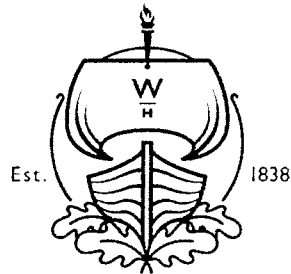


**Company No: 03245514
(England and Wales)
Charity No: 1058439**



**WALTHAMSTOW HALL
SEVENOAKS**

Walthamstow Hall

Annual Report of the Governing Body

and

Consolidated Financial Statements

For the year ended

31 August 2020

Walthamstow Hall

(A Charitable Company Limited by Guarantee)

Registered Office: Walthamstow Hall, Sevenoaks, TN13 3UL

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Contents

| | | |
|------|----|---|
| Page | 2 | Statement of Ethos and Aims |
| Page | 3 | Governors, Directors and Charity Trustees |
| Page | 4 | Executive Officers |
| Page | 5 | Advisors |
| Page | 6 | Report of the Board of Governors for the year ended 31 August 2020 |
| Page | 6 | - Reference and Administrative Information |
| Page | 6 | - Structure, Governance and Management |
| Page | 9 | - Objects, Aims, Objectives and Activities |
| Page | 11 | - Public Benefit |
| Page | 18 | - Strategic Report |
| Page | 18 | - Review of Achievements and Performance for the Year |
| Page | 20 | - Financial Review and Results for the Year |
| Page | 21 | - Principal Risks and Uncertainties |
| Page | 23 | - Future Plans |
| Page | 24 | Statement of Accounting and Reporting Responsibilities |
| Page | 26 | Independent Auditor's Report to the Members of Walthamstow Hall |
| Page | 28 | Consolidated Statement of Financial Activities (Income and Expenditure Account) |
| Page | 29 | Consolidated Summary Income and Expenditure Account |
| Page | 30 | Consolidated Balance Sheet |
| Page | 31 | Consolidated Cash Flow Statement |
| Page | 32 | Notes to the Accounts |

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

STATEMENT OF ETHOS AND AIMS

Walthamstow Hall, founded in 1838, is an Independent Girls' Day School educating pupils from 3 - 11 at the Junior School and from 11 to 18 at the Senior School on separate sites in Sevenoaks Kent.

Today, we aim to provide the highest quality education for our pupils from age 3 - 18, with a common vision in both Junior and Senior sections of the school.

Walthamstow Hall educates girls with academic potential to lead confident, challenging and fulfilling lives. The School educates girls to achieve their full potential by offering them an exceptional range of opportunities.

Walthamstow Hall's Core Values: Respect, Integrity, Aspiration, Community and individuality.

Walthamstow Hall is a school where:

- all individuals are respected and their individuality valued
- pupils are encouraged to achieve and expectations are high
- intellectual, creative and sporting effort and achievement is recognised and a love of learning is fostered
- independent thinking, resilience and initiative are encouraged in a stimulating and supportive environment
- consideration for others, collaboration and self-discipline are promoted and good behaviour is the norm
- pupils learn to lead and to serve and develop a sense of responsibility and purpose both within school and in the wider community
- rewards and sanctions are applied consistently and fairly
- pupils, staff, governors and parents work in partnership

We aim to provide a broad education, rich in opportunity, in a Christian setting that will foster confidence and prepare girls for challenging and fulfilling lives.



Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Walthamstow Hall Governors are the **Charity Trustees**, directors and members of the charitable company ("the Charity" or "the School"). They have all served in office throughout the year and are listed below:

| | | |
|----------------------|-------------|-----------------------------|
| Mrs J B Adams | a b c d e f | (Chairman) |
| Mr A M Baddeley | a b | (Retired 1 September 2019) |
| Mrs C Crosley | a | |
| Mr A G Evans | 4 a e | |
| Mr J D Froud | c (ii) | (Appointed 31 January 2020) |
| Mr P A Gloyne | l d e | |
| Mr S C Heather | b (i) | |
| Dr N W Jepps | 2 a e | (Vice Chairman) |
| Mrs J Joynes | 3 b (iii) | |
| Dr J C H Kevis | c | |
| Mr T G Lacey | c d | |
| Mr J W Lewis | a (ii) | |
| Mrs S A Lewis-Davies | d f | |
| Mrs B Rattray | d | |
| Mrs D Wallace | b c | |

Chairman of:

1. the Finance Committee
2. the Premises Committee
3. the Health and Safety Committee
4. the Communications and Curriculum Committee
5. the Chairmen's Group

Member of:

- a. the Finance Committee
- b. the Premises Committee
- c. the Health and Safety Committee
- d. the Communications and Curriculum Committee
- e. the Chairmen's Group
- f. the Walthamstow Hall Old Girls Association (WOGA) Committee

Nominative Governor appointed by:

- (i) the Governing Body
- (ii) Parents
- (iii) Teaching Staff

The Board is a self-appointing body, with the exception of appointments made by parents and teaching staff. Nominative Governors appointed by the Governing Body are those of the Protestant Christian faith, with a preference for those who are members of the free churches. Recommended nominees may be sought from and made by The Council for World Mission, The Baptist Missionary Society and the United Reformed Church. Trust Governors serve on the Board for terms of three years and Nominative Governors for four years. Retiring Governors of Walthamstow Hall may be re-elected for further terms.

The Chairman of the WOGA Committee is an Old Girl who need not be a Governor. The current Chairman is Ms Clare Jarvis.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

EXECUTIVE OFFICERS (Key management personnel currently and throughout the year)

| | |
|---|--|
| Headmistress | Miss SJ Ferro |
| Bursar, Clerk to the Governors and Company Secretary | Mr PA Horner |
| Address and Registered Office | Walthamstow Hall Holly Bush Lane Sevenoaks Kent TN13 3UL |
| Website | www.walthamstow-hall.co.uk |
| Telephone | 01732 451 334 |

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

PROFESSIONAL ADVISERS

Bankers:

NatWest Commercial Banking
1st Floor
440 Strand
London, WC2R 0QS

Barclays Bank plc
80 High Street
Sevenoaks
Kent, TN13 1LR

Solicitors:

Warners Solicitors
16 South Park
Sevenoaks
Kent TN13 1AN

McCarthy Denning Limited
Minster House
42 Mincing Lane
London
EC3R 7AE

Auditors:

Azets Audit Services
2nd Floor
Regis House
45 King William Street
London
EC4R 9AN

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

The Governors of Walthamstow Hall present their Annual Report for the year ended 31 August 2020 under the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

The Governors present their report and the audited financial statements of Walthamstow Hall for the year ended 31 August 2020 in the format required by the Charities SORP 2015. The report and audited financial statements also comply with the Companies Act 2006 as Walthamstow Hall was incorporated as a company limited by guarantee in August 1996. It has no share capital and is a registered charity. The guarantee of each Governor is limited to £1 and the Governors are the directors and members of the company.

Resume of Walthamstow Hall

Walthamstow Hall has educated girls since its foundation in 1838 originally as a school and home, in Walthamstow, for the daughters of missionaries. In 1882 the School moved out of London to a purpose-built Arts and Crafts building at our present site in Sevenoaks. As the School grew the Senior School became the girls' Grammar School under the Direct Grant system. In 1992 the Junior School moved to its current site, an Edwardian building nearby. Walthamstow Hall is now a fully independent selective day School for girls aged 3 to 18 offering an enriched curriculum in a Christian setting.

Walthamstow Hall is a registered charity number 1058439. The registered company number is 03245514. The trustees, Governors and executive officers are listed on page 3-4. Particulars of the Charity's professional advisers are given on page 5.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity, a company limited by guarantee, is governed by its Memorandum and Articles of Association as amended by Special Resolutions dated 21 June 2001; 3 March 2005; 13 October 2010; 4 July 2011; 23 January 2015 (taking effect on 17 March 2015); 17 March 2017 and 31 January 2020.

Trustees

The Directors of the charitable company (who are also its members) are the charity Trustees and are the Governors of the School. The Governing Body is a self-appointing body. The details are as mentioned and listed on page 3.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Recruitment and Training of Governors

Trust Governors are appointed at a meeting of the Board of Governors to fill specific skill requirements and on the basis of their personal competence and specialist skills. Nominative Governors may be appointed by the School staff and by the parent body. In recent years, it has proved difficult to appoint Nominative Governors to represent The Baptist Missionary Society, The Council for World Mission and the United Reformed Church and those bodies have been unable to provide nominees. The Articles of Association were previously amended by the Governing Body to ameliorate this difficulty such that nominees were no longer required to represent the three organisations, but, in keeping with the spirit and founding ethos of the School, the Governing Body is required to nominate up to three Nominative Governors who are of the Protestant Christian faith, with a preference for those who are members of the free churches. Recommendations may continue to be sought from and made by the three organisations previously mentioned.

All prospective Trust Governors meet with the Chairman of Governors, the Headmistress and the Clerk to the Governors and also visit the School. Prior to joining, all new Governors undergo an enhanced Disclosure and Baring Service (DBS) check to confirm their suitability for the role under the School's Safeguarding Policy. Upon joining, all new Governors are provided with a copy of the governing document along with a comprehensive new governor pack. In addition, they are inducted into the workings of the charity and School including board policy and procedures, through minutes of recent boards and committees and through meetings with the Chairman, the Headmistress and Bursar/Clerk to the Governors. Emphasis is placed on understanding the School's policies and procedures particularly relating to safeguarding, child protection and the Prevent Duties and ensuring their effectiveness in practice. Details of on-going training are advised by the School to Governors and include events organised by AGBIS (Association of Governing Bodies of Independent Schools), ISC (Independent Schools Council) and other educational and/or professional bodies. Governors are asked to report to the Governing Body on training undertaken and, where possible, to make copies of presentations available. Governors also attend regular INSET training at the School including the annual update on Safeguarding. Additional E-learning is provided through iHASCO, AGBIS and other providers.

