

ABBOT'S HILL LIMITED

GOVERNORS' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2017



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

Abbot's Hill School

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Annual Report of the Governors
Year ended 31 August 2017

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

N Chadwick	A Lees BA, FCA (F)
M Hart MA (Cantab), MBA (P) (F)	J Mark BA (Hons) (Chairman) (E) (H&S)
N James MA (Oxon) (Vice Chairman) (F)	J Myers (E)
J Gillespie MA (Cantab)	L Summerton MA, PhD (F) (E)
S Thakur PhD (E)	G James MA (Oxon), PGCE (E)

(P) Parent of a pupil at the School
(F) Member of the Finance & Audit Committee
(E) Member of the Education Committee
(H&S) Governor with Health & Safety oversight

The Board of Governors is a self-appointing body. Service is for a term of three years and retiring Governors can be re-elected.

In accordance with the Articles of Association, Jill Myers joined the Board of Governors on 27 April 2017.

Headmistress

Mrs E Thomas BA (Hons), PGCE, NPQH

Bursar

Mr S Launchbury MA (from 14 November 2016 to 4 May 2017)
Mrs C Korniczky ACA (from 24 April 2017)

Address

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Bankers

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Auditor

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Insurance Brokers

Marsh Insurance Brokers
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The Governors are pleased to present their report for Abbot's Hill School with the financial statements for the year ended 31 August 2017 prepared in accordance with the Statement of Recommended Practice (SORP), Account and Reporting by Charities 2015.

A YEAR OF SUSTAINED PROGRESS

Abbot's Hill has once again enjoyed a very successful year. Academic results at GCSE continue to demonstrate impressive levels of achievement and progress including for those subjects included in the first year of the GCSE reforms. Abbot's Hill girls achieved a 100% pass rate with 98.67% of grades at A*-C/ 9-4, compared with the provisional national average of 66.3%. Teaching at Abbot's Hill ensures that girls are enabled to reach the highest levels as demonstrated by 53.89 % of all grades being at A*-A, well above twice the national average of 20%. Almost a third of the cohort, achieved at least 8 passes at A*/A/7/8/9 Value added performance across all levels is also excellent and in excess of the average levels for ISC (Independent Schools Council) schools. These results continue the School's outstanding record of GCSE success over many years and demonstrate that pupils at Abbot's Hill have been extremely well prepared for the increased demands of the reformed specifications. .

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

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

This year's major drama productions were the Senior School production of 'Hairspray' which was chosen as part of the School's celebration of Black History Month, a key element in its Artsmark submission and for prep pupils 'Mulan', again linked the School's commitment to Artsmark. The creative and performing arts are a significant feature of life at Abbot's Hill, including events such as the Summer Arts Festival, the hotly contested annual clan music competitions, the high numbers of pupils completing ABRSM and LAMDA awards, a rich programme of arts workshops and visits and a wide range of concerts and musical events including those provided for local community groups.

The School's commitment to making girls aware of and confident to engage with the many opportunities in STEM (science, technology, engineering and maths) subjects and careers continues to be maintained. Once again there were excellent levels of participation in the UK Maths Trust Intermediate and Junior Challenges and pupils from Years 8 and 9 also enjoyed taking part in the UKMT Team Maths Challenge. Year 7 went to the Big Bang UK Young Scientist and Engineers Fair at the NEC; Year 8 was invited as part of the International Women in Engineering day, to West Herts College, trying out different STEM challenges. Year 9 were treated to a day of STEM challenges, with activities involving KNex and Year 10 visited the department of Life and Medical Sciences at the

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University of Hertfordshire, where they experienced a mock ward with simulated patients. Prep School Pupils participated in the Young Engineers Making Knexions workshops. One pupil gained a CREST Bronze award for her research project called 'How Do Aeroplanes Fly'. The F1 in Schools project is gaining momentum as we prepare for our entry in the 2018 competition. The mathematics, ICT and science departments hosted a race day for the Bloodhound Rocket Car Challenge, welcoming pupils from local maintained schools. Pupils from our Senior and Prep School enjoyed success in this event with a total of 6 teams qualifying for the regional finals at RAF Halton.

Abbot's Hill is proud to offer an extensive and constantly increasing range of sporting activities to pupils. Its equestrian squad continues to thrive and the rugby team was undefeated in the last County Festival. Lacrosse continues to result in high level representation from Abbot's Hill pupils and girls from our ski team were again invited to attend ESSKIA squad training in Europe having finished in 12th place at the English Open Championship and 17th place at the British Championships. Abbot's Hill students also achieved highly in the Hertfordshire Multi-Events Championships, going on to represent the county at Regional Championships and English Schools National Cross-County Championship, National Track and Field Championships and English National ASA Swimming Championships. Our Sports Personality of the Year in 2017 was selected for a National Trial with England Lacrosse. Girls competing at these high levels benefit from the School's Elite Athlete Programme.

We remain committed to student engagement in the life of the School and the wider community, both to help us serve our girls better and also as an important development opportunity for responsible citizenship. The Duke of Edinburgh Award scheme is extremely well supported by pupils in Years 10 and 11 with the vast majority completing the Bronze Award and many also going on to achieve Silver. The School Council meetings offer opportunities for representatives from the year groups to offer ideas and suggestions.

The School has also raised in excess of £10,000 for a diverse range of local, national and international charities through imaginative fundraising activities including raising over £1,220 from the whole School Carol Service collection which was split between the Abbey and Keech Hospice Care. Over £1,000 was raised for Red Cross Chad Appeal by selling raffle tickets at the Senior School Play production and the Prep School production raffle in aid of Grenfell Tower relief raised just over £532.

In March 2017 the School underwent a Regulatory Compliance Inspection being judged as fully compliant with all regulations and additionally achieved a grading of 'Outstanding in all aspects of its Early Years Registered Setting.

It is of course impossible to detail all that a busy and thriving school does over the course of the year in a few short pages. Nevertheless, we commend this report and our accounts to you, in the hope that it will give you a flavour of another wonderful year at Abbot's Hill.

