heads of Department and Heads of House meetings where teaching and learning strategies are discussed, as well as weekly meetings with Boarding staff.

Chapel

Acknowledging that our students are more than minds that need nurturing or bodies that need training, as they grow, we recognise their need to come to terms with their spirituality.

The Chapel provides a place of peace and quiet reflection, where that spiritual development can begin. Our Chapel is the spiritual centre of the school and is often at the core of people's memories of the school when they leave, and the place they come back to first when they return to visit. Dedicated in 1904, the Chapel was built in the Victorian Gothic style with collegiate seating. Chapel follows current Anglican practice, yet it is a place for all the school community regardless of faith or belief.

The Chaplain is a central figure in school life who leads Chapel services during the week, on Sundays

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and on special occasions. The Chaplain is available to all members of the school community and the school's extended community for pastoral care.

Related parties and other connected charities and organisations

The Heathfield School Foundation is a separate entity which provides a dedicated structure for the creation of a philanthropic culture amongst its current and former parents and pupils.

The Heathfield Fellowship is another separate entity which continues to raise money to enable pupils to attend the school by way of bursarial support.

St. Mary's Wantage Bursary Fund is a separate charitable entity, created from the merger of Heathfield School and St Mary's School Wantage. The object of the charity is for the advancement of education by providing bursaries for pupils to attend Heathfield School.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The objects for which the Association is established are to advance education and training by:

- The provision and conduct, in the UK or abroad, of a school or schools for girls under the name of Heathfield School to be conducted in accordance with the traditions of the Church of England including the Anglo-Catholic tradition; and
- Insofar as it is incidental or ancillary to the advancement of education, such other means for the benefit of the local community as shall be exclusively charitable.

These are set out in the School's governing document – the Memorandum and Articles of Association of Heathfield School dated 26th October 1955 as amended 28th November 2007.

The Governors confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the School's aims and objectives and in planning future activities.

Public Benefit Activities

The Governors have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. The School is committed to ensuring that it is meeting its main aim and its charitable objective. The School's aims for the public benefit are:

- To recognise the need to respond to the challenge of change by giving all members of its community the opportunity to develop, by continual improvement of its facilities and by fostering links with the wider community.
- To optimise its resources and recognise its responsibilities for administering its charitable funds efficiently and for the benefit of the School and the wider community.

The Board of Governors is committed to widening access to the School and welcomes pupils from all backgrounds. Each pupil to whom support is offered must, in the opinion of the Headmistress, be likely to make sound academic progress following admission, possess the potential to develop the quality of her work and benefit from participation in the wider, extra-curricular activities on offer at the School. The availability of bursaries is publicised on the School's website and in the admissions literature sent to prospective parents. The Governors' policy is to award bursaries on a means tested basis only. The bursaries are available to

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provide financial support for up to 100% of the annual fees. During 2020 a total of £363,741 (2019: £365,790) was awarded in bursaries to 18 (2019: 20) girls. Many more applications are received than the School can reasonably support.

The School works closely with a number of other partner charities that help identify pupils who could benefit substantively from the education and pastoral support that the School can provide. 5 pupils (2019: 4) receive significant contributions towards their fees from these external grant-making bodies which resulted in full remission of their tuition fees.

The School actively supports the local community, local charities and associations by making its facilities available at less than cost price or free to a variety of different clubs and organisations. The School has started to develop links with local maintained schools and the Headmistress is a Governor of a local maintained primary school. Some specific examples of the School's outreach programme are:

- Heathfield's main fundraising event, St Nicholas Stalls, raised over £30,000 for charity.
- All girls collected dry goods for Harvest Festival which were donated to a food bank in Bracknell.
- Heathfield held a firework display for the girls, staff and their families.
- The school ran several Prep Schools' Swimming Galas and a Prep Schools' Lacrosse coaching session event.
- Reunion events were held for Heathfield Old Girls and St Mary's Wantage Old Girls at Heathfield.
- The local Brownie and Guides units have regular use of the School's minibuses, at no charge, allowing local girls to attend Brownie camps and jamborees.
- Local maintained schools were invited to attend a number of guest speaker events.
- Pupils in the Sixth Form, along with students from Eton College, run a PHAB club for disabled people to meet and socialise.

The swimming pool is host to many local communities and organisations. Schools including Holy Trinity, Kennel Lane, Meadowbrook Montessori and Natures Nursery use the facility at various times throughout the year. In addition to these schools, there are a number of clubs that use the pool on a regular basis. These include, Berkshire Triathlon Squad, Scuba Trust, Bracknell and Wokingham Swimming Club and Windsor Swimming Club. Frogs and Friends Swimming School regularly run lessons at the pool as part of their 'learn to swim' programme which is offered to children in and around the local area.

The swimming pool is also used for training as well as tuition. NPLQ (National Pool Lifeguard Qualification) and Swimming Teacher courses are held at the pool and are open to members of the local community.

Fundraising performance

The School views fundraising as a very important source of additional income to enable fees to be kept as low as possible and to reduce reliance on single income streams. The trustees are fully aware of their individual responsibility and accountability to ensure that the School fundraises legally, responsibly and effectively. They are aware of the Charity Commission CC20 guidance and use this and the accompanying checklist to help them evaluate the School's fundraising performance.

Plans to run the Sixth Form Centre Campaign throughout the 120th anniversary year, alongside the scheduled celebratory events, were cancelled from March due to the Covid-19 lockdown. Despite this an emergency Hardship Bursary Fund was launched in the summer term 2020 asking parents to donate back the fee reductions they were given for the term to assist current families unable to pay fees because of the pandemic.

The Development Office continues to run an active communication and engagement programme through the pandemic, raising funds for the Sixth Form Centre capital project. The total amount raised for 2020 was

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£146,937 (2019: £93,852).

The School did not engage with a professional fundraiser in the year.

The School has a published complaints procedure, available on its website. The number of complaints received during the year in respect of fundraising was none.

Aims and Intended Impact

Heathfield School aims to discover and develop every girl's unique talents to enable her to excel.