Organisational Management

The Governors of Walthamstow Hall, as the directors of the Charity, are legally responsible for the overall management and control of both the junior and senior Schools and meet at least four times a year. The work of overseeing the implementation of their policies is carried out by functional committees covering **Finance**, which also embraces audit; **Communications and Curriculum**, which includes marketing; **Premises; Health and Safety** and **WOGA** (Walthamstow Old Girls' Association).. In addition, the Chairmen's Group initiates policy, co-ordinates risk management and addresses succession planning and appointments. Each committee meets at least once a term, Premises will meet twice a term when a large building development is in hand and Finance will hold a second meeting in the term in which the audited annual report and accounts are presented to the Governing Body's Annual General Meeting, as well as a short additional meeting close to the start of the autumn term. The Governors may also from time to time establish additional temporary committees to oversee specific areas or operations.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Organisational Management (continued)

The day to day running of the School is delegated to the Headmistress supported by her Senior Management Team, together with the Bursar. The Headmistress and the Bursar attend meetings of all the above committees and the Deputy Heads attend certain of them. Other relevant staff members attend as required.

The remuneration of key management personnel is recommended by the Pay Sub-Committee to the full Finance Committee, with final approval being given by the Governing Body. The aim being to ensure that key personnel are provided with appropriate incentives to encourage enhanced performance and in, a fair and reasonable manner, rewarded for their individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other independent schools to ensure that Walthamstow Hall remains sensitive to the broader issues of pay and employment conditions elsewhere. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Group Structure and Relationship with Non-Charitable Subsidiary

The Charity is a company limited by guarantee and is the sole corporate trustee of two trusts that hold the property of respectively Walthamstow Hall and St Hilary's, the predecessor to the present Junior School site. It is also the sole corporate trustee of WOGA, a trust which holds property for the benefit of former pupils and former staff of the School. In addition, there is a wholly owned non-charitable subsidiary, Walthamstow Hall (Sevenoaks) Limited, which was incorporated on 25 August 1998. The principal activity of this company is managing the use of Walthamstow Hall's facilities by the wider community when they are not required by the School and making suitable charges to help defray the costs of running the facilities.

Other Relationships

Walthamstow Hall actively supports the attainment of the highest standards in the Independent Schools sector, through networking with other schools and being a member of GSA (Girls' Schools Association), IAPS (Independent Association of Prep Schools), AGBIS and ISBA (Independent Schools' Bursars Association). The School also co-operates with a number of local maintained sector schools and charities in its ongoing endeavours to share the School's facilities for sports, music and the arts and to widen public access to the educational facilities it provides. The School aims to optimise the educational use of its cultural and sporting facilities and to promote, in pupils, in the public interest, awareness of the social context of the all-round education they receive at Walthamstow Hall in order to develop pupils' wider abilities to enable them to lead confident, challenging and fulfilling adult lives. Moreover, the School benefits from the support of a thriving network of former pupils and a dynamic and imaginative Friends and Parents Association whose close co-operation and financial support are greatly appreciated and gladly acknowledged.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The School's charitable objects are to advance education by the provision of a preparatory and secondary day School for girls with a preference for the daughters of Protestant Christian Missionaries with facilities for boys to be admitted to the sixth form.

Aims and Intended Impact

Through the above charitable objects and for the public benefit Walthamstow Hall's aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic and social skills in all its pupils. The School strives to provide an environment where each pupil is inspired and can develop and fulfil her potential thus building self-confidence and inculcating a desire to contribute to the wider community.

Objectives for the Year (2019 – 2020)

- **Values:** Articulating our core values – Respect, Integrity, Aspiration, Community and Individuality.
- **Education:** Consolidating the aim for consistent excellence in our teaching, assessment and pastoral care; planning and implementing beyond 20:20 Vision from excellent to inspirational; 2020 Vision is the strategy for improving pupil achievement and pupil personal development; building on the 'One School' vision; implementing the enhancements advised in the ISI 2019 inspection.
- **Governors:** To generate surpluses to re-invest in the School in order to fund development plans and resources for teaching and learning; To recruit new Governors and ensure that all Governors are trained, confident and knowledgeable; To continue to promote new entrant, means tested bursaries; To monitor the implementation and operation of policies; To ensure regulatory compliance; To ensure that the Charity is for the public benefit; To have a planned series of Governor Days.
- **Pupils:** Strengthen and enhance educational opportunities for all our pupils; Ensure Firefly, and iSAMS (introduced in April 2019) and other technologies eg: office 365 to maximise efficiency, communication and 'smart' time management; Consolidate strategies and provision to meet the needs of all pupils as fully as possible. All this was then compressed into 3 weeks' Easter Holiday in the switch to virtual School.
- **Development:** Using change to the School's advantage to ensure the School's long-term competitiveness and success; introducing Performance Development; invest in the Junior School facilities and restructuring at the Junior School.
- **External links:** Continue links between current and ex-pupils; Further develop links with St John's Primary School and other maintained sector schools.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Strategies to Achieve the Year's Objectives

Strategies include developing and maintaining the expertise of teaching and support staff, ensuring succession planning and continued staff development. To ensure effective investment in IT and other capital expenditure, budgets are prepared and implemented. Stakeholders are involved in the development planning process and building works planned and monitored. The Governing Body meets regularly and in relevant committees to review, monitor, discuss and look ahead.

Principal Activities of the Year

The Charity principally provides education to girls from the ages of 3 to 11 at the Junior School and from 11 to 18 at the Senior School on separate sites in Sevenoaks, Kent from a catchment area across West Kent, Surrey, South London and East Sussex. Combined numbers at both Senior and Junior School averaged 558 (2019: 588).

Grant Making Policy

Governors have had regard to Charity Commission general and sub-sector guidance on Public Benefit. The Governors' policy, in line with that of other independent schools, is to make scholarship awards on the basis of the individual's educational ability and bursaries according to a financial assessment of parental financial situation. The means-tested bursary scheme is open to all applicants to the Senior School and is publicised in literature circulated to potential feeder schools in both the independent and maintained sectors, in the press, in the School's advertising material and on the School's website. Subject to meeting the School's basic academic admission requirements, bursaries are agreed, subject to available funding, where a pupil would not otherwise be able to take up a place at the School because of the financial situation of a parent or guardian, thus widening access to a Walthamstow Hall education. All awards are reviewed regularly. 'Founders Bursaries' offering up to 100% support across 11+, 13+ and 16+ School entry are available. The WOGA funds a Sixth Form Bursary up to 25% for those studying a science-based curriculum. The School also provides means-tested hardship bursaries for the families of existing pupils that have fallen on hard times wherever possible and advice on eligibility for funding and assistance from external trusts and grant-providing bodies.

The values of all means-tested bursaries were £644K (2019: £502K) with Scholarships awarded to the School's pupils of £350K (2019: £389K).

Volunteers

Volunteers routinely deliver talks and presentations across a range of topics including careers advice at both Senior and Junior sites for which the School is extremely grateful. Though due to the Coronavirus pandemic, many of the planned events and trips had to be cancelled. DBS and/or background checks are conducted on all volunteers. Parent volunteers, who are all DBS checked, routinely accompany on Junior School trips and assist with listening to pupils reading.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Associations

Walthamstow Hall is fortunate to have an excellent relationship with the Friends and Parents Association. Its committee has arranged social activities for girls and parents throughout the year and funds raised have provided additional facilities across the School including assistance with the purchase of a new swimming pool timing system and new trampolines. In total, some £20K (2019: £12K) has been received for which the School is extremely grateful.

The School continues its links with former pupils through the rejuvenated WOGA. This has been enhanced further with the merger between WOGA and the School on 31 October 2019. The School is now the sole corporate trustee of WOGA, with WOGA now linked to the School for reporting and accounting purposes.

Public Benefit

The charitable purpose of Walthamstow Hall is the advancement of education and is for the public benefit. The Governors of Walthamstow Hall are committed to education, to broadening access to the School and to sharing the School's facilities and resources with schools in the maintained sector. Albeit the ability to achieve this this year has been curtailed by the Coronavirus pandemic. Governors use a wide range of opportunities and continually seek new ones. They continue to comply with their duty in s.4 of the Charities Act 2011 to have due regard to the general and relevant sub-sector guidance, concerning the operation of public benefit published and under consultation by the Charity Commission, in exercising their responsibilities as Governors.

Education for pupils

The School supports the attainment of the highest standards in the Independent Schools sector. Pupils of the School achieve excellent public examination results, staff act as markers and moderators for public examinations and the School supports the induction programme for newly qualified teachers. The teaching profession benefits from the training and continuous development programme and in-service training for Walthamstow Hall staff as they move between schools and education sectors. The School continues to develop links with local schools in both the maintained and independent sectors. Members of the Sixth Form conducted weekly visits to a local Primary School to assist with reading with pupils prior to the Coronavirus lockdown. In the spring/summer of 2020, the School acted as a 'Hub' for other local State and Independent schools and provided education and childcare for children of key workers. When the Government directed that all primary schools should re-open over the summer period, the School offered a neighbouring state primary school use of the facilities at the EBH Arts Centre. This allowed them to have all their classes in lessons for the final few weeks of the Summer Term.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Bursaries

Commitment to broadening access to the School includes offering, to eligible parents/guardians, means-tested financial support for the payment of School fees. These bursaries may be awarded in the form of a reduction of up to 100% of School fees payable, depending on the financial circumstances of applicants and are subject to repeat testing of parents' needs. It is the child's suitability for the School that is the first consideration in granting support. The amount of the bursary award is not influenced by the level of academic ability of the child but by the extent of need. Each case is assessed on its own merits and awards are made accordingly, subject to the School's ability to fund these within the context of what is viable according to the School's overall budget. Information provided by the School alerting the parents/guardians of potential pupils to the possibility of gaining means-tested financial support with the payment of school fees is advertised in the School prospectus, the School website, advertising flyers, the local press by means of advertisements and during open days/mornings. Forty-nine pupils benefitted from the award of a Bursary during the year.

Pupil Activities

Over the course of the year pupils from the Junior and Senior Schools raised £14.4k (2019: £19.7K) for a number of local, national and international charities. The main School Charity (Alice's Arc) received close to £6.5k, with other charities supported financially including; Macmillan, Hospice in the Weald, Jeans for Genes, Sport Relief, Royal British Legion, The Prince's Trust, West Kent Mind, Beat, Alzheimer's Society, British Heart Foundation, Children in Need, Kidshelp Cambodia and NHS Charities Together. Other charities that were supported by donations other than money included: The Hygiene Bank and Loaves and Fishes.

