
BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2019

REGISTERED NUMBER: 00733644
CHARITY NUMBER: 307328

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BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

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BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

LEGAL AND ADMINISTRATIVE INFORMATION

Ballard School Limited is a charitable company limited by guarantee. It was incorporated on 28 August 1962 under company number 00733644 and registered with the Charity Commission on 13 December 1962 under charity number 307328. The registered office and principal trading address is Fernhill Lane, New Milton, Hampshire, BH25 5SU.

Governors

The Governors are also directors of Ballard School Limited for the purposes of Company Law. All Governors served throughout the year.

M G Billington
P R Goodfellow (Chair of Governors)
Dr E L Halliwell
C Kean
F E Morgan
Rev M R Poole
W M Roberts (Chair of Education)
S A Rogers
A W Stenbridge
J M Tudor
A P Watson-Lee (Chair of Finance)

Senior officers

A P McCleave MA, BA Hons, PGCE (Headmaster)
R Munro BA Hons (Bursar, Clerk to the Governors and Company Secretary)

Registered number

00733644

Bankers

HSBC
59 Old Christchurch Road
Bournemouth
BH1 1EH

Independent auditor

Nexia Smith & Williamson
Chartered Accountants & Statutory Auditor
4th Floor Cumberland House
15-17 Cumberland Place
Southampton
SO15 2BG

Solicitors

Veale Wasbrough Vizards
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

Investment Advisors

Thesis Asset Management
Solent House
Cannon Street
Lymington
SO41 9BR

BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2019

GOVERNORS' REPORT - INCLUDING THE STRATEGIC REPORT

The Board of Governors present their report and audited financial statements for the year ended 31 August 2019.

OBJECTS, AIMS AND ACTIVITIES

Objects

The Charity operates within its Articles of Association dated 28 August 1962 last amended in November 2017. The main object of the School is to provide first class and academically rigorous education for children and young people by offering a broad and balanced curriculum within a positive Christian and family environment. The School welcomes all children and families of every background, culture and faith but continues to be founded on Christian values which will be evident in our pastoral care, our assemblies and our family ethos.

Aims

Our vision statement is to provide a supportive and caring environment for learning, based on Christian values and excellent teaching, designed to ensure all pupils achieve their personal best. High academic standards, together with thorough preparation for future education and the world of work, are underpinned by an ethos of concern for others, unselfish attitudes and an awareness of the rights and duties of a good citizen. The diverse range of activities and broad curriculum nurture the self-confidence of all our pupils, and help the development of their personality, engendering also lifelong interests and stimulating a desire to serve the community.

Our aims may be summarised as follows:

- To identify and build on strengths to help each individual pupil reach their potential within a secure, caring community and to equip our young people to be well-behaved, resilient, rounded and resourceful members of society and prepared for their future working lives.
- To aim for academic excellence, so that each individual pupil may achieve his or her personal best. We believe all our pupils are entitled to an education that extends beyond the purely academic. Pupils are actively encouraged to take part in a wide range of artistic, creative, cultural, musical, sporting and other extra-curricular activities.
- To recognise the worth, dignity and contribution of each member of the Ballard Family and to foster self-discipline, self-esteem, mutual respect and co-operation within an atmosphere of friendship and trust promoting an appreciation of the needs and gifts of others.
- To offer scope for spiritual, moral and personal development within a disciplined and mutually supportive environment within a Christian ethos.
- To expect high standards of achievement by developing in pupils the ability to manage change, to think and research independently and communicate confidently and effectively.
- To celebrate our achievements, gifts and diversity irrespective of individual differences.
- To respond to the wider needs of society through community projects, charitable fundraising and outreach and by increasing awareness of local, national and world issues.

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are, or become, disabled.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

Principal activity

The School's principal activity is the provision of day schooling for boys and girls from Nursery to GCSE.

Strategies to achieve objectives

The School was able to achieve its main objectives by means of strong effective leadership, good financial controls and an excellent standard of teaching and pastoral care.