Heathfield aims to foster:

- The confidence and self-belief to go beyond one's preconceived abilities academically, physically and spiritually;
- Authenticity, self-awareness and a desire to embrace each other's uniqueness and spirit;
- Compassion, empathy, understanding and lifelong friendship building respect for oneself and others;
- Good habits for life: work ethic, self-discipline, resilience, independence, integrity and courage based on strong moral values and having a go;
- Commitment to the community: selflessness, compassion and service to others.

These values are engendered through four central pillars:

Community

- A community where everyone drives and benefits from a culture of high expectations;
- A community where every girl is valued and known;
- A 'can do' community where all words and actions are kind, respectful and positive;
- A community which hires, retains and trains the best staff;
- A community which commits to physical and financial service to those less fortunate;
- Beautiful, well maintained surroundings encouraging wellbeing;
- Proactive and caring support for all;
- A close community where positive relationships with girls, The Fellowship (Old girls), parents past and present, staff, Governors and friends flourish.

Pastoral Care and Boarding

- Each girl benefiting from excellent pastoral care that provides individual support and care.

Teaching

- Teaching of the highest standard which motivates, inspires and challenges every girl;
- Every girl benefiting from career and higher education guidance enabling her to meet her ambitious personal goals.

Co-Curricular

- Each girl benefiting from a variety of cultural, physical, social, intellectual and creative activities and opportunities developing resilience, self-confidence and belief ensuring readiness for a place within a modern global society.

Objectives for the year

- To maintain and develop the School's academic performance
- To maintain and provide a first class boarding experience
- To continue to grow and boost admission numbers

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- To improve and increase awareness of the School and what it stands for at local, regional and national level

Strategies to achieve the year's objectives

The strategies to achieve the year's objectives have included:

Admissions

Day girls, first admitted in 2015-16, are growing in number each year and are leading a full part in the life of the school alongside the School's boarders and have every opportunity to take part in all the activities on offer at Heathfield.

The Headmistress continues to host prep head visits, and the School hosts prep school curriculum and non-curriculum events at Heathfield, aimed at increasing prep schools' awareness of what we offer and of our growing academic reputation.

Academic Strategy

During the year, we have continued to push forward with an over-arching strategy to improve our growing academic success at Heathfield, including more intensive individual monitoring of staff and pupils' performances in the classroom as well as monitoring girls' study time and their use of it more closely while providing complementary activities to enhance their learning, in the form of conferences and workshops at the school through to a greater variety of co-curricular activities.

Our Learning Support Department continues to provide expert help for girls who require additional support in one or several areas, ensuring that Heathfield's outstanding reputation for helping to fulfil the potential of each individual girl through our value added results is supported and enhanced at every level.

Monitoring current pupils

Our individual monitoring of pupils to highlight their academic strengths and weaknesses, and to give them extra guidance where appropriate, is paying dividends in enabling staff to identify early the areas where girls need extra help. Staff can input such vital details about a child's performance into our monitoring and tracking system within the school's intranet so that they share their observations with their colleagues and areas of concern quickly become spotted and therefore acted on.

Monitoring also means that our gifted and talented programme for the brightest pupils has become more defined within the school and has encouraged and nurtured academic development in the brightest girls.

Scholarship programme

Our scholarship programme has continued to grow in profile inside and outside the school. The scholarships attract the brightest pupils to Heathfield, thus helping to improve our academic reputation. Regular monitoring to ensure each girl's potential is fulfilled also helps us to identify potential scholarship candidates from within the school who are able to compete for a scholarship at appropriate times.

The scholarship awards contain a small financial incentive to make them more attractive to potential parents who may be considering a number of schools.

Co-Curricular

Similarly, our co-curricular programme was developed to encourage and reflect an emphasis on academics. Making the programme increasingly Sixth Form-led has succeeded in its aim of giving the girls a greater sense of responsibility and helping them to develop leadership and team building qualities.

The initiatives held to highlight and praise the girls' academic achievements such as special assemblies and the

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High Flyer awards are popular with the girls and have a positive effect on the girls' confidence as they take pride in their achievements.

STRATEGIC REPORT

The following sections of this report constitute the Strategic Report.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Academic Achievements

Heathfield celebrated another year of exceptional A-level results with 34% of its students' results securing A*/A, 73% A* to B and 96% A* to C. Other results of note included Biology in which 40% of students secured an A* or A, Photography in which 63% attained an A* or A, Art in which 80% secured an A* or A and PE in which 67% of the girls secured an A* or A.

Among some particularly impressive performances, one student gained three A* grades, and the Head Girl team gained 4A*, 3As and 2Bs between the three of them.

Over 40% of 2020 leavers staying in the UK are destined for leading Russell Group universities such as Exeter, Newcastle, Edinburgh, Durham and Bristol to study a broad range of subjects including Engineering, Psychology, Politics, Architecture and Fashion Design. Girls also accepted places at Central St Martins, London College of Fashion and Parsons, Paris.

At GCSE, across the board, 63% of grades received by Heathfield students were in the top 9-7/A*-A category. Core subjects continued to impress, with a 100% pass in Maths and English Language and 40% of girls securing a 9-7/A*-A in Maths, 76% gaining a 9-6/A*AB in English Language and 88% 9-6/A*-B in English Literature. Girls also performed well in other subjects with 100% 9-7 in Art, Biology, Chemistry, Greek, Further Maths, Music, Physics, RS, Russian and Spanish.

Sport

It has been a successful year on the sporting field for Heathfield.

Lacrosse: The 1st team were Division One champions in the South West Regional Schools' tournament. They also competed in the National Schools' Lacrosse tournament in Division 1.

Three pupils were selected for the Lacrosse South West Super Counties and Regional National Academy.

Netball: The School finished 2nd in the U14s Ascot Schools tournament, and the U13s A and B teams were placed 4th and 3rd respectively in the U13s Ascot Schools Netball Tournament.

Swimming: The team of four FII pupils won the U12 and U13 Ascot Schools' Swimming Gala.