STATUS AND ADMINISTRATION

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

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

Abbot's Hill School Annual Report of the Governors Year ended 31 August 2017

On 31 August 2012, all shares in Abbot's Hill Limited were transferred to Abbot's Hill School Limited, a new holding company limited by guarantee. The members of Abbot's Hill School Limited are Governors of Abbot's Hill Limited.

GOVERNANCE

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

Between these regular meetings, two committees (the Finance & Audit Committee and the Education Committee) meet each term to provide detailed review of specific matters, to oversee performance of delegated policies, and to ensure progress generally.

Dedicated working parties are set up from time to time as required where projects requiring closer governor involvement are under way. A Phase Two Working Party is currently overseeing the building of Phase 2 of the School's Campus Development Plan. This will provide four new junior classrooms, an art, design and technology teaching room and outdoor learning space and is due for completion by the summer of 2018.

The School's staff Health & Safety Committee meets termly and is chaired by the Bursar with assistance from the Domestic Bursar in her capacity as Health & Safety Coordinator. A Governor attends these meetings in a liaison and oversight role on behalf of the Board of Governors. Respective Heads of Department and other key personnel also attend.

The day-to-day running of the School is delegated to the Senior Leadership Group, which advises the Board of Governors. The members in the year were: The Headmistress, The Bursar, The Deputy Head, The Head of Prep and the Head of Pupil Progress and Welfare.

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

The School has a policy whereby new Governors receive appropriate training and a full Governors' induction pack upon appointment.

Some Governors are appointed from the parents of current and former pupils, though the Board tries to ensure that an appreciable proportion of its number has no prior connection with the School. The Governors have a policy to ensure they have the range of skills required for an appropriately balanced Board. The Clerk maintains a matrix of Governor skill sets and requirements and this is reviewed by the Board and determines recruitment needs. The Board is satisfied it has a good balance of skills and experience but is also planning to introduce a Nominations Committee to facilitate effective succession planning.

Governors hold a meeting early in each calendar year to discuss and update the Strategic Plan for the School. This feeds into the School Improvement Plan (SIP) and the departmental plans and also informs the School's financial planning.

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OBJECTIVES AND ACTIVITIES

The principal objects of the Charity are to carry on, develop and manage the School for the promotion or advancement of education. The Memorandum and Articles of Association also include other objects related to the advancement of education, including promotion of and support for the objects of the Guides and Scouts Association.

Strategic Vision

By setting high standards within a stimulating, inspiring and nurturing environment, Abbot's Hill School enables pupils to fulfil their academic and personal potential and to acquire the skills and attributes necessary for them, as caring and responsible citizens, to lead happy and successful lives.

Objectives for the Year

The Governors' main objective continued to be to educate all of the School's pupils to at least the same high standard achieved by the School in recent years by offering a curriculum and pastoral provision which is designed to foster each pupil's full potential and well-being. As an integral part of enabling this, a full CPD programme ensures that teachers are fully conversant with the latest strategies.

In support of this overall objective, planning permission was obtained in January 2015 for a campus development plan to enhance the School's facilities in both the short and medium term. The first stage of this was completed with the opening of a 50 week a year Day Nursery and Pre-School in October 2015. Work on Phase 2 has led to the appointment of contractors who commenced building in July 2017 with completion of this work scheduled for summer 2018. Following a decision by governors, the refurbishment and enhancement of the School's swimming pool was also largely completed over the summer of 2017.

Other key objectives were to continue to enhance all aspects of Health & Safety and security within the School, to provide effective governance and management, to continue to support other Schools and organisations for the public benefit, to further develop our ambitious ICT strategy to the benefit of all users (pupils, staff, and visitors) and to maintain an excellent reputation across all stakeholder groups.

The Strategic Plan also emphasises the requirement to build financial strength to ensure stability.

Principal Activity

Abbot's Hill provides education in three age ranges. The Senior School provides day-school education for girls between the ages of 11 and 16 years, up to GCSE level. The Prep School educates girls between the ages of 4 and 11 years, preparing them for secondary education. A large proportion of the girls graduate from Prep to Senior. Abbot's Hill day Nursery and Pre-School for boys and girls aged 6 months – 4 years opened in October 2015.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE

☉ Goal 1: A distinct market proposition

Abbot's Hill continues to provide teaching in genuinely small classes in a safe, caring and nurturing environment within a unique and beautiful parkland location, blending tradition with forward looking progression. The opening of the co-educational day-nursery and Pre-School has enhanced facilities to meet the School's goal of developing flexible, full time, all year, wrap-around provision to meet the needs of parents.

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

Academic results at GCSE continue to demonstrate impressive levels of achievement and progress. Academic results at GCSE continue to demonstrate impressive levels of achievement and progress including for those subjects included in the first year of the GCSE reforms. Abbot's Hill girls achieved a 100% pass rate with 98.67% of grades at A*-C/ 9-4, compared with the provisional national average of 66.3%. Teaching at Abbot's Hill ensures that girls are enabled to reach the highest levels as demonstrated by 53.89% of all grades being at A*-A/9-7, well above twice the national average of 20%. Almost a third of the cohort, achieved at least 8 passes at A*/A/7/8/9. The Prep School continues to provide a high quality preparatory education for its pupils which includes specialist teachers delivering a range of subjects including music, PE, drama, MFL and science. The Nursery provides an excellent Pre-School education which feeds seamlessly into the Prep School and reflects the ethos of Abbot's Hill School.

The School's academic results are not only excellent in themselves but represent very significant "added value" from the baseline set as pupils enter the School. Pupils flourish within Abbot's Hill and demonstrate significant personal development in many areas of life, achieving high standards particularly in sport, drama, art and music as outlined above. The

School provides a wide variety of clubs and activities both at lunch times and after school. Pupils also benefit from the School's extended day, one of many aspects of Abbot's Hill School that enables them to accelerate their progress.