Financial review

The financial statements show total income for the year on School activities of £5,440,234 (2018: £5,104,350). The principal source of income is fees, accounting for 96.5% (2018: 96.9%) of the School's income. Net income for the year was £302,507 (2018: £14,209).

Reserves

To enable Ballard School to continue operating should any unforeseen circumstance occur such as a fall in income, Ballard School aims to hold sufficient reserves to cover a minimum of two terms' overheads.

Unrestricted reserves at 31 August 2019 were £7,627,442 of which £3,036,143 was represented by tangible fixed assets, leaving free reserves of £4,591,299 which represents approximately 2.7 terms of expenditure.

Development and Maintenance

The School continues to invest in new equipment and facilities whilst maintaining and improving the grounds. Expenditure on IT included classroom iPad sets, new computers, refurbishment of the MAC suite for the Music block and laptops for exams. Building refurbishment included redecoration and carpets in the Senior block and Headmaster's study, painting in various areas, re-siting of the fleet of school minibuses and re-branded signage around the school grounds.

Investment Policy and Performance

The School has investments held with THESIS Asset Management plc (see note 11). The funds are invested with a view to receiving an income stream with a reasonable degree of capital growth. The wide portfolio of investment funds is considered to be of medium risk but when combined with the School's other cash deposits the overall risk profile is considered to be low.

During the year investment income of £109,517 was generated from these investments. Realised losses were £30,240 and a rise in the general market resulted in unrealised gains of £86,647 as at 31 August 2019.

Surplus cash funds are held with a minimum of three financial institutions in interest bearing accounts earning a small return, in the current market conditions, whilst maintaining low exposure to risk. Interest earned from cash funds was £14,484 (2018: £16,458).

Future Changes in Pension Costs

Ballard is a member of the Teachers' Pension Scheme (TPS) and makes contributions to TPS for staff. In September 2019 the employers contribution increased from 16.4% to 23.6% - a 43% increase in costs for the school. In February 2020, the school was in consultation with the teachers regarding the potential withdrawal of Ballard from the TPS.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

Future developments

The Governors' strategic focus for 2020 and beyond is to improve even further the academic rigour and reputation of the School with a real focus on innovative and high quality teaching and learning with the objective of Ballard becoming the natural choice for a growing number of pupils of all academic abilities. The School will focus on continuing to improve the percentage of pupils gaining 5 or more superior grades across the whole curriculum whilst also facilitating each pupil to maximise their personal achievements. The Governors and the School are aware of the strong reputation Ballard has for pastoral care, and recognise the imperative that pastoral care remains a real strength whilst improving the academic standing of the School.

Governors intend to continue their current strategy of maintaining the Schools' competitive position, providing holistic education for all age groups from Nursery to GCSE and focusing on the economics and sustainability of the future of the School. The School will continue to invest and develop in its facilities in order to achieve a positive balance between academic achievement, extra-curricular activities and a thorough preparation for future education and the workplace.

Risk management

Members are responsible for the overseeing of the risks faced by the School. Detailed considerations of risk are delegated to the Senior Management of the School and reviewed by a designated governor. A formal review is undertaken termly under the following headings: aims and objectives, legal and fiscal regulation, governance and management, external, operational, financial, IT, environmental, intellectual property and staff.

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

Pupil Numbers

Our educational activities are carried out through our Senior (years 9 to 11), Upper Preparatory (years 6 to 8), Lower Preparatory (years 3 to 5), Pre-preparatory, Kindergarten and Nursery Schools. Pupil numbers peaked at 443 during the Summer Term. Maintenance of pupil numbers is a significant factor impacting the future financial performance of the School.

Bursary and Scholarship policies

The Board of Governors views our bursary and scholarship awards as important in helping to ensure children from families who would otherwise not be able to afford the fees to access the education we offer. Our School does not have any endowments and, in funding our awards, we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

Our bursary awards are available to all who meet our general entry requirements and are made on the basis of parental means or to relieve hardship, where a pupil's education and future prospects would otherwise be at risk, for example, in the case of redundancy. The success of our bursary scheme is explained in our public benefit section of this report. The awards range up to 90% remission of fees.