A number of girls swam at County and National level competing in the Berkshire and South Buckinghamshire County Championships and a pupil from FIII won silver and gold in butterfly and freestyle relay at an International Swimming Gala held in Frankfurt.

Trampolining: Five girls, from FI through to FIII, represented the School at the South Region Trampolining Championships. They were joint 1st in the Years 7-9 Intermediate Team competition and a pupil from FIII was placed 3rd in the Individual Competition.

Ski Racing: The School Ski team competed in the British School Girls' Ski Racing competition in Flaine.

Rowing: A pupil from FIII took part in the National Schools' Regatta.

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Taekwondo: A pupil in FV won a gold medal in the British Taekwondo Championships in both the Fighting and Poomsae categories.

Extra Curriculum Activities:

Equestrian Events at Heathfield

Heathfield continues to attract riders of all ages and abilities. The School has established a solid track record of new polo players starting their polo experience at Heathfield then continuing to feature in national polo matches at clubs or university. Heathfield is also at the forefront of national schools' teams in both all ladies matches and mixed tournaments.

There are four polo coaching sessions each week, held at the Berkshire polo club and Ranelagh farm polo club.

Heathfield have an average of 37 pupils attending either polo or riding lessons. Classes are from beginners (completely new to the activity) to advanced jumping classes. Heathfield also has new pupils who encompass their equestrian training at home and benefit from the advanced coaching Heathfield offers.

Heathfield won the SUPA girls' schools national championships held at Black Bears polo club in March 2020. The season was curtailed this year. Unfortunately, the arranged arena matches against Eton and Harrow teams had to be cancelled due to Covid-19 restrictions.

Heathfield continues to attract competent show jumping and event riders and the School has several pupils who have brought horses to local livery yards to continue their training whilst boarding at school.

Duke of Edinburgh Award

Eleven girls completed the Bronze DofE programme.

Music

Seventeen girls passed ABRSM instrumental and singing examinations during the year, with a range of instruments including piano, cello, trombone and saxophone. One UVI pupil received a merit in their Grade VIII singing exam whilst a pupil in LVI received a distinction in her Grade VII singing exam.

A LVI pupil competed in the RIBI (Rotary in Great Britain and Ireland) Young Musician Competition.

LAMDA and Dance

Girls took 55 LAMDA examinations in December 2019 and March 2020, but sadly the Summer 2020 exams were cancelled due to Lockdown. 12 of these examinations were at the Higher Level – Grades 6-8 – for which the girls also receive UCAS points. Most notable were seven pupils who were awarded Distinctions and Merits for the LAMDA Grade 8/Gold Medal. 98% of the girls achieved Distinction and Merit.

In Dance, a pupil from FIV achieved a Grade 8 in her Dance GCSE Examination. Two FII girls achieved Merits in their Grade 4 RAD Ballet examinations in January 2020, but sadly our RAD Ballet examinations were cancelled in late March and June. Girls also participated in Ballet, Street Dance, Dance GCSE, Tap Dance, Pointe-work, Pilates and Yoga classes during the year. Our three Dance GCSE girls performed in a charity show at the Camberley Theatre in February 2020.

During the Summer Lockdown all LAMDA, Dance and Pilate lessons continued online via Teams, with girls participating from countries around the world including China, Russia, Dubai, Bermuda and the US, as well as the UK. We are extremely proud of the girls, they showed true Heathfield determination and resilience.

Staff

The Governors wish to express their gratitude to the Headmistress, the Bursar and all other members of the Staff for their continued dedication to the interests of the pupils of Heathfield School.

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FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Board considers that the School is on a sound financial footing, given the increasing pupil numbers year on year since 2018, and views the future with optimism, despite the challenges of the year due to the pandemic. At the year end, the school held cash balances of £1,142,429 (2019: £1,504,672) and investments of £281,176 (2019: £331,204).

At 31 August 2020 the School had net assets of £11,183,696 (2019: £11,580,765), of which freehold property accounts for £10,682,974 (2019: £10,840,407). This is a vital area of focus for the School as the high quality facilities and living quarters are significant contributing factors in attracting new pupils.

During the year a net cash outflow of £362,243 (2019: inflow £869,076) occurred. Cash from operating activities was a net outflow of £368,376 (2019: £428,542) in the year.

The School made an operational surplus of £179,965 (2019: £27,141) in the year, which after depreciation and losses on investments, resulted in a deficit of income over expenditure of £397,069 (2019: deficit £574,907). The lost income resulting from the fee reductions, cancelled Summer School, and lettings revenue from the swimming pool as a result of the coronavirus pandemic is estimated at £823,251. This was mitigated by claims made under the CJRS (furlough) scheme totaling £322,878. The School expects to recoup some of the lost income via its Business Interruption insurance cover.

As a registered Charity all surpluses are applied for the benefit of the School.

Reserves Policy

During the year £23,427 (2019: £300,103) was spent on capital improvements. The Governors are of the opinion that the total reserves, all of which are unrestricted funds, on the Income and Expenditure account of £11,183,696 (2019: £11,580,765) are sufficient to meet the school's obligations for the foreseeable future (see note 15 for note on reserves).

The School continues to expend significant amounts on maintenance to keep the buildings in good order and provide an appropriate attractive learning environment for pupils and staff.

The Governors recognise the need to review the reserve levels of the school annually at the year-end as part of its medium-term budget planning. The Governors' policy is to generate reserves to provide funds to continue to enhance the educational facilities and services of the School and to fund future projects, whilst maintaining a contingency in the region of £1,000,000. The Governors intend to review the Reserves Policy annually to ensure that this aim can be achieved.

Investment Policy

The Governors' policy is to invest in secure forms of investment that provide a reasonable level of income. The Finance Sub-committee keeps under review the investment risks and rewards.

Going concern accounting Policy

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the School to continue as a going concern. The Governors have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the Governors have considered the School's forecasts and projections

and have taken account of pressures on fee income, particularly in the light of the impact of the COVID-19 pandemic which occurred before these financial statements were approved and is explained in more detail in

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the Principal Risks section of the Governors' Report in these financial statements. After making enquiries the

Governors have concluded that there is a reasonable expectation that the School has adequate resources to continue in operational existence for the foreseeable future.