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

Additional benefits to learning have been provided by continued investment in ICT including the further development of a 1:1 device scheme for all pupils from Year 8 and the use of Google Classroom to enhance pupils' access to learning materials and opportunities for collaborative work.

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

We continue to develop and enhance our already broad curriculum, both in terms of content and pedagogy, to ensure that our pupils are equipped with the knowledge, skills, and examination successes that position them for an outstanding start in life.

In modern languages, iGCSE Spanish and iGCSE French are equipping pupils with the skills to progress effectively to A Level courses and Spanish has now been introduced to the Prep School curriculum from Year 4. English and Drama continue to benefit from an extensive enrichment programme, including opportunities for girls to experience live theatre, attendance at 'Poetry Live!' and visits to museums and Stratford Upon Avon.

Our deployment of technology in support of the curriculum has continued to progress and our broad curriculum goes beyond conventional academic subjects to include the full range of values and understanding necessary for adult life and citizenship. The Young Sports Leaders Award is now well established and girls have access to a wide range of optional subjects at GCSE.

Abbot's Hill's achievement of the prestigious Platinum Artsmark Award is a strong endorsement of the ways in which the School celebrates the arts and strives for excellence in our provision. The

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awarding panel commended the School was commended for its *ambitious and reflective approach to your Artsmark journey* and praised the range on offer and available to pupils as *a particular strength, as was your aspiration for excellence in all areas of arts and cultural work*. Additionally it commented on the School's 'leadership role as a setting with significant resource and expertise in the arts and culture', and looked forward to seeing Abbot's Hill continue to extend this sharing to the wider community

Abbot's Hill has a School counsellor service and a School chaplain. Key pastoral staff have also been trained in Mental Health First Aid, pastoral tracking systems have been enhanced and during the last year a Pastoral Hub was created to further consolidate and strengthen support for pupils.

• **Goal 4: Financial strength and stability**

In the year, the Senior School had 2016/17 273 (2015/16: 265) day pupils and the Prep School had 2016/17 193 (2015/16: 185). 26 (2015/16: 7) pupils were also enrolled in the School's Nursery and Pre-School. The Finance & Audit Committee, in accordance with its remit, continued to monitor the School's finances during the year and to identify matters for further consideration at the Governors' regular meetings, whilst the Bursar supervised and controlled the School's costs on a day-to-day basis.

Marketing remains high on the agenda in maintaining and growing the numbers on roll in the Senior School and recruitment into the Nursery and Prep School. During the year, a new prospectus was developed to reflect changes in the School over recent times and the School's website was refreshed in line with this.

The Governors had regard for the public benefit guidance issued by the Charity Commission and have developed and implemented Public Benefit and Bursary Policies.

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

Additionally, the School awards scholarships for entry to Year 7 in music, art, drama and sports as well as for academic performance.

In 2016-17 the following awards were made:

Means-tested bursaries - 12 girls (2016 - 15 girls), £158,480 (2016: £166,161). Of the 12 girls offered bursaries this year, 7 (2016 - 7 girls) benefitted from bursaries greater than 75% including 4 girls (2016 - 3 girls) with 100% awards.

Scholarship awards - 34 girls (2016 - 27 girls), £52,784 (2015: £43,807).

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In addition, as described below, the School continued to work with local schools, voluntary organisations and community groups by making its expertise, facilities and premises available for use, as well as supporting other charities, both in this country and overseas, by fund-raising and sponsorship. Members of the Board and some staff serve as Governors/Trustees at maintained sector schools. As Chair of the East region of the Girls' Schools Association Education Committee, the Headmistress engages with a number of forums active in national educational matters.

The School has a long standing relationship with Nash Mills Borough Council, part of which has led it to dedicate a substantial area of its estate to public benefit. In partnership with the Council the area has been converted into a well-equipped children's playground accessible all year round to the local community.

The School continues to develop its public benefit offering into a more extensive and diverse portfolio. The School has appointed a member of staff as Head of Partnerships. The cost of this includes approximately 20% of the full time salary of this member of staff in addition to costs incurred for specific partnership projects and an element of senior management time in mentoring and monitoring the work of the Head of Partnerships.

Partnerships with local state schools and local community groups continue to grow with more long term collaboration established and new projects initiated.

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

- **The School continues to support STEM activities by running several projects and workshops free of charge. These have included:**
 - **'Making Konnections' workshop involving teams from AHS and a local primary school. STEM ambassadors in the school from across the phases support this workshop.**
Staff hours: 4 – running the workshop
+ 3 planning and organising
+ 1 communicating with schools
+ 1 catering, premises and event management time
Partner participation: Chambersbury Primary 30 pupils
Other costs: refreshments for all pupils, staffing and premises, STEM ambassadors invited to judge.
 - **To celebrate British Science Week, the School organised workshops by the Chelsea Physic Garden Education team. Abbot's Hill pupils were joined by two local primary state schools in a series of workshops across the day.**
Staff hours: 8- workshop
+ 4 organising and communicating with CPG
+ 4 communicating with schools and organising
Partner participation: Nash Mills Primary 30, King's Langley Primary 30
Other costs: premises, staffing, refreshments, cost of workshops (£400).
 - **Senior science teachers organised a Forensic Day. The aim of the day was to work collaboratively in mixed groups with Abbot's Hill pupils and learn a set of skills that would allow them to solve a mystery.**
Staff hours: 5 - workshop time
+ 2 planning and resourcing

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+ 2 organising, cover and communication

Partner participation: Abbot's Langley School

Other costs: resources (£40), supply cover for one science teacher for 4 lessons

- o **The School took part in the Bloodhound Rocket Car Challenge. Pupils from two local secondary schools took part in the competition.**

Staff hours: 30 for 3 members of staff

Partner participation: Cavendish, JFK-total 30 pupils

Other costs: £1000 for resources

- **Organising and hosting the Cross Country Event for teams from two local primary schools and Abbot's Hill. This allowed the pupils further opportunities to compete in different ability teams and culminated in an awards ceremony.**