Our scholarships are awarded on the basis of the individual's educational and extra-curricular merit or potential. New scholarships are awarded up to 50% of fees for entry into Years 3, 7 and 9. Scholarships may be supplemented by a bursary.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

Family discounts policy

With pupils ranging in age from 2 to 16 years we are very much a family School and to assist families we offer discounts where parents have more than one child at the School. To help us attract and retain high quality staff we offer staff a discount scheme where they choose to educate their children at our School.

Academic results

An impressive 87% of our pupils achieved at least five grade 9 to 4 passes (including English and Maths), placing us well above the national average for comparable schools, and significantly above similar schools locally. In fact we had 28% more grades 9 to 4 than the national average and 27% more grades 9-7 (A*-A).

The core subjects of Maths and English performed particularly well, with 97% of pupils passing both subjects, and the traditionally difficult Physics achieved a 100% pass rate. There were many other subjects that achieved a 100% pass rate, including: Additional Maths, Art, Dance, Drama, Food Technology, German, Geography, Music, and Spanish.

Many of our pupils have exceeded their expectations too with 71% of pupils gaining at least one grade between 9 and 7 (A*-A) and 44% gaining at least one grade 9 or 8 (A*). Around a tenth of the School's pupils gained these highest grades in 8 or more subjects, a particularly impressive achievement.

Public benefit

The Governors have given due consideration to the Charity Commission's published guidance concerning the provision of Public Benefit.

The School is committed to providing Public Benefit in a variety of ways including:

- the provision of means-tested bursaries;
- use of our sports facilities to local children's sports clubs and primary schools;
- free or subsidised use of our Performing Arts Centre for charitable fundraising events;
- teacher training and placements as well as work experience for potential teachers; and
- raising funds for local and national charities.

Bursaries and Scholarships

This year the value of means-tested bursaries totalled £129,314 and represented 2.2% of gross fees (2018: 2.6%) and provided assistance to 27 (2018: 27) of our pupils/families. Scholarships were awarded to 66 (2018: 54) pupils, based on their educational merit and potential, totalling £178,235 and representing 3.1% of gross fees (2018: 2.9%). 8 pupils received bursaries in excess of 50%. In addition, family discounts amounting to £93,256 were provided.

Information about fee assistance in the form of bursaries and scholarships is provided to all those applying to the School.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

Community Links

The Charity has continued to foster the School's links with the local community. The School provided sports facilities free of charge to local children's football teams, New Forest Volleyball, and a netball team. The School has close links and shares facilities with Bashley Cricket Club, New Milton Cricket Club and New Milton Girl's Cricket Club. Local schools are invited to see matinee performances of shows without charge and senior pupils visited a local primary school to assist with a play performance. The school also participated in hosting a gymnastics festival with New Forest SSP. The school has developed a relationship with the local Rotary Club, working in conjunction with them to provide mock interviews for our pupils, supporting the school with the year 9 Ballard Challenge and providing transportation to the Rotary Club for their charitable functions. We also opened our parking to support Rotherfield Open Gardens from the National Garden Scheme.

The Performing Arts Centre and other School buildings are used, at a discounted rate, by the local drama group the New Forest Players, who perform four productions a year. A Christmas concert is provided to residents of local retirement homes. Our Minibuses are lent to local schools and charities for educational trips. As a part of the Duke of Edinburgh Scheme our students were involved in volunteering in care homes, Beaver and Cub group, church groups, charity shops and litter picking.

Our staff were actively involved in assisting a number of local schools: with two members of staff with governor positions at local maintained schools, a member of staff judging a cooking competition at a local maintained school, a member of staff supporting another independent school with a year 12 careers symposium. The school also played host to a number of workshops and events for both local schools and the general public including: workshops provided for local maintained schools in conjunction with our Beauty and the Beast whole school production, a primary art workshop on ceramics with a local maintained primary school, a Youth Speaks competition involving schools from the maintained and private sector.