As such the School can expect to be able to meet its liabilities as they fall due in the period of at least 12 months from the date of approval of these accounts.

On this basis the Governors have concluded that the School is a going concern. The financial statements do not include any adjustments that would result from the School not being able to meet its liabilities as they fall due.

Future Plans

The School is continuing to raise academic standards and to attract academically able pupils to the School. We believe that improving academic standards will lead to more parents considering Heathfield as their first choice school.

The STEM building was completed for the start of the 2015-16 academic year and a further five building projects have been granted planning permission, including the development of a Sixth Form Study and Wellbeing Centre which is scheduled to be completed by September 2022.

PRINCIPAL RISKS AND UNCERTAINTIES

The most significant risk to the charity, and indeed most independent schools, is a significant drop in pupil numbers, which would affect income. The Governors work to ensure the School has the first class resources required to attract and retain pupils.

The highest costs to Heathfield are staff and pastoral costs which are paid in arrears. Conversely, school fees are received termly in advance resulting in a surplus of working capital. Any cash flow risk which will arise from the commission of any building projects will be reduced by extensive forward planning by the Governors, coupled with significant cash balances held by Heathfield which can be utilised as required.

Credit risk is the risk of financial loss to Heathfield if a fee payer fails to meet their obligations. Heathfield minimises this risk by taking deposits from each student and monitoring amounts not received on a regular basis.

Health and Safety is always a significant area for risk management. The risks range from fire to personal risks (most notably when away from the School on trips and expeditions). The risks associated with all activities are minimised by thorough planning and risk assessment.

During the financial year, from 20 March 2020, like all schools in the country the School was and will continue to be impacted by the Covid-19 pandemic. The School mitigated the financial impact as optimally as it reasonably could by taking advantage of the Government's Job Retention Scheme and reducing other costs where possible. The Governors considered the likely financial impact on the School including the uncertainty over the pupil numbers and its commercial letting activities and summer school and camp. There was a negative financial impact in the short-term, with a reduction in fee and commercial income, but the Governors consider the School remains financially viable in the long term, and consequently have concluded that the Going Concern basis remains applicable. The risk of the Coronavirus pandemic has been added as a specific risk to the Risk Management Table.

Through the risk management processes established for the School, the Governors are satisfied that the

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major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. The charity's

exposure to risk is reviewed consistently throughout the year.

The key controls used by the Charity include:

- Formal agenda for all Committee and Board activity
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structure and lines of reporting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of the vulnerable
- Formal written policies

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also the directors of the Heathfield School Limited for the purposes of company law) are responsible for preparing a Governors' Report and 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 year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

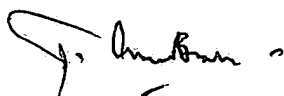
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

So far as each of the Governors are aware at the time the report is approved:

- there is no relevant information of which the company's auditors are unaware, and
- the Governors have each 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.

BY ORDER OF THE BOARD



Mr Tom Cross Brown
Chairman of the Governors/Directors

Date: 25 March 2021

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HEATHFIELD SCHOOL FOR THE YEAR ENDED 31 AUGUST 2020

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

In our opinion the financial statements:

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

Conclusions relating to going concern

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report and strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HEATHFIELD SCHOOL FOR THE YEAR ENDED 31 AUGUST 2020

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report or strategic 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
HEATHFIELD SCHOOL FOR THE YEAR ENDED 31 AUGUST 2020**

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Use of this 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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Shivani Kothari (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP
Statutory Auditors
Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 26 March 2021

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
STATEMENT OF FINANCIAL ACTIVITIES AND INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 Unrestricted Funds £	2020 Restricted Funds £	2020 Total Funds £	2019 Total Funds £
INCOME FROM:					
Charitable activities					
School fees	1a	6,059,351	-	6,059,351	6,937,083
Donations and grants	1b	469,815	-	469,815	93,852
Other trading activities					
Rental income	1c	78,454	-	78,454	107,302
Investments	1d	50,815	-	50,815	55,993
Total income		<u>6,658,434</u>	<u>-</u>	<u>6,658,434</u>	<u>7,194,230</u>
EXPENDITURE ON:					
Raising funds		2,502	-	2,502	2,926
Charitable activities	2	7,002,973	-	7,002,973	7,688,109
Total expenditure		<u>7,005,475</u>	<u>-</u>	<u>7,005,475</u>	<u>7,691,035</u>
Net losses on investments	9	(50,028)	-	(50,028)	(78,102)
NET EXPENDITURE		<u>(397,069)</u>	<u>-</u>	<u>(397,069)</u>	<u>(574,907)</u>
Reconciliation of funds					
Fund balances brought forward at 1 September	15	<u>11,580,765</u>	<u>-</u>	<u>11,580,765</u>	<u>12,155,672</u>
Fund balances carried forward at 31 August	15	<u><u>11,183,696</u></u>	<u><u>-</u></u>	<u><u>11,183,696</u></u>	<u><u>11,580,765</u></u>

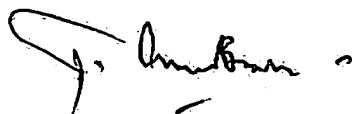
All amounts derive from continuing activities.