Staff hours: 6 running the day

+ 4 organisation and planning

Partner participation: teams from Nash Mills Primary and King's Langley Primary

Other costs: premises and catering staffing, refreshments

- **The School's relationship with Abbot's Parish Eco-Schools (APES) group continues to grow. This large group of local state primary, secondary and special schools was set up to further environmental projects and awareness in the local community. Abbot's Hill hosted pond dipping workshops with follow up activities around classification of organisms, habitats and bio-diversity.**

Staff hours: 6

Partner participation: Breakspeare Special School, Abbot's Langley Primary

Other costs: pond dipping equipment, staffing and cover, running workshop

- **The Performing Arts Departments collaborated to offer the 'Come and Sing' project. This large scale initiative involved workshops around the theme of the musical The Lion King with the aim of promoting the arts and opening opportunities for the pupils from two local primary schools to be taught by specialist teachers in dance, drama, music and stage management including costume and makeup. 90 pupils including one year group from Abbot's Hill worked in mixed groups collaboratively to produce a short dramatic presentation at the end of the day. Feedback from the schools was extremely positive including this email from one school:**

"Wow! What an amazing day!

Please say a huge thank to all your staff for their help and support today. I can't praise Abbots Hill enough! The children have thoroughly enjoyed themselves and have returned home with huge smiles on their faces.

I have had great feedback from all my members of staff, praising the workshops, timings and organisation of today. I saw all the workshops and thought they were fantastic and it all came together brilliantly at the end. It was great to see all the children engaged and talking to each other - even though they did not know one another.

I hope your staff enjoyed it as much as we did.

Abbots Langley would love to be part of this again, this is a fantastic opportunity for so many schools in the area."

And comments from pupils from the participating schools including:

"I am writing to tell you what an amazing time I had at your lovely school. My favourite activity was drumming because I have drum lessons but I have never played African drums."

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"I really enjoyed the Lion King yesterday. My favourite part was dancing and I asked my mum if I could go to a dance club."

Thank you so much for inviting me to your school and I made so many friends. I really enjoyed looking at the Lion King because we all worked together to create a dance. I also enjoyed the kindness of the girls and the teachers because they helped me to play instruments and the girls helped me dance and overcome my fear of stage fright."

Staff hours: 6 running the day

+ 6 planning, resourcing and organising

+ 3 cover and room change

+ 3 premises and kitchen staff

Partner participation: Nash Mills Primary School 30, King's Langley Primary School 30

Other costs: supply cover for the 5 teachers running the workshops, team T shirts for all pupils, lunch for all pupils and visiting staff, resources including face paint, costumes, instruments etc.

- **Furthermore this has led Abbot's Hill to offer specialist drama teaching each week to a class at a nearby state primary school starting in September 2017.**
- **Further links with our local community are being established with our choir visiting Water Mill House Care Home in December to sing Christmas Carols. The residents of Gilbert Burnet House, an assisted living housing unit, were also invited to attend the School production of Mulan. They were provided with a School mini bus and invited to meet the cast over refreshments after the show.**

Staff hours: 3

Partner participation: Water Mill House Care Home, Gilbert Burnet House

Other costs: staffing, transport, refreshments

The Lion King singing event provided a wonderful experience for our Year 6 pupils. We cannot provide the range of musical instruments or the theatre atmosphere in our setting and so to see pupils perform, sing and dance so confidently was marvellous. Some of our most vulnerable pupils were totally absorbed and it was lovely to see their enjoyment and confidence that day.

• Goal 5 Effective, committed and skilled staff

Providing resources for the continuing professional development of the teaching staff is recognised as a key factor for the achievement of this goal and Abbot's Hill has appointed a team of Professional Tutors to assist with co-ordinating this.

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

A number of Heads of Department – both teaching and support - were again able to attend a Middle Management training course delivered over several months during this year by an external provider.

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

In-service training days over the last year covered many topics in addition to the required statutory training (for example on Safeguarding, Fire Awareness, Health and Safety). Sessions included

Fundamental British Values, Artsmark, Science for Prep staff, Educational Visits Risk Assessments, Talk Less Teaching, Dealing with children with anxiety issues in the classroom, Bar method in maths (Prep), PHSE and Form Time ideas, Photoshop and other IT training, Social Media 101 and Growth Mindset.

As previously, staff contributed their own expertise to the programme by leading a wide range of coaching circles for the benefit of colleagues. Day-Nursery and Pre-School staff again benefited from a week-long programme of training towards the end of the year.

All new staff benefit from an Induction Programme which has recently been reviewed and extended.

• Goal 6: A High Standard of development and maintenance of the School's assets

Following the successful completion of Phase 1 of the Campus Development Plan in 2015, the Governors have appointed contractors to build Phase 2 which will provide high quality classrooms, an art, design and technology room and outdoor teaching space for the use of the Prep School. Work on this development commenced in July 2017 with completion scheduled for the Summer of 2018.

Plans for the refurbishment and enhancement of the swimming pool came to fruition in the Summer with the building of a new changing room block and the installation of a canopy that will allow this facility to be used throughout the year.

The rolling programme of care for the School's heritage buildings and proactive planned maintenance has been strengthened since the appointment of a Facilities Manager. Other works completed during the year include the creation of a Pastoral Hub in the Main House, the enlargement of a classroom used for Modern Foreign Languages, refurbishment of the Year 7 Common Room, the installation of a canopy providing shade and shelter for Junior Pupils, further upgrades to toilets and washrooms, the creation of new outdoor learning areas for the Prep School pupils including an EYFS outdoor area adjacent to Reception classrooms and enhancements to the Woodland School.

• Goal 7: Effective governance and management

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

A Board skills self-audit is conducted regularly to inform Governor recruitment. The Governors commissioned an external review of compliance which has now been completed and was followed by a review of governance the findings of which will be reported on to the Board in November 2017.

The School maintains Governor supervision of Welfare, Safeguarding, Educational Provision and Health & Safety.

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

Governors attend training provided by AGBIS or others as relevant.