Use of Facilities

The School also cooperates with many local organisations, maintained schools and charities to optimise the educational use of School facilities and resources, and to promote, in our pupils, for the public benefit, awareness of the social context of the all-round education they receive at Walthamstow Hall. The swimming pool, The Ship Theatre and our sporting facilities are used the most by local maintained schools and the public, girls included, for teaching and performance purposes. Due to the Coronavirus restrictions imposed in March, the regular external children's activity club planned for the Easter and Summer holidays had to be cancelled. Two local state primary schools used the pool each week for over 100 pupils during the Autumn and Spring terms and local swimming clubs across the period. Youth groups provided opportunities for drama, dance and music in the theatre and local Badminton and Gymnastic clubs also made use of the sporting facilities. However, due to Coronavirus, all activity was curtailed until the Summer when restrictions eased and swimming, badminton and gymnastics groups returned.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Public Benefit (continued)

Other examples of Public Benefit include:

Academic – Inviting Pupils to Attend Lessons, Workshops or Other Educational Events

Mathematics – The Great Maths Race, every Spring

Walthamstow Hall's Maths Department has run a 'Great Maths Race' for Year 4 and 5 pupils from local primary schools for well over a decade. The afternoon event tests the mathematical and athletic agility of teams. The event is orchestrated by the entire Walthamstow Hall Mathematics Department, assisted by Walthamstow Hall Year 13 and Year 7 students. Unfortunately postponed until restrictions allow gatherings to safely take place again.

Science – Global Experiment and National Science Week, March 2020

Experiments on the subject of Hydrogels were planned for late March 2020 with invitations accepted by St John's Primary and Lady Boswell's. Unfortunately, due to the Coronavirus pandemic lockdown, neither invited School could attend. Science Week, entitled B Be Bee Science and centred on the School's beehive, would again have included pupils from St John's and Lady Boswell schools. Regrettably, none of the events could be run due to lockdown.

Science – Transition Lessons, June 2020

No Transition lessons could be held this year due to the lockdown

Oxbridge Applications Evening, November 2019

Walthamstow Hall has continued to reach out to local state secondary schools inviting their students to attend the Specialist Applications Evening held each Autumn Term. Through a series of specialist speakers, including an Oxbridge Admissions tutor, students from Years 11, 12 and 13 are given the opportunity to find out what is required for and what makes a successful application for Oxbridge. The application process for Medicine, Veterinary Medicine, were also explored in depth. Feedback from the parents of students attending was that the Information Evening was invaluable.

Academic – Seconding Students to State Schools

Volunteering at St John's Primary Sevenoaks, ongoing

Walthamstow Hall has a long relationship with neighbouring Primary School St Johns. Sixth Form students have volunteered as part of their weekly timetable since 2010. A large number of Year 12 and 13 students have volunteered, Covid allowing, at St Johns and fellow neighbouring primary school Lady Boswell's. Students help across the curriculum.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Public Benefit (continued)

Academic – Other

Empathy in Action, 2020

Walthamstow Hall organised two events with the charity Empathy in Action in 2019 and had planned similar events in 2020. The events have taken the format of simulation workshops giving students an interactive insight into the issues of the Poverty Trap and the Refugee Migrant Crisis. In 2019, each student contributed £10 to the experience days. These contributions enabled Empathy in Action to subsidise the cost of the workshop experience at local state schools. It is hoped to conduct this again in 2021, Covid restrictions allowing.

Community

Rockdale Partnership, 2014 onwards

Walthamstow Hall has a long-established link with local old people's care home Rockdale House. Since 2014, a highlight of the Summer term calendar each year is the organisation of the 'Rockdale Party', an afternoon hosted at Walthamstow Hall by all Year 11 students every June, involving a tea, entertainment, lots of chat and quizzes. Around 35 elderly residents attend the themed parties each year. Students also volunteer at Rockdale on a regular basis and each year younger students go to Rockdale to give residents a sneak preview of lower school drama. Unfortunately, this was unable to take place this year due to Covid. Prior to the Rockdale Partnership Walthamstow Hall had a partnership with the Peckham Trust which stretched back decades, to the 1980's and beyond.

Other regular Community users include Singing for Pleasure, two dance clubs and the Otford Folk Dancers.

Cooking for the Community, April – June 2020

During the national Coronavirus Lockdown, the Catering Manager who was 'furloughed', volunteered to assist with the production and delivery of hot meals to elderly, ill and shielding neighbours. As this became so successful the School kitchen and freezers had to be utilised to cater for the number of meals produced.

Drama – Invite Pupils to Attend Drama Classes or Performances

James and the Giant Peach, June 2020

Walthamstow Hall's Drama department has an established record of inviting pupils from local Primary School, St John's to watch the preview performance of big school plays. In June 2020, the School was due to perform James and the Giant Peach and invite pupils from local Primary Schools. Unfortunately due to Covid restrictions and the national Lockdown, this could not take place and will be deferred until next year.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Public Benefit (continued)

Drama – Share Theatre/Hall

St John's Primary School use Walthamstow Hall's Ship Theatre each Autumn term for two performances of their Christmas Concert and every Summer for two performances of their Summer Production. St John's also have exclusive use of the theatre for rehearsals for these productions. Other organisations also use the Theatre and Hall, for example the Sevenoaks Literary Festival, Steephill School and 4 drama clubs. One, the JPA Academy, is a Performing Arts organisation teaching song, dance and acting to young children. They meet weekly, making use of 3 spaces including a large drama space

Music – Seconding Teaching Staff

The Kusasa Project Early Learning Centre, October/November 2019

Every year the Walthamstow Hall Music Administrator is given 3 weeks to work in South Africa, volunteering with the Kusasa Early Learning Centre, a school in a township area. The teacher provides English tuition to pupils.

Music – Hosting Joint Musical Events

Carols at Wildernesse House, Sevenoaks, December 2019

The Senior Choir, together with 4 members of staff and some former pupils gave a Christmas concert on the staircase of Wildernesse House retirement home for the residents, their families and the staff.

St Luke's Church Community Lunchtime Concert, February 2020

Walthamstow Hall Sixth Formers staged a concert for the local community to raise funds directly for the Church.

ProMusic Concert Series, February 2020

Two members of the music department donated their fee in this special charity event in our ProMusic Concert Series. All profit from ticket sales went towards the charity Alice's Arc.

English Reformed Church, Begijnhof, Amsterdam, February 2020

In the February half term, 50 pupils and 6 staff travelled to Amsterdam for the Choir Tour. One of the recitals was in the English Reformed Church where a collection was taken for the Mulanje Mission Hospital.

Sport – Seconded Staff to State Schools

Walthamstow Hall's Netball Coach teaches P.E at Wrotham Primary School every Friday afternoon.

Sport – Share Sports Centre

Hildenborough Badminton Club use the Walthamstow Hall Sports Centre on a daily basis with 100 junior members benefitting from use of the hall. In addition, the local residents' badminton club also use a court one night a week.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Public Benefit (continued)

Sport – Share Swimming Pool

13 organisations and State schools use the Walthamstow Swimming Pool, in addition, two staff swimming coaches also provide private swimming lessons to rising stars.

| Organisation | Average numbers per week |
|-----------------------------|--------------------------|
| Helen Crane Swimmers | 7 |
| Amanda's School of Swimming | 30 |
| Aqua Swimming Ltd | 222 |
| Penguin Swim School | 100 |
| Endurance Coach (Mark Horn) | 24 |
| Michelle Hadden Swim School | 35 |
| Momentum | 70 |
| Margaret Cuttill Swimmers | 107 |
| Sevenoaks Swimming Club | 235 |
| Sevenoaks Triathlon Club | 50 |
| Tonbridge Swimming Club | 101 |
| St John's Primary School | 30 |
| Ightham Primary School | 55 |

Sport – Share Sports Fields

Coyotes Lacrosse club use the sports field on an adhoc basis half a dozen times a year for practises and matches. A local tennis coach provides tennis coaching during the Easter and Summer holidays and at most weekends for junior tennis players.

Share – Share Other Sports Facilities e.g. Netball Courts, Gymnasium, Dance Studio

Two or three Netball camps are conducted per year for up to 30 girls at a time, making use of both the outdoor courts and the Sports Hall. Three spaces are used for Yoga and dance, with a total of 8 organisations and clubs making use of the spaces for Yoga, keep fit and dance.

Other – Members of staff serving as governors or fulfilling other roles

Lady Boswell's C.E Primary School

A Walthamstow Hall Geography Teacher, serves as a Foundation Governor at Lady Boswells (C.E) Primary School. The Governor attends six full governing meetings each year and services on committees for Learning and Development and Admissions, both of which have a further three meetings per academic year. Her specific responsibilities include the monitoring of the Ship Improvement Plan (SIP) strand A; Mental Health and Wellbeing and SIP strand B: Data and Driving Academic Excellence. Fulfilling these roles involves making school visits on a rolling basis and submitting written reports to the Governing Body board. A full OFSTED inspection is expected imminently, though on hold due to Coronavirus; all governors have received further training and information evenings in preparation.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Public Benefit (continued)

St John's Primary School

A Walthamstow Hall Governor, and former Deputy Head Teacher, is a Governor at St John's Primary School. Responsibilities include being a member of the Teaching and Learning Committee; responsible for literacy throughout the curriculum and Chair of the Headteacher Pay and Performance Committee.

St George's Church of England Primary School, Wrotham

The Director of Music is a Governor at St George's School where he is a member of the Improvement, Inclusion and Curriculum Committee, and is the named Governor responsible for Pupil Premium, Recovery Curriculum, and a member of the Pay Panel.

Speldhurst Primary School

A Walthamstow Hall Humanities Teacher serves as a Foundation Governor at Speldhurst Primary School. The Governor attends governing meetings each year and is a member of the Teaching and Learning Committee.

Other – Partner for Co-Curricular Activities

Duke of Edinburgh

Walthamstow Hall mini-buses and expedition kit have been used free of charge to transport students from state secondary schools to their Duke of Edinburgh expeditions. Most recently a member of Caterham School and an ex-member of Walthamstow Hall attended a Gold Expedition in August 2020.