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

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
BALANCE SHEET
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 £	2020 £	2019 £	2019 £
FIXED ASSETS					
Tangible assets	8		11,167,894		11,671,473
CURRENT ASSETS					
Investments	9	281,176		331,204	
Stocks	10	20,885		16,560	
Debtors	11	523,381		516,897	
Cash at bank and in hand		<u>1,142,429</u>		<u>1,504,672</u>	
		1,967,871		2,369,333	
CREDITORS - Amounts falling due within one year	12	<u>(1,320,222)</u>		<u>(1,922,741)</u>	
NET CURRENT ASSETS			647,649		446,592
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>11,815,543</u>		<u>12,118,065</u>
Creditors					
Amounts falling due after more than one year	13		(595,627)		(494,132)
Provisions for liabilities and charges	14		<u>(36,219)</u>		<u>(43,168)</u>
Net assets			<u><u>11,183,696</u></u>		<u><u>11,580,765</u></u>
FUNDS	15				
Restricted funds					
Unrestricted funds					
Income and expenditure account			<u>11,183,696</u>		<u>11,580,765</u>
School Funds			<u><u>11,183,696</u></u>		<u><u>11,580,765</u></u>

Approved by the Board of Governors of Heathfield School on 25 March 2021 and signed on its behalf by



Mr Tom Cross Brown - Trustee



Mr Steve Melcher - Trustee

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	2020 £	2019 £
Cash flow from operating activities		
Net cash used by in operating activities	<u>(368,376)</u>	<u>(428,542)</u>
Cash flows from investing activities		
Investment income and interest received	32,062	55,993
Interest paid	(2,502)	(2,926)
Proceeds from disposal of investments	-	1,544,655
Payments to acquire tangible fixed assets	<u>(23,427)</u>	<u>(300,103)</u>
Net cash inflow from investing activities	<u>6,133</u>	<u>1,297,619</u>
 (Decrease)/increase in cash and cash equivalents in the year	 (362,243)	 869,076
Cash and cash equivalents at beginning of the year	<u>1,504,672</u>	<u>635,596</u>
Cash and cash equivalents at end of the year	<u><u>1,142,429</u></u>	<u><u>1,504,672</u></u>

Reconciliation of net expenditure to net cash flow from operating activities

	2020 £	2019 £
Net expenditure including endowments	(397,069)	(574,907)
Adjustments for:		
Net losses on investments	50,028	78,102
Loss on disposal of tangible fixed assets	-	694
Investment income	(32,062)	(55,993)
Interest paid	2,502	2,926
Depreciation charges	527,006	523,946
(Increase)/decrease in stock	(4,325)	2,414
Increase in debtors	(6,484)	(19,071)
Decrease in creditors	(501,024)	(366,103)
Decrease in provisions	(6,949)	(20,551)
Net cash used by by operating activities	<u><u>(368,376)</u></u>	<u><u>(428,543)</u></u>

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

ACCOUNTING POLICIES

Heathfield School Limited is a charitable company, incorporated in England and Wales and limited by guarantee. The address of its principal place of business is given on page 1 and the nature of its operations are set out in the Governors' Report.

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

(a) Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

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

(b) Going concern

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the School to continue as a going concern. The Governors have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the Governors have considered the School's forecasts and projections and have taken account of pressures on fee income, particularly in the light of the impact of the COVID-19 pandemic which occurred before these financial statements were approved and is explained in more detail in the Principal Risks section of the Governors' Report in these financial statements. After making enquiries the Governors have concluded that there is a reasonable expectation that the School has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the governors continue to adopt the going concern basis for the preparation of the financial statements.

(c) Income

All income is recognised when the School has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fees receivable

These represent fees charged to pupils with incidental fees and disbursements disclosed separately and are accounted for in the period in which the service is provided. Fees received in advance of education to be provided in future years are held as liabilities until either taken to income in the term when used or else refunded.

Donations

All monetary donations are included in full in the statement of financial activities when received, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met. Donations receivable for the general purpose of the Charity are credited to Unrestricted Funds. Donations for purposes restricted by the wishes of the donor are taken to Restricted Funds where these wishes are legally binding on Heathfield School's Governors.

The value of donated services and gifts in kind provided to the School are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the School can

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

Donations continued

be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the Statement of Financial Activities, except where the gift in kind was a fixed asset in which case the amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the School's policies.

Grants receivable

Revenue grants, including government grants, are credited as incoming resources when they are receivable provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

Grants for the purchase of fixed assets are credited to restricted incoming resources when receivable and transferred to unrestricted funds up to the level of expenditure incurred. Depreciation on the fixed assets purchased with such grants is then charged against unrestricted funds.

(d) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and is classified under the following activity headings:

- Costs of raising funds comprise the finance costs incurred by the School.
- Expenditure on charitable activities includes the costs of the academic and pastoral care provided to the pupils.

Governance costs, which comprise the regulatory costs of running the charity, have been allocated wholly to the charitable activities of the School. All expenditure is inclusive of irrecoverable VAT.

(e) Grant making policy

Bursaries from restricted funds are included as expenditure in the period for which the award is given. Bursaries and scholarships from unrestricted funds towards school fees at school are treated as a reduction in those fees.

(f) Tangible fixed assets

The School prepares a budget for capital expenditure at the start of each academic year which is approved by the Finance Committee.

Depreciation is provided on cost less residual value at the following rates in order to write off assets over their estimated useful lives

Freehold buildings - St Mary's Theatre and STEM building	2%
Freehold buildings - Access road	10%
Freehold buildings - Other	Not depreciated
Freehold buildings - Swimming pool	3½%
Equipment	10% - 20%
Motor vehicles	20%

The Charity holds no inalienable or historic assets.

The policy for depreciating freehold buildings is to provide a charge of 2% on cost less residual value. However, no depreciation has been charged on the main school buildings as an annual impairment review is undertaken. This considers the maintenance programme to keep buildings in good repair, and an annual insurance review to identify any significant issues.

Assets costing more than £1,000 are capitalised and carried in the balance sheet at historical cost. Assets under the course of construction are not depreciated until they are complete and brought into use.

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

(g) Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in "net gains/(losses) on investments" in the SOFA.

(h) Stock

Stock is included at the lower of cost and net realisable value.

(i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

(j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(k) Creditors and provisions

Creditors and provisions are recognised where the School has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Financial Instruments

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

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 11, 12 and 13 for the debtor and creditor notes.

(m) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

(n) Pension costs

Retirement benefits to employees of the School are provided by the Teachers' Pension Scheme ('TPS') and the TPT Retirement Solutions Independent Schools' Pension Scheme ('ISPS') for non-teaching staff. The former is a defined benefit scheme and the latter is a defined contribution scheme.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 17, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

Contributions to the ISPS are expensed in the Statement of Financial Activities. See note 17 for details.