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

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

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

Parents are offered many opportunities to participate in events providing opportunities to understand the work of the School and the progress their children are making and to interact with staff. They receive regular information and updates from the School and are provided with a Parent Portal to provide access to relevant information and facilitate exchanges of information.

The School's hardworking Parents' Association, AHSPA, has again been very busy raising funds to finance additional facilities for the School, including the purchase of a new canopy for the Junior block. They have also arranged a variety of enjoyable social events for both parents and pupils including a Year 7 family disco, the annual summer and Christmas Fairs, an extremely well attended annual quiz night, a highly successful Fireworks Display and a Charity Winter Ball.

As in previous years, the School has taken part in a number of activities with local state and independent schools and provided facilities for sports meetings and community events. Local charities and other schools have used the School as a venue for a wide variety of promotional activities. The School provides a site, free of charge, to the local Parish Council for use as a play-area for the benefit of the children of local schools. The School is used by Barracudas Summer Camps at preferential rates during the Summer and Easter holidays and this service is used by Abbot's Hill parents enabling local children to benefit from the School's educational and sporting facilities.

As usual, during the year, the School supported numerous charities. Charities supported in the last twelve months include Plan UK, Roald Dahl Day, Macmillan Cancer, St Albans and District Food Bank, Breast Cancer Now, St Albans PHAB, Children in Need, WWF, Keech Hospice, Save the Children, St Albans Cathedral, The Royal British Legion, NSPCC, Red Cross Chad appeal, The Children's Trust, Womenkind Worldwide, Blue Cross, School in a Bag, "Because I am a Girl", Marie Curie, Red Nose Day, Changing Faces, St Albans and Hertsmere Women's Refuge, Grenfell Tower Relief, NOAH, The Mission House and undertook a wide range of activities in the community as part of their Duke of Edinburgh Award.

Conscious of environmental and security issues, the School continues to expand the number of pupils using its transport service which includes bus chaperones, thus reducing the environmental impact.

Abbot's Hill School

Annual Report of the Governors

Year ended 31 August 2017

The report of the Independent Schools Inspectorate following its visit in March 2017 was a strong endorsement of the School as was the achievement of the Arts Council's Platinum Artsmark Award.

RISK MANAGEMENT

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

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

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

The highest priority risks identified by the Risk Management Committee are:

- Long term maintenance requirements of the estate
- ICT performance

A number of medium level risks, concerned with a number of areas including governance, remuneration, recruitment and our legal structure, have been identified.

All high and medium level risks are subject to specific controls and interventions to remedy or reduce them to tolerable levels. In particular the high level risks are mitigated by the employment of qualified and trained staff in both of these areas and by clear job descriptions as to their roles and responsibilities. For example, this year has seen the appointment of a Facilities Manager as a direct response to the first listed risk. Further mitigation is provided by clear oversight of these areas by both the management, Headmistress and Bursar, and by Governors through their role in committees and working groups.

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

REMUNERATION

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

- To ensure delivery of the school's objectives
- To attract and retain motivated staff with the skills and expertise necessary for operational effectiveness
- That remuneration should be equitable and coherent across the school
- To take account of the purposes, aims and values of the school

Abbot's Hill School

Annual Report of the Governors

Year ended 31 August 2017

- To ensure that pay levels and pay increases are appropriate in the context of the interests of our parents and beneficiaries

The key management personnel in the school are the Headmistress and the Bursar. The former is appointed by the Board of Governors and her remuneration is set and reviewed annually by the Governors. Governors and the Headmistress are mindful of the balance to be struck when making these appointments, and those of other senior staff, but recognise the need to remunerate senior staff in a way that will attract and retain high-quality individuals with the personal qualities, skills and experience for demanding appointments.

FINANCIAL REVIEW

- *Activities and Results*

The school's incoming resources principally derive from pupil fees. Fee income for the year was up by £659,585 which was largely the consequence of increased pupil numbers across the school but most notably in the new nursery school as it starts to establish itself in the local area. Total funds increased by net incoming resources of £479,592 for the year.

Operating costs represent 95% of resources expended at the school with 47% of that expenditure comprised of teaching and teaching support salaries.

The Charity's operating surplus was £834,415 (Net Incoming Resources plus Depreciation). The Governors consider this to be a very satisfactory achievement, particularly in the current economic climate. The surplus will be used to fund capital projects for the benefit of both current and future pupils. Examples include the next phases of the Campus Development Plan as well as ongoing projects to enhance our existing buildings and facilities).

- *Reserves*

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

At the Balance Sheet date, the school held general unrestricted funds totalling £6,508,473 all represented by fixed assets for the school's own use. Under the Charity Commission's definition of free reserves being unrestricted funds not represented by fixed assets, the school did not have any free reserves at that date.

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

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

Going forward, achievement of the operating surpluses and other targets intrinsic to this plan will continue to be one of the key measures of the School's financial performance.

- *Fundraising Activities*

During the year the school raised over £60,000 from fundraising activities and funds raised on behalf of the school by the Abbot's Hill School Parents Association for which the Governors are most grateful.

Abbot's Hill School
Annual Report of the Governors
Year ended 31 August 2017

PLANS FOR FUTURE PERIODS

The school plans to ensure that academic and non-academic achievement continues to remain at a very high level. To this end it will continue to pursue the seven strategic goals illustrated in the review of achievements, above. Within these, highlights include further embedding Building Learning Power, continuing to progress our ICT strategy, and establishing a timetable for further phases of our Campus Development Plan.

Statement of Governors' Responsibilities

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the trustees are required to:

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

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

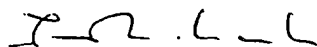
In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by members of the governing body on 30 November and signed on their behalf by:

2017



Janet Mark
(Chairman of the Board of Governors)

Independent Auditors' Report To Members of Abbot's Hill School

Opinion

We have audited the financial statements of Abbot's Hill School ('the company') for the year ended 31 August 2017 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

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 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

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

Independent Auditors' Report To Members of Abbot's Hill School

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

Matters on which we are required to report by exception

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

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

- 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 set out on page 16, 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.