Fundraising events and activities raised funds of £116 for Honeypot Children's Charity and £120 for Cancer Research UK. Further sums were raised by staff and pupils for Camps International trip to Kenya supporting their local community with building projects. We have also been involved in collections for the New Forest Basics Food bank and a member of staff collected clothing and blankets to deliver to refugees in Calais.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Governors are the charity trustees and also directors of the limited company. They are responsible for the overall management and control of Ballard School including the setting of aims and objectives, strategy, setting of policies, reviewing performance, budgeting and compliance. The Board of Governors meet no less than three times a year and the Headmaster and Bursar attend all meetings.

The work of implementing policies is carried out by the members of the Education Committee and the Finance & General Purposes Committee which meet at least once a term. The Bursar is responsible for co-ordinating the work of the Board of Governors and its Committees, preparation of papers, management accounts and the review of matters arising.

All trustees give of their time freely and no remuneration was paid in the year but travel and training costs are reimbursed. No Governor or person connected with a Governor received any benefit from either means-tested bursaries or scholarships awarded to our pupils.

The general day-to day management of the School is delegated to the Headmaster and Bursar who ensure that the policies as set by the Board of Governors are adhered to.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

Governor recruitment and training

New Governors are appointed by the existing Board of Governors. Any Governor can nominate appointees, but appointments can only take place via a majority vote. New Governors are inducted into the workings of the Charity and the School, including policies and procedures. Training needs are assessed and provided as necessary.

FUNDRAISING

The school is not reliant on fundraising activity for its operation and does not undertake fundraising (other than through events and activities carried out in aid of third party organisations).

Governors' responsibilities statement

The governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the governors to prepare financial statements for each financial year. Under that law the governors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the governors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The governors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are governors at the time when this Governors' Report is approved has confirmed that:

- so far as the governors are aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the governors have taken all the steps that ought to have been taken as governors in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

BALLARD SCHOOL LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2019

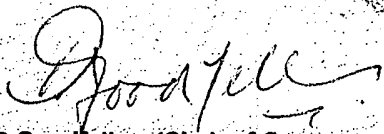
Post balance sheet events

Subsequent to the year end, in early 2020, a global pandemic has emerged. The duration of this pandemic and the wider economic impact are as yet unknown and the governors are not able to estimate the likely financial impact on the school at this stage. Restrictions have been imposed by the Government including the mandated closure of all schools. Ballard School has responded by arranging for pupils to participate in lessons remotely.

Auditor

The auditor, Nexia Smith & Williamson, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.



P R Goodfellow (Chair of Governors)
Governor

Date:

20/5/20

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BALLARD SCHOOL LIMITED

Opinion

We have audited the financial statements of Ballard School Limited (the 'Charitable Company') for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 August 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Emphasis of matter - impact of COVID-19

We draw attention to notes 1.1 and 20 of the financial statements, which describe the impact of COVID-19 on the Charitable Company. Our opinion is not modified in respect of this matter.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BALLARD SCHOOL LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Governors' Report and Financial Statements, other than the financial statements and our auditor's report thereon. The governors 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of governors

As explained more fully in the governors' responsibilities statement set out on page 7, the governors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors determine 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 governors are responsible for assessing the Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the governors either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BALLARD SCHOOL LIMITED (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

Nexia Smith & Williamson

Julie Mutton (Senior Statutory Auditor)

for and on behalf of

Nexia Smith & Williamson

Chartered Accountants
Statutory Auditor

4th Floor Cumberland House
15-17 Cumberland Place
Southampton
SO15 2BG

Date: 21 May 2020

BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2019**

	Note	2019 £	2018 £
INCOME FROM:			
Charitable activities	3	5,249,950	4,945,646
Other trading activities	4	45,212	23,957
Investments and interest	5	124,001	116,650
Other		21,071	18,097
Total income		5,440,234	5,104,350
EXPENDITURE ON:			
Charitable activities	9	5,182,087	5,140,337
Costs of raising funds: Investment management fees		12,047	10,889
Total expenditure		5,194,134	5,151,226
Net income/(expenditure) before gains on investments		246,100	(46,876)
Gains on investments		56,407	61,085
Net income for the year	6	302,507	14,209
Funds brought forward		7,324,935	7,310,726
Funds carried forward		7,627,442	7,324,935

All amounts relate to continuing operations and unrestricted funds.

BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 00733644

BALANCE SHEET
AS AT 31 AUGUST 2019

	Note	2019 £	2018 £
Fixed assets			
Tangible assets	10	3,036,143	3,162,190
Investments	11	3,618,164	3,464,287
		<u>6,654,307</u>	<u>6,626,477</u>
Current assets			
Stocks	12	3,660	3,933
Debtors: amounts falling due within one year	13	264,952	183,928
Cash at bank and in hand		1,914,170	1,614,500
		<u>2,182,782</u>	<u>1,802,361</u>
Current liabilities			
Creditors: amounts falling due within one year	14	(1,209,647)	(1,103,903)
Net current assets		<u>973,135</u>	<u>698,458</u>
Total assets less current liabilities		<u>7,627,442</u>	<u>7,324,935</u>
Funds			
Unrestricted funds		<u>7,627,442</u>	<u>7,324,935</u>
		<u>7,627,442</u>	<u>7,324,935</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:


P R Goodfellow (Chair of Governors)
Governor

Date: 20/5/20

The notes on pages 15 to 25 form part of these financial statements.

BALLARD SCHOOL LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2019

	2019 £	2018 £
Cash flows from operating activities		
Surplus for the financial year	302,507	14,208
Adjustments for:		
Depreciation of tangible assets	231,666	212,919
Loss on disposal of tangible assets	-	4,960
Interest received and investment income	(124,001)	(116,650)
Decrease/(increase) in stocks	273	(743)
(Increase) in debtors	(81,024)	(6,499)
Increase/(decrease) in creditors	105,744	(200,458)
Net fair value (gains) recognised in P&L	(86,647)	(65,684)
Loss on disposal of investment	30,240	4,599
Net cash generated from operating activities	378,758	(153,348)
Cash flows from investing activities		
Purchase of tangible fixed assets	(105,619)	(69,695)
Sale of tangible fixed assets	-	12,229
Purchase of fixed asset investments	(786,630)	(1,813,642)
Sale of fixed asset investments	689,160	724,339
Bank interest received	14,484	16,458
Investment income	109,517	100,192
Net cash from investing activities	(79,088)	(1,030,119)
Net increase/(decrease) in cash and cash equivalents	299,670	(1,183,467)
Cash and cash equivalents at beginning of year	1,614,500	2,797,967
Cash and cash equivalents at the end of year	1,914,170	1,614,500
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	1,914,170	1,614,500
	1,914,170	1,614,500

BALLARD SCHOOL LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

1. Accounting policies

1.1 Basis of preparation

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

Ballard School Limited is a school offering education to children, which 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).

In the light of the current pandemic, revised cash flow projections have been prepared, taking into account the coronavirus-related closure of the school. The full impact of these unprecedented events is as yet unknown but the governors have reviewed the funds available to the school together with the expected ongoing demand for places and the future projected cash flows, and have concluded that they have a reasonable expectation that the school has adequate resources to continue its activities for the foreseeable future, that is for at least 12 months from the date of approval of these financial statements. The governors consider that there is no material uncertainty over the school's status as a going concern. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

The Charitable Company's functional and presentational currency is GBP.