(o) Benefits in kind and gifts

Gifts donated to the school and any services provided by the Governors have been included in the financial statements.

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

(r) Critical accounting estimates and areas of judgement

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

Useful Economic Lives - The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

1 ANALYSIS OF INCOME

	2020	2019
	£	£
(a) Charitable activities		
Fees receivable	6,588,497	6,310,327
Less: bursaries, scholarships and discounts	(467,955)	(536,689)
Less: COVID discount	(468,251)	-
	<u>5,652,291</u>	<u>5,773,638</u>
Summer school	-	650,885
Registration fees	29,000	31,553
Extras and disbursements	<u>378,060</u>	<u>481,007</u>
	<u><u>6,059,351</u></u>	<u><u>6,937,083</u></u>

All bursaries, scholarships and discounts were made to individuals in accordance with the School's grant-making policy.

	2020	2020	2020	2019
	Unrestricted	Restricted	Total	Total
	Funds	Funds	Funds	Funds
	£	£	£	£
(b) Donations and grants				
Coronavirus Job Retention Scheme grant	322,878	-	322,878	-
Donations received	146,937	-	146,937	93,852
	<u>469,815</u>	<u>-</u>	<u>469,815</u>	<u>93,852</u>

All donations and grants income in 2019 related to unrestricted funds.

HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

(c) Other trading activities	2020 Unrestricted Funds £	2020 Restricted Funds £	2020 Total Funds £	2019 Total Funds £
Rental income	78,454	-	78,454	107,302

All income from other trading activities in 2019 related to unrestricted funds.

(d) Investment income	2020 Unrestricted Funds £	2020 Restricted Funds £	2020 Total Funds £	2019 Total Funds £
Interest receivable	50,815	-	50,815	55,993

All investment income in 2019 related to unrestricted funds.

2(a) Analysis of expenditure

2020	Staff costs £	Other £	Depreciation £	Total £
Charitable activities				
Teaching	2,924,756	460,339	-	3,385,095
Premises	853,379	950,553	527,006	2,330,938
Support costs (note 2b)	811,877	475,064	-	1,286,940
Finance costs (note 2c)	-	2,502	-	2,502
	<u>4,590,012</u>	<u>1,888,458</u>	<u>527,006</u>	<u>7,005,475</u>
2019				
Charitable activities				
Teaching	2,806,267	694,810	-	3,501,077
Premises	1,023,114	1,294,272	523,946	2,841,332
Support costs (note 2b)	817,290	528,410	-	1,345,700
Finance costs (note 2c)	-	2,926	-	2,926
	<u>4,646,671</u>	<u>2,520,418</u>	<u>523,946</u>	<u>7,691,035</u>

2(b) Support costs

	2020 £	2019 £
Salaries and National Insurance	811,877	817,290
Printing, postage and stationery	16,609	25,059
Marketing and development	104,219	112,158
Computer costs	131,192	85,719
Bad debts & stock write off	42,212	67,817
Legal & Professional fees	84,690	69,738
Non-teachers' CPD	6,106	8,400
General expenses	53,526	140,523
Governance Costs (note 3)	36,510	18,996
	<u>1,286,940</u>	<u>1,345,700</u>

2(c) Finance costs

Interest and charges	<u>2,502</u>	<u>2,926</u>
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HEATHFIELD SCHOOL (LIMITED BY GUARANTEE)
REGISTERED NUMBER: 00556463
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

3 Governance Costs	2020	2019
	£	£
Legal & Professional fees	15,984	-
Audit fees	20,526	18,996
	<u>36,510</u>	<u>18,996</u>

4 Operating Surplus	Funds	Funds
	2020	2019
	£	£
The operating surplus is stated after charging:		
Depreciation and other amounts written off tangible assets	527,006	523,946
Operating lease charges	20,372	25,941
Auditor's remuneration - audit fee	20,526	17,976
Auditor's remuneration - other services	-	1,020
	<u>-</u>	<u>1,020</u>

5 Employees

The average monthly number of employees (including staff who are also trustees) during the year was:

	2020	2019
	No.	No.
Teaching staff	51	49
Administration and support	75	73
	<u>126</u>	<u>122</u>

Employment costs	Total	Total
	2020	2019
	£	£
Wages and salaries	3,570,037	3,814,020
Social security costs	353,839	375,128
Employer's pension contributions	597,471	443,744
Temporary staff costs	1,164	2,858
Other	1,131	10,922
	<u>4,523,641</u>	<u>4,646,672</u>

Included in the above are termination payments of £1,131 for one individual (2019: £42,091).

Employees earning £60,000 per annum or more received remuneration in the following bands:

	2020	2019
	No.	No.
£60,000 - £69,999	2	3
£70,000 - £79,999	1	-
£90,000 - £99,999	1	-
£100,000 - £109,999	-	1

The employers pension contributions for the above employees was £48,374 (2019 - £34,178)

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6 Key Management Personnel

The charity considers that the key management personnel comprise the governors and the senior leadership team- who are the Headmistress, Deputy Head (Pastoral & Boarding), Assistant Head (Co-curricular & Operations), Director of IT, Deputy Head (Academic), Assistant Head (Sixth Form), Bursar & Clerk to the Governors, Director of Development and the Director of Marketing & Admissions. The total employee benefits including pension costs of the key management personnel of the school were £658,638 (2019: £709,244).

7 Taxation

The charitable company is exempt from corporation tax on its activities.