Young Enterprise (now Enterprise Club)

Walthamstow Hall hosts many local state secondary schools at Young Enterprise Events, though again, this was curtailed due to the Coronavirus restrictions. No charge is made for the venue hire or refreshments, this keeps costs down for Young Enterprisers and aids participation of schools from the maintained sector.

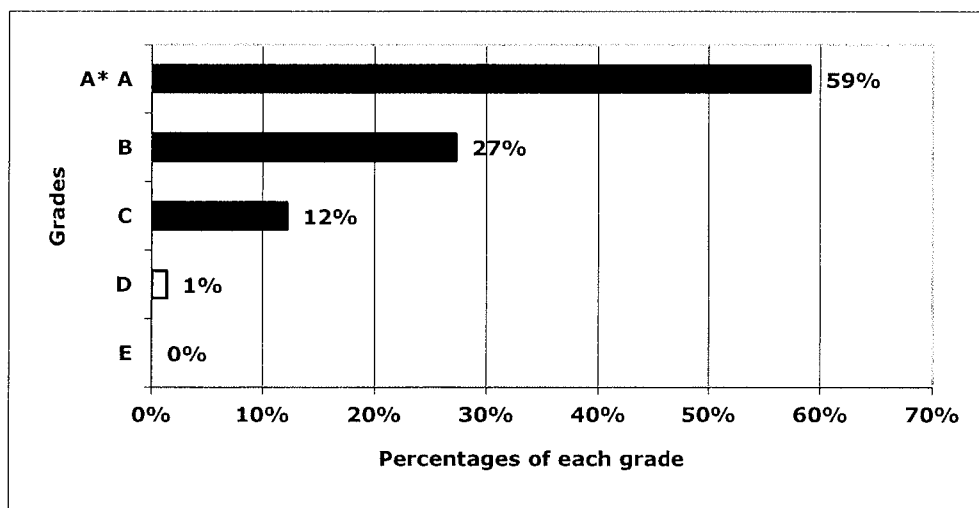
**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational Performance of the School

Results at both A Level/Pre-U and GCSE were the best the School has achieved. In part, this was due to teachers predicting what candidates should have achieved in their exams. In reality, this might not always happen due to a number of external factors which might come into play on the day of the exam. Therefore, a slight improvement upon previous years was inevitable. This significant increase is, however, more to do with the quality of teaching which the pupils received throughout the duration of the course and measures put into place at a departmental level to enhance the performance of the candidates. These results provide good evidence that the School is fully on track for achieving the best outcomes for all of its students. 59% of results were at A* or A grade or Pre-U equivalents with 86% A* to B. This strong set of results has enabled most of the students to take up their first-choice places at Universities, Drama and Art Colleges

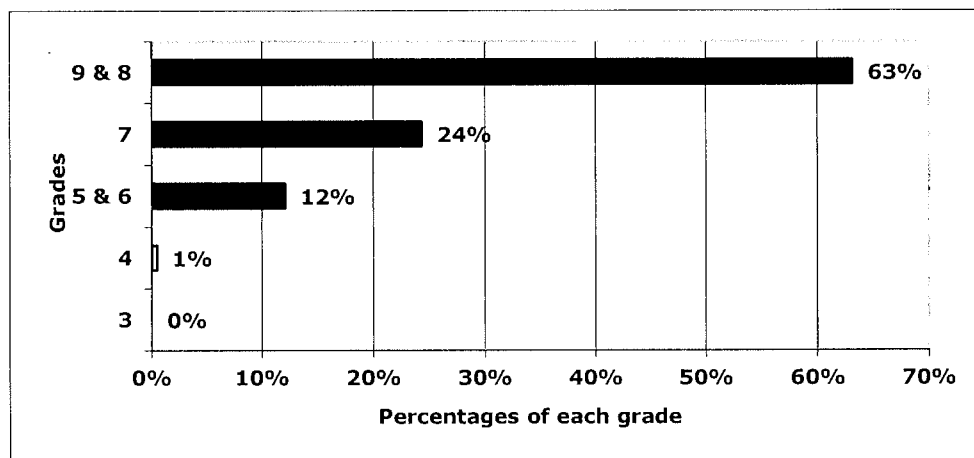


Combined A & Pre-U Grades Summer 2020

84% of students who graduated in 2020 went on to study at university in 2020. 14% chose to defer or reapply for 2021 entry. The top Higher Education destinations based on students accepting their university places were Durham, Exeter, Cardiff and Nottingham. The most popular degree courses were Biological Sciences, Natural Science and Biomedical Engineering, closely followed by Accounting, Finance and Business Management related courses. Students also took up offers for Nursing, Equine and Veterinary Science. Increasingly popular courses were Sociology, Criminology and Psychology. Overseas applications are also becoming a popular choice, 2020 saw our first student take up a place with the University of British Columbia (Canada).

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Operational Performance of the School (continued)



GCSE and IGCSE equivalent Summer2020

All subjects followed the reformed 1-9 grading structures. 63% of results were awarded the highest 8 and 9 levels (equivalent to A* and above) and 87% of results were awarded at grade 7, 8 or 9 (equivalent to A and A*). In English Language and English Literature assessments over 94% of results were at grade 7, 8 or 9 (A & A*). Maths achieved 84% at the same level whilst in both Greek and Latin 100% achieved A-A* equivalent. In single Sciences the pass rate at A-A* equivalent averaged 93% across the three subjects.

All pupils leaving the top of the Junior School were able to enter their choice of senior schools, in either the independent or the maintained sectors, and 6 were awarded scholarships or exhibitions by that school (2019: 9) (including WH). 9 grammar school places were offered.

Prior to Lockdown in March, Sport has continued to thrive and the School prides itself in being able to offer a wide variety of games and activities, both in lessons and co-curricular sessions with all pupils encouraged to take part. During the year, pupils competed at county, regional and national levels. It was not only the main sports of netball and lacrosse which feature but also swimming for both the Junior and Senior Schools along with judo, curling, tennis, show jumping, gymnastics, cricket, cross-country, athletics and badminton.

Music and Drama feature highly at both the Junior and Senior Schools with major productions including Mary Stuart, The 39 Steps, The History Boys, The Dining Room and Blue Remember Hills at Senior School and The Shepherd Boy and An Easy Cheesy Nativity at the Junior School. Music events continued to be very popular until Lockdown curtailed them, the Junior School managed three Musical Teas, two live Pro-Music Concerts along with the Cecilia School Concert, Wally Stage and Screen, the Christmas Carol Service and a choir tour to Amsterdam.

Unfortunately, due to Covid restrictions, the Ship Theatre could not be used this year for the Sevenoaks Summer Festival, the Sevenoaks Literary Festival or the Sevenoaks Three Arts Festival. Plans remain in place to support these three events in 2021. The Charity continues to develop its community links and has a programme of widening access to its facilities, at fee rates below commercial levels. Local coaches teaching badminton, tennis, gymnastics, swimming, ballet and junior rugby have regular access to pitches, courts and halls, something that Walthamstow Hall has encouraged historically and has continued to develop.

**Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020**

Operational Performance of the School (continued)

Some 900 swimmers make use of the pool on a weekly basis, including 3 classes from two local Primary Schools and a further 300 children undertake gymnastic training making use of the London Olympic gymnastic flooring in the Mulberry Hall. Albeit, the use of facilities was stopped due to Covid restrictions in March 2020.

Fundraising Performance

The School does not actively seek donations and there were no major fundraising activities during the year. The Friends and Parents Association donated monies for the purchase of a replacement timing system in the pool and equipment for Early Years. In addition, WOGA continues to raise funds to provide a biennial Science Bursary.

Investment Performance against Objectives

Apart from the subsidiary undertaking mentioned in the Balance Sheet, the School has no material investments and any short-term credit monies are placed in bank cash deposits.

FINANCIAL REVIEW

Review of Financial Activity

The Governing Body remains focused on strategic planning with sound financial strategy and control continuing to be exhibited. Over the period the School consolidated works on current buildings with no new major building projects undertaken. The main project for the year was the replacement of the 1950s' boilers with three new, modern gas boilers. This was the final phase of a project to renew the original Victorian heating system in the main building at the Senior School. A project to replace all lights with LED versions continues and is a third of the way through the School.

Results for the Year

The year end result shows an unrestricted fund net expenditure for the year of £30K (2019: net income £317K). Pupil numbers at the School were flat whilst numbers at the Junior School have followed the national trend and are reduced. Due to the Coronavirus and the requirement to operate as a 'virtual' school for the Summer term, fees were reduced to reflect that pupils were unable to receive the normal offering. This ranged from 10% at the Senior School to no fees in the Nursery. Fee income was therefore reduced compared to the budget. However, the School was able to benefit from the Government's Coronavirus Job Retention Scheme (Furlough Scheme). At the same time a range of cost saving measures were implemented. This included a restructure of the teaching staff at the Junior School and the conclusions of consultations with staff to withdraw from the Teachers' Pension Scheme (TPS) by 31 August 2021. Looking ahead, fees for 2020-21 have been maintained at 2019-20 level with the corresponding effect to fee income. Longer term plans recognise the effects of the on-going economic outlook but still seek the achievement of sustainable surpluses, to maintain freely available reserves and to service existing and possible future financing commitments for further developments identified in the Strategic Development Plan.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

Reserves Policy

The School needs reserves to ensure it can fulfil and complete the charitable obligations and commitments it enters into. The Charity Commission defines free reserves as unrestricted funds available to spend on the general purposes of the School and therefore, excludes those designated for particular purposes and those already utilised in purchasing tangible assets. The Governors believe that the level of reserves freely available for the School's general purpose should be sufficient to accommodate the continuing needs of the School and to develop and maintain its buildings and facilities and equivalent to a term's expenditure or £3.41M. At the end of the financial year the level of consolidated free reserves had risen to £4.6M (2019: £4.6M) and the Governors' policy is to maintain them by means of annual operating surpluses and judicious management of investment assets, supplemented by general purpose appeals from time to time.