The following principal accounting policies have been applied:

1.2 Fixed assets

Depreciation is calculated to write down the cost less residual value of fixed assets by equal annual instalments over their expected useful economic lives. The rates applicable are:

Depreciation is provided on the following basis:

Freehold land and buildings	-	2%
Improvements	-	10%
All weather sports pitch	-	3%, 10%, or 25%
Furniture, fittings & equipment	-	20%
Swimming pool	-	10%
Solar PV arrays	-	3%
Computers & equipment	-	20% or 25%

Fixed assets are included in the accounts at historical cost.

1.3 Stocks

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

BALLARD SCHOOL LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

1. Accounting policies (continued)

1.4 Operating leases

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the term of the relevant lease. Benefits received and receivable as an incentive to enter into an operating lease are also spread on a straight-line basis over the lease term.

1.5 Pensions

The Charity participates in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. This is a multi-employer defined benefit pension scheme and it is not possible or appropriate to consistently identify the liabilities of the TPS which are attributable to the School. As required by FRS 102, the School accounts for this scheme as if it were a defined contribution scheme.

The Charity also contributes to a defined contribution occupational pension scheme for non-teaching staff.

Contributions to both schemes are charged in the Statement of Financial Activities (SOFA) as they become payable in accordance with the rules of the schemes.

1.6 Income

Income is recognised when the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School.

1.7 Expenditure

Expenditure is accounted for on an accruals basis. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year. In the current year, support costs in respect of raising funds are considered to be immaterial and so 100% of the support costs has been allocated to charitable activities.

Governance costs comprise external audit, any costs of meetings of the trustees and all the costs of complying with constitutional and statutory requirements. These are included within support costs.

1.8 Expenditure on raising funds

These are costs not directly linked to charitable purposes. Such costs, shown in the SOFA, comprise investment management fees.

1.9 Funds

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

1. Accounting policies (continued)

1.10 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.11 Liabilities

Liabilities are recognised on the Balance Sheet as soon as a constructive obligation resulting from a past event can be reliably measured. Current liabilities represent those liabilities which are expected to be settled within the next 12 months from the balance sheet date.

1.12 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction price and subsequently measured at amortised cost.

1.13 Valuation of investments

Investments are stated at market value at the balance sheet date.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

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

Key estimates and judgements

The Governors consider that there are no material areas of judgement or estimation uncertainty.

3. Income from charitable activities

	2019 £	2018 £
School fees	5,721,254	5,418,213
Extras	105,148	101,202
Entrance fees	14,030	11,449
	<u>5,840,432</u>	<u>5,530,864</u>
Less scholarships, bursaries and other allocations	(590,482)	(585,218)
	<u><u>5,249,950</u></u>	<u><u>4,945,646</u></u>

BALLARD SCHOOL LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

4. Income from other trading activities

	2019 £	2018 £
Holiday and other lettings	44,143	22,704
Insurance income	1,069	1,253
	<u>45,212</u>	<u>23,957</u>

5. Income from investments and interest

	2019 £	2018 £
Investment income	109,517	100,192
Interest receivable	14,484	16,458
	<u>124,001</u>	<u>116,650</u>

6. Net income

The net income is stated after charging:

	2019 £	2018 £
Depreciation of tangible fixed assets	231,666	212,919
Operating leases	61,995	58,526
Auditor's remuneration - Audit services	10,300	9,240
Auditor's remuneration - Other services	1,550	1,600
Loss on disposal of assets	-	4,960
Losses on sale of investments	30,240	4,599
Gains on revaluation of investments	<u>(86,647)</u>	<u>(65,684)</u>

7. Taxation

The Company is registered with the Charity Commission as an educational charity and, in accordance with Section 505 of the Income and Corporation Taxes Act 1988, and Section 256 of the Taxation of Chargeable Gains Act 1992, is exempt from taxation insofar as income and gains is applied to charitable purposes only.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

8. Staff costs

Staff costs, including governors' remuneration, were as follows:

	2019 £	2018 £
Wages and salaries	3,156,956	3,091,258
Social security costs	283,179	283,674
Pension costs	402,705	407,443
Compensation costs	11,117	23,189
	<u>3,853,957</u>	<u>3,805,564</u>