8 Tangible Fixed Assets

	Freehold properties £	Equipment £	Total £
Cost			
At 1 September 2019	12,518,130	3,450,654	15,968,784
Additions	5,850	17,577	23,427
Disposals	-	(1,422)	(1,422)
	<u>12,523,980</u>	<u>3,466,809</u>	<u>15,990,789</u>
At 31 August 2020			
Depreciation			
At 1 September 2019	1,677,723	2,619,588	4,297,311
Charge for the year	163,283	363,723	527,006
Eliminated on disposals	-	(1,422)	(1,422)
	<u>1,841,006</u>	<u>2,981,889</u>	<u>4,822,895</u>
At 31 August 2020			
Net Book Value			
At 31 August 2020	<u>10,682,974</u>	<u>484,919</u>	<u>11,167,894</u>
At 31 August 2019	<u>10,840,407</u>	<u>831,066</u>	<u>11,671,473</u>

The insured value of the Main School, Sports Hall, Swimming Pool, St Mary's Theatre and other buildings is £46,575,701.

All tangible fixed assets are used for direct charitable purposes. The school does not own or have the use of any inalienable or historic assets. No impairment of the freehold property was evident, which has been confirmed by the insurance valuation.

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9 Investments	2020	2019
	£	£
At 1 September	331,204	1,953,961
Disposals	-	(1,544,655)
Net losses	<u>(50,028)</u>	<u>(78,102)</u>
At 31 August	<u>281,176</u>	<u>331,204</u>
Historical cost	<u>386,742</u>	<u>386,742</u>

The investments held relates to Edinburgh Investment Trust Plc which is listed on the London Stock Exchange.

10 Stock	2020	2019
	£	£
Household and consumable materials	<u>20,885</u>	<u>16,560</u>

11 Debtors	2020	2019
	£	£
Tuition fees receivable	417,167	353,429
Bad debt provision	(98,322)	(61,854)
Other debtors	11,352	22,744
Prepayments and accrued income	<u>193,184</u>	<u>202,578</u>
	<u>523,381</u>	<u>516,897</u>

12 Creditors: Amounts falling due within one year	2020	2019
	£	£
Trade creditors	51,628	188,018
Tuition fees in advance (see below)	875,356	1,169,810
Other taxes and social security costs	81,053	87,763
Other creditors	268,157	408,489
Accruals and deferred income	<u>44,028</u>	<u>68,661</u>
	<u>1,320,222</u>	<u>1,922,741</u>

	2020	2019
	£	£
Total tuition fees in advance brought forwards	1,267,825	1,429,825
Released in year	(1,267,825)	(1,429,825)
Received in year	<u>878,388</u>	<u>1,267,825</u>
Total tuition fees in advance carried forwards	<u>878,388</u>	<u>1,267,825</u>
Repayable in one year or less, or on demand	875,356	1,169,810
Repayable in one year or more (see note 13)	<u>3,032</u>	<u>98,015</u>
	<u>878,388</u>	<u>1,267,825</u>

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13 Creditors: Amounts falling due after more than one year	2020	2019
	£	£
Fees paid in advance	3,032	98,015
Fee deposits	<u>592,595</u>	<u>396,117</u>
	<u>595,627</u>	<u>494,132</u>
Fee deposits		
Repayable in one year or less, or on demand	<u>83,494</u>	<u>347,107</u>
Repayable between one and two years	188,500	160,750
Repayable between two and five years	331,095	172,373
Repayable in five years or more	<u>73,000</u>	<u>62,994</u>
Total	<u>592,595</u>	<u>396,117</u>
Fees paid in advance		
Repayable in one year or less, or on demand	<u>875,356</u>	<u>1,169,810</u>
Repayable between one and two years	3,032	98,015
Repayable between two and five years	<u>-</u>	<u>-</u>
Total	<u>3,032</u>	<u>98,015</u>
14 Provision for liabilities	2020	2019
	£	£
Balance at 1 September	43,168	63,719
Released in year (see note 17)	<u>(6,949)</u>	<u>(20,551)</u>
	<u>36,219</u>	<u>43,168</u>

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15 Funds	Balance at 31 August 2019 £	Income £	Expenditure £	Gains & Transfers £	Balance at 31 August 2020 £
Unrestricted Funds					
General	<u>11,580,765</u>	<u>6,658,434</u>	<u>(7,005,475)</u>	<u>(50,028)</u>	<u>11,183,696</u>

	Balance at 31 August 2018 £	Income £	Expenditure £	Gains & Transfers £	Balance at 31 August 2019 £
Unrestricted Funds					
General	<u>12,155,672</u>	<u>7,194,230</u>	<u>(7,691,035)</u>	<u>(78,102)</u>	<u>11,580,765</u>

16 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	11,167,894	-	11,167,894
Current assets	1,967,871	-	1,967,871
Current liabilities	(1,320,222)	-	(1,320,222)
Creditors falling due after 1 year	(595,627)	-	(595,627)
Provisions for liabilities and charges	<u>(36,219)</u>	<u>-</u>	<u>(36,219)</u>
	<u>11,183,696</u>	<u>-</u>	<u>11,183,696</u>

All net assets in 2019 were represented by unrestricted funds.

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17 Pension obligations

The School employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and TPT Retirement Solutions Independent Schools' Pension Scheme (ISPS) for non-teaching staff. The former is a defined benefit scheme and the latter is a defined contribution scheme. In addition, a small number of employees belong to TPT Retirement Solutions Growth Plan (TPTGP) defined benefit scheme however this is closed to new members.

Teachers' Pension Scheme

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 £496,255 (2019 - £330,558) and at the year-end £57,867.26 (2019 - £43,948) was accrued in respect of contributions to this scheme.

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

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

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

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

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

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

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17 Pension obligations continued

Teachers' Pension Scheme continued

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements. The School withdrew from the TPS on 1 September 2020.

TPT Retirement Solutions

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

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

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme of £11,243,000 per annum. This is payable monthly from 1 April 2019 to 31 January 2025 and increases by 3% each on 1st April.

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

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

Reconciliation of opening and closing provision:	2020	2019
	£	£
Provision at start of period	43,168	63,719
Recognised in year	-	-
Unwinding of discount factor (interest expense)	380	1,002
Deficit contribution paid	(7,660)	(8,172)
Remeasurements - impact of change in assumptions	331	811
Remeasurements - amendments to the contribution schedule	-	(14,192)
	<u>36,219</u>	<u>43,168</u>

Income and expenditure impact:

Interest expense	380	1,002
Recognised in year	-	-
Remeasurements - impact of change in assumptions	331	811
Remeasurements - amendments to the contribution schedule	-	(14,192)

All movements on the pension provision are recognised in the Statement of Financial Activities as staff costs.