Investment Policy and Objectives

Article 5.20 of The Articles of Association allows the deposit or investment of funds with all the powers of a beneficial owner, but to invest only after obtaining advice from a financial expert (as defined in Article 5.21) and having regard to the suitability of investments and the need for diversification. The Governing Body's policy is to limit any investments to interest bearing bank deposits and fixed interest securities with the aim of guarding against any significant drop in value that would compromise the School's development plans while trying to obtain as high a return as possible. This has been achieved while ensuring that the funds are easily accessible to meet the School's operating expenses, when needed.

PRINCIPAL RISKS AND UNCERTAINTIES

Affordability of fees remains a principal risk with the continuing economic and political uncertainty associated with the ongoing BREXIT process adding yet further complications to the issue. There is no room for complacency, and it is imperative that pupil numbers remain strong across both Schools. Cognisant of pressures on families, the Governing Body kept the fee increase to a minimum. As stated above, due to Coronavirus, fees were reduced for the Summer Term with the corresponding reduction in fee income. Health and Safety is always a significant area for risk management. Risks range from fire, floods, Cyber attack and personal risks; risks associated with activities are minimised by planning and robust risk assessments.

The Governing Body is responsible for the management of the risks faced by the School. Risk identification and analysis is undertaken by the Chairmen's Group and detailed control of risk within their areas is delegated to the functional committees; review of the risk register is a standing agenda item of all Governor meetings. Risks are identified and assessed, controls established and promulgated throughout the year with a formal review of the School's risk management processes being undertaken on an annual basis, co-ordinated by the Chairmen's Group. Day to day operational risk management is delegated to the Senior Management Group; the Bursar maintains the School's Risk Register.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Generic controls used to minimise risk include:

- Detailed terms of reference together with formal agendas for all Committee and Board meetings
- Strategic development planning, reviewed annually by the Chairmen's Group
- Comprehensive budgeting and management accounting
- Established organisational structures
- Formal written policies
- Vetting procedures including DBS checks for the protection of the vulnerable
- Safer Recruitment Procedures; annual and ongoing Safeguarding training for all staff
- Termly unannounced reviews of processes and procedures by the Safeguarding Governor
- Maintenance of a detailed Risk Register, which is regularly reviewed and updated.
- Insurance cover where applicable.

The main risks arising from the group's financial policies are credit risk, liquidity risk and interest rate risk.

Credit risk

The principal credit risk arises from fee debtors, regular monitoring of debtors and pursuit of unpaid fees and is conducted in accordance with the School's Fee Payments policy.

Liquidity risk

The School maintains prudent cash reserves to meet foreseeable needs and to invest cash assets safely and profitably. The School has healthy cash balances and has been able to meet its working capital requirements throughout the period under review.

Interest rate risk

The School used bank loans as a means of financing its building projects. The current bank loan set at Bank of England base rate plus 1.59%. The Governing Body remains content with the arrangements made.

The Governing Body regularly reviews the effectiveness of current plans and strategies for managing all identified major risks for the School.

FUTURE PLANS

These have been informed by two parental surveys and are complemented by an annual focus on priority target areas identified by staff at a Staff/Governors' Inset Day. The Governing Body agreed to absorb the 43% increase in Employers' contributions to the Teachers' pension for the year 2019/20. Consultations with staff concluded during the year and all teaching staff agreed to the change in contract and the future plan for their pensions. Ongoing restrictions due to the Coronavirus pandemic have affected the speed of introduction of some of the planned activities highlighted below but all remain valid:

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

FUTURE PLANS (continued)

- **Governors** – To ensure all Governors are trained, confident and knowledgeable in all new policies and procedures, in particular Safeguarding and Health and Safety; To generate surpluses to fund development plans and resources for teaching and learning; To keep fee increases to a minimum consistent with maintaining academic excellence and the financial viability of the School; To raise the School's profile in the local community; To continue to promote new entrant, means tested bursaries.
- **Junior School** – To continue the introduction of new initiatives; Provision of external consultancy support; To encourage self-marketing of the Junior School by parents and staff; To expand Wraparound Care including the introduction of a Holiday Club; To continue to introduce new co-curricular clubs.
- **IT/Digital Strategy** – Enhance Digital Communications throughout the School and with all stakeholders; Continue to build on use of Office 365 and One Drive; monitor WiFi performance as Bring Your Own Device (BYOD) is introduced across the Senior School; introduce the Bodet broadcast system; introduce One User, One Device policy along with 'follow me' printing; Introduce a replacement VOIP telephone system; Continue to promote Digital Teaching and Learning methods across the School.
- **Public Benefit/External Links** – Continue to promote the School to as wide an audience as possible by strengthening links with external users; Explore new links such as hosting a Chinese Language School weekly (put on hold due to Coronavirus during first month of operating); Enhance links with Hildenborough Badminton Club; Continue to provide facilities to State Schools where possible free of charge or at reduced commercial rates; Enhance links through the refreshed and rejuvenated WOGA, particularly focused on alumnae mentoring.
- **Sport Provision** – Develop the concept of 'a healthy mind in a healthy body'; Ensuring access and breadth to a variety of sports across all year groups (Sport for All), as well as maintaining opportunities for 'elite' athletes; Enhancing the Sports Scholars' programmes.
- **Careers (CEIAG)** – Continue to enhance our Careers provision by achieving the Gatsby Benchmarks; introduce the role of Governor with responsibility for Careers; consolidate the introduction of work-related learning at the Juniors School using My Activity Passport and a focused programme in Year 6; To be assessed for the Quality in Careers Standard Award.

Walthamstow Hall
Annual Report and Accounts
For the year ended 31 August 2020

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors (who are also trustees and directors of Walthamstow Hall for the purposes of charity and company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in operation.

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

Auditors

On 7 September 2020, Wilkins Kennedy (trading as Wilkins Kennedy Audit Services) changed its name to Azets Audit Services Limited. The name they practice under is Azets Audit Services and accordingly have signed their report in their new name.

Disclosure of information to auditors

Insofar 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 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.

Approved by the Governing Body at its meeting 19 February 2021 and signed on its behalf by:



Mrs J B Adams
Chairman

Walthamstow Hall
Independent auditor's report
For the year ended 31 August 2020

Independent auditor's report to the members of Walthamstow Hall

Opinion

We have audited the financial statements of Walthamstow Hall (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary of Income and Expenditure Accounts, the Consolidated and Charitable Company Balance Sheet, the Consolidated 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, 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 group 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 the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, 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 group's or the charitable parent 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.

Walthamstow Hall
Independent auditor's report
For the year ended 31 August 2020

Other information

The trustees are responsible for the other information. The other information comprises the Board of Governors report incorporating the directors report and the strategic report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' 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 group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company's 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.

Walthamstow Hall
Independent auditor's report
For the year ended 31 August 2020

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent 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 group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 parent 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 parent 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 parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

John Howard FCA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN

Date: *19 March 2021*

Walthamstow Hall
Consolidated Statement of Financial Activities (Income and Expenditure Account)
For the year ended 31 August 2020

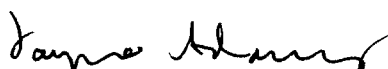
| | Notes | Unrestricted Funds | Restricted Funds | Endowed Funds | Total Funds 2020 | Total Funds 2019 |
|---|-------|--------------------|------------------|------------------|-------------------|--------------------|
| | | £ | £ | £ | £ | £ |
| Income and Endowments from: | | | | | | |
| Charitable Activities | | | | | | |
| School fees receivable | 2 | 8,660,297 | - | | 8,660,297 | 9,339,258 |
| Ancillary trading income | 3 | 1,201,713 | 115,935 | - | 1,317,648 | 1,125,339 |
| Other trading activities | | | | | | |
| Non-ancillary trading income | 4 | 135,800 | - | - | 135,800 | 208,351 |
| Other activities | 4 | 5,419 | - | - | 5,419 | 4,318 |
| Investments | | | | | | |
| Bank and other interest | 5 | 9,855 | - | - | 9,855 | 11,917 |
| Voluntary sources | | | | | | |
| Grants and donations | 6 | 32,899 | 20,863 | 49,114 | 102,876 | 44,074 |
| Total Incoming Resources | | 10,045,983 | 136,798 | 49,114 | 10,231,895 | 10,733,257 |
| Expenditure on: | | | | | | |
| Raising funds | | | | | | |
| Non-ancillary trading | 7 | 74 | - | - | 74 | 576 |
| Financing costs | 8 | 64,403 | - | - | 64,403 | 90,437 |
| Total deductible costs | | 64,477 | - | - | 64,477 | 91,013 |
| Charitable Activities | | | | | | |
| Education and Grant-making | 7 | 10,003,312 | 153,067 | 39,033 | 10,195,412 | 10,317,650 |
| Total expenditure | | 10,067,789 | 153,067 | 39,033 | 10,259,889 | 10,408,663 |
| Net (outgoing)/incoming funds from operations before transfers | | (21,806) | (16,269) | 10,081 | (27,994) | 324,594 |
| Transfers between funds | 18 | (150) | 150 | - | - | - |
| Net movement in funds for the year | | (21,956) | (16,119) | 10,081 | (27,994) | 324,594 |
| Fund balances brought forward at 1 September 2019 | | 14,407,540 | 323,579 | 5,511,369 | 20,242,488 | 19,917,894 |
| Fund balances carried forward at 31 August 2020 | 17 | 14,385,584 | 307,460 | 5,521,450 | 20,214,494 | £20,242,488 |

| | 2020 Unrestricted and Restricted Funds Total £ | 2019 Unrestricted and Restricted Funds Total £ |
|---|--|--|
| INCOME FROM: | | |
| Charitable activities | | |
| School fees | 8,660,297 | 9,339,258 |
| Ancillary trading | 1,317,648 | 1,125,339 |
| Other trading activities | | |
| Fundraising trading | 135,800 | 208,351 |
| Other income | 5,419 | 4,318 |
| Investments | | |
| Dividends, bank and other interest | 9,855 | 11,859 |
| Voluntary sources | | |
| Grants and donations - Unrestricted | 50,690 | 11,913 |
| - Restricted | 3,072 | 32,161 |
| Total Income | 10,182,781 | 10,733,199 |
| Expenditure on: | | |
| Raising funds | | |
| Trading costs | 74 | 576 |
| Financing costs | 64,403 | 90,437 |
| | 64,477 | - |
| Charitable activities | | |
| Education and grant-making | 10,156,379 | 10,287,152 |
| Total expenditure | 10,220,856 | 10,378,165 |
| Net (expenditure)/income before inter-fund transfers | (38,075) | 355,034 |
| Income on endowment capital | 49,114 | 58 |
| Expenditure on endowment capital | (39,033) | (30,498) |
| Net (expenditure)/income for the year | £(27,994) | £324,594 |