Independent Auditors' Report To Members of Abbot's Hill School

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
- 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.

Kingston Smith LLP

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

Date *20th December 2017*
Devonshire House
60 Goswell Road
London
EC1M 7AD

Abbot's Hill School

Statement of Financial Activities (Including Income and Expenditure Account) For the year ended 31 August 2017

Income	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2017 £	Total Funds 2016 £
Income from:					
School fees	2	7,282,504	-	7,282,504	6,622,919
Non-ancillary trading income		170,260	-	170,260	40,842
Other educational income	3	490,928	-	490,928	635,788
Investment income		4,317	-	4,317	13,432
Miscellaneous income		14,381	-	14,381	32,630
Fundraising		64,997	-	64,997	25,693
Total Income		8,027,387	-	8,027,387	7,371,304
Expenditure					
Expenditure on Raising Funds:					
Fundraising costs		67,099	-	67,099	25,216
Finance costs		177,510	-	177,510	187,770
Non-ancillary trading expenses		119,097	-	119,097	14,427
Expenditure on Charitable Activities:					
Teaching and Running Costs		7,184,089	-	7,184,089	6,667,234
Total Expenditure	4	7,547,795	-	7,547,795	6,894,647
Net Income/expenditure		479,592	-	479,592	476,657
Transfers between funds	13	-	-	-	-
Reconciliation of Funds:					
Net Movement in Funds		479,592	-	479,592	476,657
Fund balance at 1 September 2016	13	6,028,881	-	6,028,881	5,552,224
Fund balance at 31 August 2017	13	6,508,473	-	6,508,473	6,028,881

The accompanying notes form part of these financial statements.

The information presented within the Statement of Financial Activities for the two years ended 31 August 2017 is equivalent to that which would have to be disclosed in an Income and Expenditure Account and accordingly a separate Income and Expenditure Account has not been presented.

There are no recognised gains or losses in the year other than the net incoming resources for the year.

All operations are continuing.

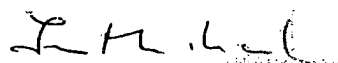
Abbot's Hill School

Balance Sheet at 31 August 2017

	Note	2017 £	2017 £	2016 £	2016 £
Fixed Assets					
Tangible assets	8		7,863,100		7,687,339
Current Assets					
Stock	9	101,844		98,585	
Debtors	10	108,074		169,467	
Cash at bank and in hand		<u>2,678,599</u>		<u>2,046,870</u>	
		2,888,517		2,314,922	
Creditors: Amounts falling due within one year	11	<u>1,857,345</u>		<u>1,634,989</u>	
Net Current Assets			<u>1,031,172</u>		<u>679,933</u>
Total Assets less Current Liabilities			8,894,272		8,367,272
Creditors: Amounts falling due after more than one year	12		<u>(2,385,699)</u>		<u>(2,338,291)</u>
Net Assets			<u><u>6,508,573</u></u>		<u><u>6,028,981</u></u>
Funds:					
Called up share capital	15		100		100
Unrestricted Funds:-					
General	13		6,508,473		6,028,881
Designated	13				
Restricted Funds	13				
			<u><u>6,508,573</u></u>		<u><u>6,028,981</u></u>

Company Registration No 00559674

The accounts were approved on behalf of the board and authorised for issue on 30 November 2017



Janet Mark
Chairman of Governors



Neil James
Vice-chairman of Governors

The accompanying notes form part of these financial statements

Abbot's Hill School

Notes to the Cash Flow Statement For the year ended 31 August 2017

Reconciliation of net income/(expenditure) to net cash inflow from operating activities

	2017	2016
	£	£
Net incoming resources	479,592	476,657
Adjusted for:		
Investment income	(4,317)	(13,432)
Depreciation of tangible fixed assets	354,823	336,924
Loss on disposal of fixed asset	-	-
(Increase)/Decrease in debtors	61,393	(15,869)
(Decrease) / Increase in creditors	561,543	184,024
(Increase) / Decrease in stock	(3,259)	(18,433)
Net cash provided by/(used in) operating activities	1,449,775	949,871

Cash flows from financing activities

	2017	2016
	£	£
Repayment of borrowing	(291,779)	(250,912)
Cash inflows/(outflows) from advance fee contracts	-	(13,343)
Net cash provided by/(used in) financing activities	(291,779)	(264,255)

Cash flows from investing activities

	2017	2016
	£	£
Interest received	4,317	13,432
Purchase of tangible fixed assets	(530,584)	(571,770)
Net cash inflow/(outflow) from investing activities	(526,267)	(558,338)

Analysis of cash and cash equivalents

	2017	2016
	£	£
Cash at bank and in hand	2,678,599	2,046,870
	2,678,599	2,046,870

Abbot's Hill School

Statement of Cash Flows For the year ended 31 August 2017

	2017	2016
Cash flows from operating activities	1,449,775	949,871
Cash flows from investing activities	(526,267)	(558,338)
Cash flows from financing activities	(291,779)	(264,255)
Change in cash and cash equivalents	<u>631,729</u>	<u>127,278</u>
Cash and cash equivalents at 1 September 2016	2,046,870	1,919,592
Cash and cash equivalents at 31 August 2017	<u>2,678,599</u>	<u>2,046,870</u>

Abbot's Hill School

Notes to the Financial Statements For the year ended 31 August 2017

Accounting Policies

1 Basis of Accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Abbot's Hill School 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 note(s).

The trustees 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 charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

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

1.1 Accounting Convention

These financial statements are prepared under the historical cost convention:

1.2 Fees

Fees are recognised on an accruals basis and consist of charges for the school year ending August, less bursaries, scholarships and allowances. Fees received in advance of education to be provided in future years under an Advance Fee Payments Scheme contract are held as interest-bearing liabilities until either taken to income in the term when used or else refunded.

1.3 Expenditure

Fundraising costs comprises costs associated with raising funds from all sources.

Finance costs includes loan interest, bank interest payable and bad debts.