The average head count during the period was 131 (2018: 130) and the average monthly full-time equivalent number of persons employed during the year was as follows:

	2019 No.	2018 No.
Administration	11	13
Educational	67	64
Establishment	7	9
Housekeeping	10	9
	<u>95</u>	<u>95</u>

The number of employees whose emoluments exceeded £60,000 were:

	2019	2018
£60,000-£70,000	-	1
£70,001-£80,000	1	-
£80,001-£90,000	-	1
£100,001 - £110,000	1	-
	<u>1</u>	<u>-</u>

During the year retirement benefits were accruing to these 2 employees (2018: 2). Contributions paid for the year, for retirement benefits accruing in a Defined Benefit Scheme were £21,497 (2018: £23,762) and to a Defined Contribution Scheme £6,298 (2018: £5,964).

During the year a total of £1,876 was paid to two governors (2018: £687 paid to two governors) as reimbursed travel expenses. No governors received any remuneration or benefits from the School.

The total of key management personnel remuneration (those persons having authority and responsibility for planning, directing and controlling the activities of the Charity who are reportable to the governors) was £291,416 (2018: £206,108).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

9. Analysis of total resources expenditure

	Staff costs £	Depreciation £	Other £	Total 2019 £	Total 2018 £
(a) Charitable expenditure					
Education	3,064,220	90,208	226,959	3,381,387	3,274,744
Housekeeping	230,650	3,796	258,618	493,064	483,052
Establishment	188,091	130,335	371,375	689,801	659,942
Finance costs (9c)	-	-	5,015	5,015	5,247
Support costs (9b)	370,996	7,327	234,497	612,820	717,352
	<u>3,853,957</u>	<u>231,666</u>	<u>1,096,464</u>	<u>5,182,087</u>	<u>5,140,337</u>

	2019 £	2018 £
(b) Support costs		
Wages and salaries	370,996	411,172
Marketing	70,920	63,968
Legal and professional	20,418	84,812
IT	53,857	51,198
Insurance	49,826	51,743
Other office costs	27,300	23,518
Loss on disposal of fixed assets	-	4,960
Depreciation	7,327	16,054
Governance costs	12,176	9,927
	<u>612,820</u>	<u>717,352</u>

	2019 £	2018 £
(c) Finance costs		
Finance charges	5,015	5,247
	<u>5,015</u>	<u>5,247</u>

	2019 £	2018 £
(d) Governance costs		
Audit fee	10,300	9,240
Governors' travelling expenses	1,876	687
	<u>12,176</u>	<u>9,927</u>

BALLARD SCHOOL LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

10. Tangible fixed assets

	Freehold property £	All weather sports pitch £	Improvements £	Furniture, fittings & equipment £	Swimming pool £	Computers & equipment £	Solar PV arrays £	Total £
Cost or valuation								
At 1 September 2018	3,735,311	562,076	1,006,806	265,911	23,941	403,034	83,152	6,080,231
Additions	-	-	-	71,533	-	34,086	-	105,619
Disposals	-	(8,853)	-	(16,027)	-	(53,049)	-	(77,929)
At 31 August 2019	3,735,311	553,223	1,006,806	321,417	23,941	384,071	83,152	6,107,921
Depreciation								
At 1 September 2018	1,307,098	269,410	942,264	162,664	23,941	199,637	13,027	2,918,041
Charge for the year	74,706	31,682	13,147	35,530	-	73,275	3,326	231,666
Disposals	-	(8,853)	-	(16,027)	-	(53,049)	-	(77,929)
At 31 August 2019	1,381,804	292,239	955,411	182,167	23,941	219,863	16,353	3,071,778
Net book value								
At 31 August 2019	2,353,507	260,984	51,395	139,250	-	164,208	66,799	3,036,143
At 31 August 2018	2,428,213	292,666	64,542	103,247	-	203,397	70,125	3,162,190