Walthamstow Hall
Consolidated and School Balance Sheets
For the year ended 31 August 2020

| | | Consolidated | | Walthamstow Hall | |
|--|--------------|---------------------|--------------------|-------------------------|--------------------|
| | Notes | 2020 | 2019 | 2020 | 2019 |
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible assets | 10 | 21,586,556 | 21,984,523 | 21,586,556 | 21,984,523 |
| Securities investments | 11 | - | - | 100 | 100 |
| | | <u>21,586,556</u> | <u>21,984,523</u> | <u>21,586,656</u> | <u>21,984,623</u> |
| CURRENT ASSETS | | | | | |
| Debtors | 12 | 522,859 | 534,187 | 548,491 | 563,719 |
| Cash and deposits | | <u>3,648,717</u> | <u>3,438,201</u> | <u>3,622,985</u> | <u>3,410,884</u> |
| | | <u>4,171,576</u> | <u>3,972,388</u> | <u>4,171,476</u> | <u>3,974,603</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors payable within one year | 13 | (1,899,442) | (1,966,399) | (1,899,442) | (1,968,714) |
| | | <u>2,272,134</u> | <u>2,005,989</u> | <u>2,272,034</u> | <u>2,005,889</u> |
| NET CURRENT ASSETS | | | | | |
| | | <u>2,272,134</u> | <u>2,005,989</u> | <u>2,272,034</u> | <u>2,005,889</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | <u>23,858,690</u> | <u>23,990,512</u> | <u>23,858,690</u> | <u>23,990,512</u> |
| LONG-TERM LIABILITIES | | | | | |
| Creditors payable after one year | 14 | (3,644,196) | (3,748,024) | (3,644,196) | (3,748,024) |
| | | <u>20,214,494</u> | <u>£20,242,488</u> | <u>20,214,494</u> | <u>£20,242,488</u> |
| NET ASSETS | | | | | |
| | | <u>20,214,494</u> | <u>£20,242,488</u> | <u>20,214,494</u> | <u>£20,242,488</u> |
| ENDOWED FUNDS | 18 | 5,521,450 | 5,511,369 | 5,521,450 | 5,511,369 |
| RESTRICTED FUNDS | 18 | 307,460 | 323,579 | 307,460 | 323,579 |
| UNRESTRICTED FUNDS: | 18 | | | | |
| General Fund | | 4,624,618 | 4,646,574 | 4,624,618 | 4,646,574 |
| Property Fund | | 6,323,439 | 6,323,439 | 6,323,439 | 6,323,439 |
| Scholarship and bursary fund | | 937,527 | 937,527 | 937,527 | 937,527 |
| Sixth form development fund | | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| | 17 | <u>20,214,494</u> | <u>£20,242,488</u> | <u>20,214,494</u> | <u>£20,242,488</u> |

These financial statements were approved by the Governing Body on 19 February 2021 and were signed on its behalf by:



J Adams
 (Chairman of the Governing Body)

The notes on pages 32 to 48 form part of the financial statements.

Walthamstow Hall
Consolidated Cash Flow Statement
For the year ended 31 August 2020

| | Note | 2020 | 2019 |
|--|------|------------------|------------------|
| | | £ | £ |
| Net cash inflow from operating activities | (i) | 895,188 | 889,221 |
| Cash flows from investing activities | | | |
| Payments for tangible fixed assets | | (411,494) | (402,669) |
| Cash flows from financing activities: | | | |
| Loan repayments in year | | (268,581) | (226,336) |
| | | (268,581) | (226,336) |
| Fees in advance scheme | | | |
| New fees in advance money | | 392,656 | 807,000 |
| Amounts utilised | | (1,361) | (423,170) |
| Amounts repaid | | (395,892) | (506,558) |
| | | (4,597) | (122,728) |
| Change in cash and cash equivalents in the reporting period | | 210,516 | 137,488 |
| Cash and cash equivalents at the beginning of the reporting period | | 3,438,201 | 3,300,713 |
| Cash and cash equivalents at the end of the reporting period | | 3,648,717 | 3,438,201 |

(i) Reconciliation of net incoming resources to net cash flow from operations

| | 2020 | 2019 |
|---|-----------------|----------------|
| | £ | £ |
| Net (outgoing)/incoming resources | (27,994) | 324,594 |
| Depreciation charge | 809,461 | 789,126 |
| Investment write off | - | 75 |
| Decrease in Stock | - | 120 |
| Decrease in debtors | 25,632 | 7,000 |
| Increase/(decrease) in creditors (excluding fees in advance scheme) | 88,089 | (231,694) |
| | 923,182 | 564,627 |
| Net cash inflow from operations | 895,188 | 889,221 |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

Company Limited by Guarantee

The School is a company limited by guarantee and is a registered charity. Each member's liability would be limited to an amount not exceeding £1 in the event of the School winding up. The Company is a limited liability company registered in England and Wales. The Registered office is Walthamstow Hall, Holly Bush Lane, Sevenoaks, Kent TN13 3UL.

I. Statement of Accounting Policies

I.1 Basis of Preparation

The accounts are prepared in accordance with Financial Reporting Standard 102 'The financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006 on the historical cost convention as modified by the adoption of current cost for investment assets. They are prepared in accordance with applicable accounting standards and with the current Statement of Recommended Practice, Accounting and Reporting by Charities: The Charities SORP 2015.

The financial statements are presented in Sterling (£) which is also the functional currency for the company.

The financial statements include the results of the unincorporated Charity 'Walthamstow Hall Charity'. This unincorporated Charity continues to hold certain endowed funds and property (see below) not transferred to the Company following its incorporation in 1996.

The Company has cash resources for working capital and has no requirement for external funding. The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

I.2 Basis of consolidation

The financial statements have been consolidated to include the School's wholly owned subsidiary, Walthamstow Hall (Sevenoaks) Ltd. As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent Company is not presented in these financial statements. The parent Company's deficit for the financial year was £27,994 (2019: surplus £324,594).

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

1.3 Going Concern

After reviewing the charitable group's forecasts and projections and taking into account the economic conditions and possible changes in trading performance, the Governors have a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing the financial statements.

The Governors have also considered the impact of the COVID-19 pandemic lockdown on the future viability of the charity. Since the end of March 2020, the school's activities have been affected by the requirement to move to virtual schooling. Governors took the decision to reduce fees for the Summer Term. This ranged from 10% at the Senior School down to zero fees in the Nursery where online schooling could not be supported. At the same time, a proportion of the support staff were furloughed for the Summer Term and expenditure reduced. Income and expenditure was in effect offset. At the date of approval of these financial statements, the full impact on the charitable group remains uncertain.

Budgets for the coming year have been prepared which predict a slightly reduced net income for the year. Governors agreed to make use of Reserves to fund a final year of contributions into the Teachers' Pension Scheme (TPS). Pleasingly, pupil numbers have increased since the start of the current year, due in part to the very positive feedback from the virtual school offering provided during lockdown. In summary, it is assessed the School has sufficient reserves to continue beyond the next 12 months. This supports the view that the financial statements should be prepared on a going concern basis.

Consequently, the Governors have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

1.4 Tangible Fixed assets

1.4.1 Freehold land and buildings

The original land and School buildings that continue to be held by Walthamstow Hall Charity, the unincorporated charitable trust, are shown at their valuation on 1 September 1996, which was undertaken by an independent valuer. Similarly, land and buildings transferred from the unincorporated charity to the incorporated Walthamstow Hall are shown at their valuation on 1 September 1996. All land and buildings subsequent to incorporation in 1996 and held by the incorporated Charity, Walthamstow Hall, are included in the balance sheet at historical cost. (See note 10 to the accounts.)

1.4.2 Other Fixed Assets

Capital expenditure of a material amount is stated at cost, or an estimate of cost, where the precise figure has not been ascertained. All the other items are written off to the Income and Expenditure Account in the year in which the expenditure is incurred.

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

1.4 Tangible Fixed assets (continued)

1.4.3 Depreciation

Depreciation is provided on all tangible fixed assets in use, other than freehold land and building work in progress, at rates and bases calculated to write off the cost of each asset over its estimated useful life as follows:

| | |
|-------------------------|--------------------------------|
| Freehold building | 2% - 10% straight line basis |
| Furniture and equipment | 5% - 33⅓% straight line basis |
| Motor vehicles | 25% straight line basis |
| Computer equipment | 10% - 33⅓% straight line basis |

1.5 Current assets

These are stated at the lower of cost or net realisable value, except in the case of investment assets which are included at market value.

1.6 Fees and similar income

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, but include contributions received from restricted funds for scholarships, bursaries and other grants. Fees received for education to be provided in future years are carried forward as deferred income.

1.7 Donations

Donations and Grants are credited to the Statement of Financial Activities (SOFA) in the year in which they are received. Donations received for the general purposes of the School are credited to voluntary income. Donations subject to specific wishes of the donors are carried to relevant restricted funds or to endowed funds where the amount is required to be held as permanent capital.

1.8 Expenditure

Resources expended are accounted for on an accruals basis and allocated to expense headings either on a direct cost basis, or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Supplies of books, expenditure and sundry equipment are written off when the expenditure is incurred.

Governance costs comprise the costs of running the charity, including strategic planning for its future development, also external audit, and all the costs of Board and Sub-Committee meetings and of preparing statutory accounts and satisfying public accountability.

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

1.9 Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions may not equal the related actual results. There are two areas of estimation and assumption that may represent a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. The first of these is the useful economic lives of the tangible assets. The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The second area to consider is the level of the bad debt provision. The value of trade debtors is sensitive to the recoverability in full of the School fees. Once a debt becomes overdue it is chased and periodically reviewed. If a provision is deemed necessary this is included on an annual basis.

1.10 Operating Leases

Rentals payable under operating leases are charged to the SOFA as incurred.