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17 Pension obligations continued

TPT Retirement Solutions continued

The assumed discount rate applied is 0.55% per annum (2019 – 0.97%). This rate is the equivalent single discount rate which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

18 Indemnity insurance

During the year the company purchased insurance for the directors of the school against liabilities arising from negligence in relation to the company as permitted under section 233 of the Companies Act 2006 with the approval of the Charities Commission. £27,882 was paid for public liability insurance (2019 - £25,487). Included in this was professional indemnity insurance relating to the trustees.

19 Company limited by guarantee

As the company is limited by guarantee, in the event of winding up the members will be required to pay £1.

20 Related party transactions

None of the trustees received any remuneration or reimbursed expenses for their role as trustee during the current or previous year.

The Chairman is also a trustee of St Mary's School Wantage Bursary Fund. The charity raises funds to support bursaries provided by the School. During the year an amount of £11,493 (2019 - £11,600) was donated to the School and at the year end £nil (2019 - £nil) was owed to the School.

21 Controlling interest

The company is controlled by its Board of Governors.

22 Operating lease commitments

At 31 August 2020 the school had total commitments under non-cancellable operating leases falling due as set out below:

	2020 £	2019 £
Due within:		
Less than one year	22,603	22,603
Between one and five years	39,641	62,244
	<u>62,244</u>	<u>84,847</u>

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	2020 £	2020 £	2019 £	2019 £
INCOME FROM:				
Operating activities:				
Fees	6,120,246		6,310,327	
Bursaries, scholarships and remissions	(467,955)		(536,689)	
Summer school	-		650,885	
Extras and disbursements	<u>378,060</u>		<u>481,007</u>	
		6,030,351		6,905,530
Rent		78,454		107,302
Other income				
Donations received		146,937		93,852
Registration and common entrance fees		29,000		31,553
UK Investment income		<u>50,815</u>		<u>55,993</u>
		<u>6,335,556</u>		<u>7,194,230</u>
EXPENDITURE ON:				
Cost of raising funds		2,466		2,716
Cost of activities in furtherance of charity objects				
Summer school	100,726		444,731	
Direct costs	4,481,329		4,936,462	
Indirect costs	472,831		449,483	
Overhead costs	454,578		429,975	
Administrative costs	181,115		245,433	
Extras and disbursements	<u>273,714</u>		<u>386,945</u>	
		5,964,293		6,893,029
Support costs	594,638		706,556	
Governance costs	<u>121,200</u>		<u>88,734</u>	
		<u>715,838</u>		<u>795,290</u>
		<u>6,682,597</u>		<u>7,691,035</u>
Net expenditure		(347,041)		(496,805)
Net losses on investments		<u>(50,028)</u>		<u>(78,102)</u>
Net deficit after net glosses on investments		<u><u>(397,069)</u></u>		<u><u>(574,907)</u></u>

These notes do not form part of the statutory financial statements.

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	2020 £	2020 £	2019 £	2019 £
A Summer school				
Summer school receipts	-		650,885	
Summer school costs	<u>(100,726)</u>		<u>(444,731)</u>	
Surplus on activities		<u><u>(100,726)</u></u>		<u><u>206,154</u></u>
B Direct costs				
Teachers' pay	2,842,768		2,699,405	
SSP and maternity pay	(5)		(8,786)	
Teachers' costs	142,657		193,086	
Redundancy payments	1,131		10,922	
Housemistresses and nursing pay	294,363		513,585	
Housemistresses costs	27,299		36,018	
Housekeeping pay	184,904		257,172	
Housekeeping costs	38,650		60,589	
Catering costs	337,190		541,267	
Stationery	1,970		2,255	
Library	2,424		3,587	
Subscriptions and incidentals	19,439		19,639	
Weekend activities	33,183		38,688	
Chapel	909		2,012	
School vehicles	27,442		42,375	
Depreciation	527,006		523,946	
Loss on disposal of fixed assets	<u>-</u>		<u>702</u>	
		<u><u>4,481,329</u></u>		<u><u>4,936,462</u></u>
C Indirect costs				
Grounds costs	23,840		21,625	
Facilities pay	196,714		215,004	
Facilities costs	111,324		105,927	
Security	23,269		36,927	
Swimming pool	51,314		44,504	
Recruitment	<u>66,370</u>		<u>25,496</u>	
		<u><u>472,831</u></u>		<u><u>449,483</u></u>
D Overhead costs				
Rates and water	49,384		48,033	
Telephone and Postage	14,142		28,063	
Insurance	47,842		44,869	
Electricity, Gas and Oil	213,308		226,654	
Computer support costs	<u>129,901</u>		<u>82,356</u>	
		<u><u>454,578</u></u>		<u><u>429,975</u></u>

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	2020 £	2020 £	2019 £	2019 £
E Administrative costs				
Office costs	16,518		23,497	
Advertising and marketing	96,270		101,036	
Travel and entertaining	18,676		44,516	
Alumni and events	7,439		8,567	
Bad debt provision	42,212		67,817	
		<u>181,115</u>		<u>245,433</u>
F Extras and disbursements		<u>273,714</u>		<u>386,945</u>
G Support costs				
Administration pay	342,994		393,668	
Admissions pay	67,008		71,900	
Marketing pay	101,945		129,782	
IT support pay	79,212		103,037	
Commissions paid	3,480		7,957	
Admission costs	-		212	
		<u>594,638</u>		<u>706,556</u>
H Governance costs				
Legal fees	26,647		11,531	
Audit fees	20,526		18,996	
Professional fees	74,027		58,207	
		<u>121,200</u>		<u>88,734</u>
I Net losses on investments		<u>(50,028)</u>		<u>(78,102)</u>

These notes do not form part of the statutory financial statements.