Expenditure on charitable activities includes:-

- Teaching costs (all expenditure in connection with teaching work);
- Welfare costs (those costs supporting pupil welfare including medical support and school meals);
- Premises costs (costs in connection with building maintenance and cleaning costs, together with grounds and gardens); and
- Support costs (expenditure incurred in support of the direct charitable expenditure above)

Overheads are allocated to expense headings based on time spent by staff and space occupied.

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

Abbot's Hill School

Notes to the Financial Statements For the year ended 31 August 2017

Accounting Policies (continued)

1 Pensions

The school contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme which are attributable to the Charity. In accordance with FRS102, the Scheme is accounted for as a defined benefit contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator.

The School also contributes to personal pension schemes for non-teaching staff who have successfully completed their probationary period, at 5% of annual basic pay, and these contributions are accrued accordingly.

2 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

2 Leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term

2 Stocks

Stock of food and uniform is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

2 Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the company and which have not been designated for any

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes.

2 Depreciation

Depreciation is provided on all tangible fixed assets retained for the School's own use, other than freehold land, at rates calculated to spread each asset's cost, less its estimated residual value at prices ruling at date of acquisition, evenly over its expected useful economic life. The rates used are as follows:

Freehold buildings	2% straight line
Garden machinery	20% reducing balance
Fixtures and fittings	20% reducing balance
Fixtures and fittings (long-term)	10% straight line
Motor vehicles	25% reducing balance
Computer equipment	25% straight line

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

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

1 Accounting Policies (continued)

1.10 Financial Instruments

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

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

1.11 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

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.

1.12 Employee benefits

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

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

2 Fees Receivable	2017	2016
	£	£
Gross Fees	7,591,784	6,897,833
Bursaries	(166,403)	(158,685)
Scholarships	(46,633)	(38,916)
Other allowances	(96,244)	(77,313)
	<u>7,282,504</u>	<u>6,622,919</u>

Fees receivable represents unrestricted income in both the current and prior year.

3 Other Educational Income	2017	2016
	£	£
Additional school services	296,822	351,729
Registration fees	14,000	15,350
Minibus services	180,106	169,204
	<u>490,928</u>	<u>536,283</u>

Other income represents unrestricted income in both the current and prior year.

4 Analysis of Total Resources Expended	Staff costs	Other	Depreciation	Total
	£	£	£	£
Teaching	3,509,950	485,328	-	3,995,278
Welfare and Catering	229,912	254,639	-	484,551
Premises	267,229	595,759	354,823	1,217,811
Administration costs	721,985	713,712	-	1,435,697
Finance costs	-	177,510	-	177,510
Fundraising costs	-	67,099	-	67,099
Trading expenses	15,609	103,488	-	119,097
Governance costs	9,227	41,525	-	50,752
	<u>4,753,912</u>	<u>2,439,060</u>	<u>354,823</u>	<u>7,547,795</u>

	2016			
Analysis of Total Resources Expended	Staff costs	Other	Depreciation	Total
	£	£	£	£
Teaching	3,177,690	524,859	-	3,702,549
Welfare and Catering	226,172	223,320	-	449,492
Premises	260,694	559,509	336,924	1,157,127
Administration costs	592,255	626,101	-	1,218,356
Finance costs	-	187,770	-	187,770
Fundraising costs	-	25,216	-	25,216
Trading expenses	-	102,973	-	102,973
Governance Costs	5,725	45,440	-	51,165
	<u>4,262,536</u>	<u>2,295,188</u>	<u>336,924</u>	<u>6,894,648</u>

Abbot's Hill School **Notes to the Financial Statements (continued)** **For the year ended 31 August 2017**

5	Other Governance Costs		
	Auditors' remuneration	11,400	10,800
	- Audit Fees	1,920	5,742
	- Accountancy and other professional services	13,390	11,820
	- Other services	10,320	1,285
	Governors training and expenses	13,722	15,793
	Professional fees in relation to charity matters	50,752	45,440
		<u>50,752</u>	<u>45,440</u>

6	Salaries and Wages		
	Salaries	3,942,316	3,566,177
	National Insurance contributions	352,935	286,906
	Pension contributions	449,434	403,728
	Other costs	9,227	5,725
		<u>4,753,912</u>	<u>4,262,536</u>
		2017	2016
		£	£

	The average number of employees during the year was:	167	161
	Of which teaching staff were	100	93
	The following staff earned more than £60,000 during the year:		
		2017	2016

	Range	2017	2016
	£60,000 - 69,999	1	1
	£80,000 - £89,999		
	£90,000 - £99,999		
	£100,000 - 109,999	1	
		<u>1</u>	<u></u>

These staff members participate in the Teachers' Pension Scheme and in the Peoples' Pension Scheme. Their combined contributions for the year totalled £17,624.

7 Key Management Personnel

The School considers its key management personnel as the Headmistress and Bursar. The total employment benefits including employer pension contributions of the key management personnel were £232,686. (2016: £194,395).

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

8 Fixed Assets

Tangible Assets

	Freehold land and buildings	Fixtures, fittings and garden machinery	Motor vehicles	Computer equipment	Total
Cost	£	£	£	£	£
At 1 September 2016	8,267,894	1,625,035	79,310	432,094	10,404,333
Additions	481,626	23,983	-	24,975	530,584
At 31 August 2017	<u>8,749,520</u>	<u>1,649,018</u>	<u>79,310</u>	<u>457,069</u>	<u>10,934,917</u>
Depreciation					
At 1 September 2016	1,239,475	1,120,979	54,527	302,013	2,716,994
Charge for the year	136,132	115,171	11,485	92,035	354,823
At 31 August 2017	<u>1,375,607</u>	<u>1,236,150</u>	<u>66,012</u>	<u>394,048</u>	<u>3,071,817</u>
Net Book Value					
At 31 August 2017	<u>7,373,913</u>	<u>412,868</u>	<u>13,298</u>	<u>63,021</u>	<u>7,863,100</u>
At 31 August 2016	<u>7,028,419</u>	<u>504,056</u>	<u>24,783</u>	<u>130,081</u>	<u>7,687,339</u>