1.11 Pensions

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board 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 School. In accordance with FRS17 therefore, the scheme is accounted for as a defined contribution scheme.

The School also contributes to defined contributions money purchase schemes for non-teaching staff. Pension contributions are charged to the SOFA in the year in which they fall due.

1.12 Fund accounting

Unrestricted funds comprise those funds which the Governing Body may use in the furtherance of the objects of the School.

Designated funds are unrestricted funds set aside by the Governing Body for specific future purposes or objects.

Restricted funds consist of funds that can only be used for particular restricted purposes within the objects of the School. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Permanent endowment funds represent assets which must be held permanently by the Charity. Income arising on these funds may be used for general purposes.

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

| 2. CHARITABLE ACTIVITIES - FEES RECEIVABLE | 2020 | 2019 |
|---|-------------------------|-------------------------|
| | £ | £ |
| Fees receivable consists of: | | |
| School fees | 10,090,885 | 10,693,644 |
| Less: total scholarships, bursaries and allowances | <u>(1,430,588)</u> | <u>(1,354,386)</u> |
| | 8,660,297 | 9,339,258 |
| Add back: Bursaries and other awards paid for by restricted funds | <u>-</u> | <u>-</u> |
| | <u>8,660,297</u> | <u>9,339,258</u> |

Scholarships, bursaries and other awards were paid to 327 pupils (2019: 299). Within this, means-tested bursaries totalling £643,888k were paid to 50 pupils (2019: £501,650 to 38 pupils).

| 3. CHARITABLE ACTIVITIES - OTHER INCOME | 2020 | 2019 |
|---|-------------------------|-------------------------|
| | £ | £ |
| Extras | 1,295,078 | 1,101,521 |
| Registration fees | 17,800 | 17,200 |
| Commissions and other income | 4,770 | 6,618 |
| | <u>1,317,648</u> | <u>1,125,339</u> |

| 4. OTHER TRADING ACTIVITIES | 2020 | 2019 |
|--------------------------------|-----------------------|-----------------------|
| | £ | £ |
| Trading income | | |
| Walthamstow Hall (Trading) Ltd | 85,205 | 129,062 |
| Hire of premises | 28,428 | 46,758 |
| Rental income | <u>22,167</u> | <u>32,531</u> |
| | <u>135,800</u> | <u>208,351</u> |
| Other activities | | |
| Interest on overdue fees | 5,419 | 4,318 |
| | <u>5,419</u> | <u>4,318</u> |

5. BANK AND OTHER INTEREST

| | Unrestricted | Restricted | Endowed | Total 2020 | Total 2019 |
|---------------|--------------|------------|---------|---------------------|----------------------|
| | £ | £ | £ | £ | £ |
| Bank interest | 9,855 | - | - | <u>9,855</u> | <u>11,917</u> |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

6. GRANTS AND DONATIONS RECEIVABLE

| | Unrestricted | Restricted | Endowed | Total 2020 | Total 2019 |
|---|--------------|------------|---------|---------------|---------------|
| | £ | £ | £ | £ | £ |
| Transfer from WOGA | 32,899 | 17,791 | 49,027 | 99,717 | - |
| Donation for the support of badminton | - | - | - | - | 16,000 |
| Friends and Parents of Walthamstow Hall | - | 3,000 | - | 3,000 | 23,370 |
| Other donations | - | 72 | 87 | 159 | 4,704 |
| | 32,899 | 20,863 | 49,114 | 102,876 | 44,074 |

On 26 October 2019 the assets of WOGA were transferred to the School, with the WOGA charity remaining as a linked charity to the School. This has been accounted for as voluntary income in the relevant funds, with the relevant assets showing in Cash and Deposits and Reserves in the Balance Sheet.

7. ANALYSIS OF EXPENDITURE

a) **Total expenditure**

| | Staff costs (note 9) | Depreciation (note 10) | Other | Total 2020 | Total 2019 |
|--|-------------------------|---------------------------|--------|---------------|---------------|
| | £ | £ | £ | £ | £ |
| Costs of generating funds | | | | | |
| Trading costs | - | - | 74 | 74 | 576 |
| Financing costs (note 8) | - | - | 64,403 | 64,403 | 90,437 |
| Total costs of generating funds | - | - | 64,477 | 64,477 | 91,013 |

Charitable expenditure

Education and grant making

| | | | | | |
|---------------------------------------|-----------|---------|-----------|------------|------------|
| Teaching | 5,787,362 | 159,180 | 588,853 | 6,535,395 | 6,441,297 |
| Welfare | 426,921 | 19,024 | 286,493 | 732,438 | 746,543 |
| Premises repair and maintenance | 205,041 | 627,206 | 480,176 | 1,312,423 | 1,980,336 |
| Support costs and governance | 862,606 | 4,051 | 727,754 | 1,594,411 | 1,141,345 |
| Grants awards and prizes (note 7 (b)) | - | - | 20,745 | 20,745 | 8,129 |
| Total charitable expenditure | 7,281,930 | 809,461 | 2,104,021 | 10,195,412 | 10,317,650 |

| | | | | | |
|-----------------------|------------------|----------------|------------------|-------------------|-------------------|
| Total expended | 7,281,930 | 809,461 | 2,168,498 | 10,259,889 | 10,408,663 |
|-----------------------|------------------|----------------|------------------|-------------------|-------------------|

Depreciation relating to the endowed fund school properties totalling £30,480 (2019: £30,480) has been charged directly to this endowment fund.

(b) **Grants, awards and prizes**

From Unrestricted

Funds:

| | | |
|---------------------------|-----------|-----------|
| Prizes and leaving awards | 2020 £ | 2019 £ |
| | 20,745 | 8,129 |
| | 20,745 | 8,129 |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

7. ANALYSIS OF EXPENDITURE (continued)

| (c) Governance included in support costs: | 2020 | 2019 |
|--|---------------|---------------|
| | £ | £ |
| Remuneration paid to auditor for audit services | 18,229 | 17,879 |
| Reimbursement of personal expenses to Governors - travel costs | 2,972 | 3,915 |
| Other governance costs | - | 2,727 |
| | <u>21,201</u> | <u>24,521</u> |

Travel expenses were reclaimed by 2 members (2019: 2) of the Governing Body.

8. FINANCE AND OTHER COSTS

| | 2020 | 2019 |
|-----------------------|---------------|---------------|
| | £ | £ |
| Loan interest payable | <u>64,403</u> | <u>90,437</u> |

9. STAFF COSTS

| | 2020 | 2019 |
|---|------------------|------------------|
| | £ | £ |
| The aggregate payroll costs for the year were as follows: | | |
| Wages and salaries | 5,809,467 | 5,558,343 |
| Social security costs | 547,999 | 527,598 |
| Other pension costs | 924,464 | 630,807 |
| | <u>7,281,930</u> | <u>6,716,748</u> |

| | | |
|---|----------------|----------------|
| Aggregate employee benefits of key management personnel | <u>543,939</u> | <u>461,972</u> |
|---|----------------|----------------|

| Number of higher paid employees in bands of: | 2020 | 2019 |
|--|----------|----------|
| £60,001 - £70,000 | 1 | 1 |
| £70,001 - £80,000 | 0 | 3 |
| £80,001 - £90,000 | 3 | 0 |
| £90,001 - £100,000 | 0 | 0 |
| £100,001 - £110,000 | 1 | 1 |
| £110,001 - £120,000 | 0 | 0 |
| £120,001 - £130,000 | <u>0</u> | <u>0</u> |

The average number of School employees during the year calculated on a full-time equivalent basis was 145 (2019: 138)

| | 2020 | 2019 |
|------------------|------------|------------|
| Teaching | 80 | 80 |
| Welfare | 17 | 17 |
| Premises | 16 | 16 |
| Support | 30 | 23 |
| Other activities | 2 | 3 |
| | <u>145</u> | <u>138</u> |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

10. TANGIBLE FIXED ASSETS

| | Freehold Land and Buildings £ | Vehicles & Equipment £ | Total £ |
|--------------------------|-------------------------------------|------------------------------|-------------------|
| Cost | | | |
| At 1 September 2019 | 26,886,805 | 2,624,007 | 29,510,812 |
| Additions at cost | 73,539 | 337,955 | 411,494 |
| At 31 August 2020 | 26,960,344 | 2,961,962 | 29,922,306 |
| Depreciation | | | |
| At 1 September 2019 | 5,539,906 | 1,986,381 | 7,526,287 |
| Charge for the year | 514,792 | 294,669 | 809,461 |
| At 31 August 2020 | 6,054,699 | 2,281,051 | 8,335,750 |
| Net Book Value | | | |
| At 31 August 2020 | 20,905,645 | 680,911 | 21,586,556 |
| At 31 August 2019 | 21,346,899 | 637,626 | 21,984,523 |

11. SECURITIES INVESTMENTS

| | 2020 £ | 2019 £ |
|--------------------------------------|-----------|-----------|
| Group investments | | |
| At 1 September 2019 | - | 75 |
| New money invested | - | - |
| Amounts extracted | - | (75) |
| Group investments at 31 August 2020 | - | - |
| Investment in subsidiary | 100 | 100 |
| School investments at 31 August 2020 | 100 | 100 |
| Investments comprise: | | |
| Investment in subsidiary | 100 | 100 |
| | 100 | 100 |

In addition to the above investments, cash balances within the Fees in Advance Scheme are included in current assets as cash deposits.