BALLARD SCHOOL LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

11. Investments

	Listed and other investments £
Cost or valuation	
Market value at 1 September 2018	3,464,287
Additions	786,630
Disposal proceeds	(689,160)
Loss on disposal	(30,240)
Surplus on revaluation at 31 August 2019	86,647
	<u>3,618,164</u>
Market value at 31 August 2019	<u>3,618,164</u>

12. Stocks

	2019 £	2018 £
Consumables	3,660	3,933
	<u>3,660</u>	<u>3,933</u>

13. Debtors

	2019 £	2018 £
Trade debtors	138,635	80,600
Other debtors	14,607	11,590
Prepayments and accrued income	111,710	91,738
	<u>264,952</u>	<u>183,928</u>

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FOR THE YEAR ENDED 31 AUGUST 2019**

14. Creditors: Amounts falling due within one year

	2019 £	2018 £
Fees received in advance	772,266	662,769
Deposits received in advance	159,950	144,544
Other taxation and social security	48	72,614
Other creditors	188,338	166,349
Accruals and deferred income	89,045	57,627
	<u>1,209,647</u>	<u>1,103,903</u>

15. Financial commitments

At 31 August 2019 the School had the following commitments with respect to operating leases. The future minimum lease payments under non-cancellable leases are as follows:

	2019 £	2018 £
Not later than 1 year	68,355	59,639
Later than 1 year and not later than 5 years	71,475	57,162
	<u>139,830</u>	<u>116,801</u>

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NOTES TO THE FINANCIAL STATEMENTS
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16. Financial instruments

	2019 £	2018 £
Financial assets		
Debt instruments measured at amortised cost	152,582	92,190
Equity instruments measured at fair value	3,618,164	3,464,287
	<u>3,770,746</u>	<u>3,556,477</u>
Financial liabilities		
Financial liabilities measured at amortised cost	<u>437,333</u>	<u>368,521</u>

Debt instruments measured at amortised cost comprise trade and other debtors.

Equity instruments measured at fair value through profit or loss comprise investments valued at market value.

Financial liabilities measured at amortised cost comprise deposits, other creditors and accruals.

17. Pension scheme arrangements

Teaching staff

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 paid to the TPS of £341,389 (2018: £335,792) and at the year end £Nil (2018: £Nil) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefit 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 2016 and was published in March 2019. The employer contribution rate for the TPS increased to 23.6% from 1 September 2019.

Non-teaching staff

Since May 2014 contributions have been paid to a defined contribution Occupational Pension Scheme. For the period from March 2007 to April 2014 the Charity contributed to a defined contribution Group Personal Pension Scheme. The assets of both schemes are held independently from those of the Charity in independently administered funds.

Contributions to this scheme are charged in the SOFA as they become payable in accordance with the rules of the scheme.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

18. Constitution of the Company

The School is a registered charity and a private company limited by guarantee incorporated in England and Wales. The members of the Company are the Board of Governors named on page 1. The registered office is Fernhill Lane, New Milton, Hampshire, BH25 5SU. In the event of the Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the Company.

19. Related party transactions

During the year the Company entered into transactions, in the ordinary course of business, with related parties as follows:

A close family member of one of the members of senior management provided marketing services to the School to the value of £Nil (2018: £14,116).

During the year, the governors' away day was held at Chewton Glen Hotel (Andrew William Stembridge is a Director), with the venue free of charge.

On retirement, two senior members of management were provided with gifts to the value of £Nil (2018: £6,210).

On retirement, one member of management purchased a car from the School to the value of £Nil (2018: £12,227). There was no outstanding balance at the year end (2018: £Nil).

20. Post balance sheet events

Subsequent to the year end, in early 2020, a global pandemic has emerged. The duration of this pandemic and the wider economic impact are as yet unknown and the governors are not able to estimate the likely financial impact on the school at this stage. Restrictions have been imposed by the Government including the mandated closure of all schools. Ballard School has responded by arranging for pupils to participate in lessons remotely.

21. Controlling party

The Charitable Company is controlled by the Board of Governors.