9 Stock

	2017	2016
	£	£
Catering	6,366	7,396
Uniform	95,478	91,189
	<u>101,844</u>	<u>98,585</u>

10 Debtors

	2017	2016
	£	£
Parent debtors	145,519	244,174
Provision against parent debtors	(76,418)	(119,567)
Other debtors	(4,797)	16,111
Prepayments	43,770	28,749
	<u>108,074</u>	<u>169,467</u>

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

11 Creditors due within one year	2017 £	2016 £
Bank loans due within one year	382,762	382,763
Trade creditors	252,372	202,341
Fee deposits held	260,573	258,666
Deferred income	252,044	362,786
Indirect taxes and social security contributions	88,099	82,859
Fees in advance scheme	384,900	203,513
Other Creditors	69,836	87,361
Accruals	166,759	54,700
	<u>1,857,345</u>	<u>1,634,989</u>

a) Deferred income

Deferred income at 1 September 2016	362,786	334,015
Tuition fees and extras received in advance in the year	252,044	362,786
Amounts released from previous years	<u>(362,786)</u>	<u>(334,015)</u>
	<u>252,044</u>	<u>362,786</u>

At the balance sheet date, Abbot's Hill School was holding fees received in advance from parents for the 2017 academic year.

12 Creditors due in more than one year	2017 £	2016 £
Bank Loan	1,706,108	1,997,887
Fees in advance scheme	679,591	340,404
	<u>2,385,699</u>	<u>2,338,291</u>

a) Bank loans payable

Amounts falling due within one year	382,762	382,763
Amounts falling due between two and five years	1,583,795	1,664,876
Amounts falling due after more than five years	<u>122,313</u>	<u>333,011</u>
	<u>2,088,870</u>	<u>2,380,650</u>

b) Fees in advance scheme

Amounts falling due within one year	384,900	203,513
Amounts falling due between one and two years	254,567	104,304
Amounts falling due between two and five years	385,023	190,213
Amounts due after five years	<u>40,001</u>	<u>45,887</u>
	<u>1,064,491</u>	<u>543,917</u>

Parents may enter into a contract to pay to the school up to seven years' tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils will remain in the school, advance fees will be applied as above.

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

13 Movement on Funds	General Funds £	Designated Funds £	Restricted Funds £	Total £
Balance brought forward	6,028,881	-	-	6,028,881
Net Incoming/(outgoing) Resources	479,592	-	-	479,592
	6,508,473	-	-	6,508,473
Transfers between funds (1)	-	-	-	-
	6,508,473	-	-	6,508,473

(1) The transfer represents the amount needed to reflect the change in the net book value of freehold land and buildings after taking into account additions, disposals and depreciation during the year less the amounts outstanding on the bank loan.

14 The net assets are held for the various funds as follows:

	Fixed Assets £	Net Current Assets £	Long Term Liabilities £	Fund Balances £
Unrestricted Funds				
General	7,863,100	1,031,172	(2,385,699)	6,508,573
Designated	-	-	-	-
Restricted Funds				
	7,863,100	1,031,172	(2,385,699)	6,508,573

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

15 Share capital	2017	2016
	£	£
100 Ordinary shares of £1 each	100	100

16 Bank Loans and charges

Allied Irish Bank (GB) holds a right of set-off incorporated in all Life Mortgages, Life Policies, Mortgage Debentures and Guarantees. The Bank also holds a First Legal Mortgage dated 26 July 2006 over freehold property known as Abbot's Hill School.

The loan was raised in 2006 to fund the construction of the Dickinson building, which is utilised by amongst others the PE and Performing Departments, at a cost of £3,033,474.

The loan is split into two tranches, repayable quarterly. The smaller tranche is on a fixed rate (4.79%) and is due to be repaid by 30 June 2023. The larger tranche is on a fixed rate (6.58%) until September 2017.

Barclays Bank holds a second ranking legal charge, dated 22 July 2015 over the property known as Abbot's Hill School. The loan was raised to assist with the development of the extended nursery, at a cost of £680,065. The loan is repayable monthly and the interest is 1.95% over base rate.

17 Operating Leases

At 31 August 2017 the school had annual commitments under non-cancellable operating leases as follows:

	2017	2016
	£	£
Plant and Equipment:		
Expiry date:		
Less than one year	2,239	24,790
Between two and five years	792	
Over five years		

18 Control Relationships

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

19 Capital Commitments

Capital expenditure of £1,953,544 (2016: £nil) has been contracted for as at 31 August 2017.

20 Related Party Transactions

The Governors received no remuneration but did receive reimbursement of expenses during the year totalling £918.06 (2016: £595) relating to travel costs.

Governors N Chadwick and J Myers children were employed in the Nursery during the year. The total remuneration to them was £999.67 and £2,606.84 respectively (2016: £nil).

Abbot's Hill School

Notes to the Financial Statements (continued) For the year ended 31 August 2017

21 Pension Schemes

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £381,027 (2016: £381,795) and at the year-end £nil (2016 - £nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set following scheme valuations undertaken by the Government Actuary Department. The latest valuation report in respect of the TPS was prepared at 31 March 2012 and was published in June 2014. This report confirmed that the employer contribution rate for the TPS will increase from 14.1% to 16.4% although, recognising that teaching establishments work on an academic and not financial year, the Government has deferred the implementation of this increase to 1 September 2015. Employers will in addition from 1 September 2015 pay a scheme administration levy of 0.08% of the employers' salary costs which will increase the total employer payment rate from 16.4% to 16.48%.

The next revision to the employer contribution rate is not expected to take effect until 1 April 2019. This will follow on from the next actuarial valuation which is due at 31 March 2016. This valuation will also determine the opening balance of the cost cap fund and provide an analysis of the cost cap as required by the Public Service Pensions Act 2013.

The support staff are members of stakeholder scheme which is a defined contribution scheme. The pension charge for the year includes contributions payable to the scheme of £68,407 (2016: £40,013).