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

| 12. DEBTORS | Consolidated | | Walthamstow Hall | |
|--|------------------|------------------|------------------|------------------|
| | 2020 | 2019 | 2020 | 2019 |
| | £ | £ | £ | £ |
| Fees and extras | 129,995 | 286,810 | 129,995 | 286,810 |
| Prepayments and accrued income | 172,488 | 144,045 | 208,791 | 197,531 |
| Other Debtors | 220,376 | 103,332 | 209,705 | 79,378 |
| | <u>522,859</u> | <u>534,187</u> | <u>548,491</u> | <u>563,719</u> |
| | | | | |
| 13. CREDITORS: | | | | |
| amounts falling due within one year | | | | |
| Bank Loan Repayments and Overdraft | 219,366 | 197,446 | 219,366 | 197,446 |
| Fees received in advance of term | 311,816 | 425,283 | 311,816 | 425,283 |
| Deposits repayable | 234,730 | 237,661 | 234,730 | 237,661 |
| Taxation and social security | 135,413 | 132,219 | 135,413 | 132,219 |
| Trade creditors | 284,928 | 231,850 | 284,928 | 231,850 |
| Other creditors and accruals | 107,851 | 86,856 | 107,851 | 89,171 |
| Fees in Advance Scheme | 530,873 | 469,549 | 530,873 | 469,549 |
| Accruals and deferred income | 74,465 | 185,535 | 74,465 | 185,535 |
| | <u>1,899,442</u> | <u>1,966,399</u> | <u>1,899,442</u> | <u>1,968,714</u> |
| | | | | |
| 14. CREDITORS | | | | |
| amounts falling due after more than one year | | | | |
| Fees in Advance Scheme | 518,922 | 410,052 | 518,922 | 410,052 |
| Final Term Deposits | 289,602 | 276,202 | 289,602 | 276,202 |
| Bank Loan repayments | 2,835,672 | 3,061,770 | 2,835,672 | 3,061,770 |
| | <u>3,644,196</u> | <u>3,748,024</u> | <u>3,644,196</u> | <u>3,748,024</u> |

The bank loan is repayable by the 3 October 2033, the first repayment was paid in November 2018. The loan bears interest at 1.59% over the Bank's Base Rate. The bank loan is secured by way of a charge over the Junior School site, Unwin House and Emmerline Blackburn House.

15. FEES IN ADVANCE SCHEME

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

| | | | | |
|--------------------------|----------------|----------------|----------------|----------------|
| Within two to five years | 241,406 | 196,731 | 241,406 | 196,731 |
| Within one to two years | 277,516 | 213,321 | 277,516 | 213,321 |
| | <u>518,922</u> | <u>410,052</u> | <u>518,922</u> | <u>410,052</u> |
| Within one year | 311,816 | 425,283 | 311,816 | 425,283 |
| | <u>830,738</u> | <u>835,335</u> | <u>830,738</u> | <u>835,335</u> |

Summary of movements in liability

| | |
|-----------------------------|------------------|
| Balance at 1 September 2019 | 835,335 |
| New contracts | 392,656 |
| Repayments | (1,361) |
| Amounts used to pay fees | <u>(395,892)</u> |
| Balance at 31 August 2020 | <u>830,738</u> |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

16. FUNDS OF THE SCHOOL

The School's funds are analysed under the following headings.

a) ENDOWED FUNDS

Permanent endowments

| | |
|--|---|
| Consolidated Prize and Education Funds | Numerous individual gifts to establish prizes for pupils, to support the further education of pupils on leaving Walthamstow Hall and for the daughters of missionaries. |
| Goddard Legacy | For the benefit of a pupil in need. |
| Diana Burn Rosen Legacy | To support a student interested in furthering her studies in science (especially chemistry) or in foreign languages. |
| School property fund | This represents an amount equal to the net book value of the endowed property, including revaluation reserve. |

b) RESTRICTED FUNDS

There are six named funds where the donors have placed restrictions on the uses to which the gifts may be put. The individual funds thus restricted under charity law, and which are invested in the School's pooled portfolio of investments are:

| | |
|-----------------------------|---|
| The Downton Fund | To be used in the construction of a music room at the School |
| The Tanner Fund (Angela Au) | For academic potential in mathematics |
| Badminton Fund | For the support of badminton at the School by the provision of a badminton coach and a bursary for a badminton player to attend the School. |
| Head's Special Fund | For the support of pupils who would otherwise be unable to engage in an academic activity that is important for their education, for example a school trip. |
| Bursary fund | A consolidated fund of individual gifts to provide bursaries to enable pupils to attend the School. |
| The Mulberry Fund | For the development of sports facilities at the School. |

Sundry Special Trust Funds

These represent gifts, donations and legacies received from external donors for specific purposes but where there is no requirement to preserve the capital. Expenditure directly financed by such gifts is shown under restricted funds.

Walthamstow Hall Old Girls Association (WOGA)

WOGA merged with the Walthamstow Hall Charity on 31 October 2019; all assets have been transferred to the School Charity. The School is the sole corporate trustee of WOGA. The funds and assets of WOGA are held separately with a number of restricted funds and endowments; these will be shown in next year's accounts. Of note, WOGA has commenced funding towards providing a restricted Bursary support fund for the provision of support for a student studying science or maths at A-Level.

c) UNRESTRICTED FUNDS

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

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Endowed £ | Restricted £ | Unrestricted | Total £ |
|-----------------------|------------------|-----------------|-------------------|-------------------|
| Tangible Fixed Assets | 5,416,115 | - | 16,170,441 | 21,586,556 |
| Advance Fees | - | - | (1,049,795) | (1,049,795) |
| Final Term Deposits | - | - | (289,602) | (289,602) |
| Net current assets | 105,335 | 307,460 | 2,390,212 | 2,803,007 |
| Long term liabilities | - | - | (2,835,672) | (2,835,672) |
| | <u>5,521,450</u> | <u>307,460</u> | <u>14,385,584</u> | <u>20,214,494</u> |

17.1 ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)

| | Endowed £ | Restricted £ | Unrestricted | Total £ |
|-----------------------|------------------|-----------------|-------------------|-------------------|
| Tangible Fixed Assets | 5,446,595 | - | 16,537,928 | 21,984,523 |
| Securities investment | - | - | - | - |
| Advance Fees | - | - | (879,601) | (879,601) |
| Final Term Deposits | - | - | (276,202) | (276,202) |
| Net current assets | 64,774 | 323,579 | 2,087,185 | 2,475,538 |
| Long term liabilities | - | - | (3,061,770) | (3,061,770) |
| | <u>5,511,369</u> | <u>323,579</u> | <u>14,407,540</u> | <u>20,242,488</u> |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

18. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

| | At 1 Sept. 2019 £ | Incoming resources £ | Resources expended £ | Total Return Transfers £ | At 31 August 2020 £ |
|---|----------------------------|----------------------------|----------------------------|-----------------------------------|------------------------------|
| Unrestricted funds | | | | | |
| General reserve | 4,646,574 | 9,927,879 | (9,979,150) | (150) | 4,595,153 |
| Property reserve | 6,323,439 | - | - | - | 6,323,439 |
| Scholarship & Bursary reserve | 937,527 | - | - | - | 937,527 |
| Sixth form development reserve | 2,500,000 | - | - | - | 2,500,000 |
| WOGA | - | 32,899 | (3,434) | - | 29,465 |
| | 14,407,540 | 9,960,778 | (9,982,584) | (150) | 14,385,584 |
| Trading company reserves | - | 85,205 | (85,205) | - | - |
| | 14,407,540 | 10,045,983 | (10,067,789) | (150) | 14,385,584 |
| Restricted funds | | | | | |
| The Downton Fund | 10,282 | - | - | - | 10,282 |
| The Tanner Fund | 46,171 | - | - | - | 46,171 |
| The Badminton fund | 137,951 | - | (62,855) | - | 75,096 |
| Head's Special Fund | 14,083 | - | (2,071) | 150 | 12,162 |
| The Bursary Fund | 54,313 | - | - | - | 54,313 |
| The Mulberry Fund | 600 | - | - | - | 600 |
| Specified purposes | 4,326 | 115,935 | (84,141) | - | 36,120 |
| Sundry special trust funds | 32,483 | 72 | - | - | 32,555 |
| FPWH | 23,370 | 3,000 | (4,000) | - | 22,370 |
| WOGA | - | 17,791 | - | - | 17,791 |
| | 323,579 | 136,798 | (153,067) | 150 | 307,460 |
| Endowed - Permanent | | | | | |
| Consolidated Prize & Education Funds | 8,160 | 87 | (555) | - | 7,692 |
| WOGA | - | 49,027 | - | - | 49,027 |
| Goddard Legacy | 15,121 | - | (7,998) | - | 7,123 |
| Diana Burn Rosen Legacy | 41,493 | - | - | - | 41,493 |
| School Property | 5,446,595 | - | (30,480) | - | 5,416,115 |
| | 5,511,369 | 49,114 | (39,033) | - | 5,521,450 |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

18.1 SUMMARY OF MOVEMENTS ON MAJOR FUNDS (PRIOR YEAR)

| | At 1 Sept. 2018 £ | Incoming resources £ | Resources expended £ | Total Return Transfers £ | At 31 August 2019 £ |
|---|----------------------------|----------------------------|----------------------------|-----------------------------------|------------------------------|
| Unrestricted funds | | | | | |
| General reserve | 4,291,598 | 10,374,494 | (9,938,041) | (81,477) | 4,646,574 |
| Property reserve | 6,323,439 | - | - | - | 6,323,439 |
| Scholarship & Bursary reserve | 937,527 | - | - | - | 937,527 |
| Sixth form development reserve | 2,500,000 | - | - | - | 2,500,000 |
| | 14,052,564 | 10,374,494 | (9,938,041) | (81,477) | 14,407,540 |
| Trading company reserves | - | 129,062 | (129,062) | - | - |
| | 14,052,564 | 10,503,556 | (10,067,103) | (81,477) | 14,407,540 |
| Restricted funds | | | | | |
| The Downton Fund | 10,282 | - | - | - | 10,282 |
| The Tanner Fund | 46,171 | - | - | - | 46,171 |
| The Badminton fund | 137,955 | 195 | (81,734) | 81,535 | 137,951 |
| Head's Special Fund | 17,390 | - | (3,307) | - | 14,083 |
| The Bursary Fund | 54,313 | - | - | - | 54,313 |
| The Mulberry Fund | - | 600 | - | - | 600 |
| Specified purposes | 26,041 | 204,306 | (226,021) | - | 4,326 |
| Sundry special trust funds | 31,311 | 1,172 | - | - | 32,483 |
| FPWH | - | 23,370 | - | - | 23,370 |
| | 323,463 | 229,643 | (311,062) | 81,535 | 323,579 |
| Endowed - Permanent | | | | | |
| Consolidated Prize & Education Funds | 8,160 | - | - | - | 8,160 |
| Goddard Legacy | 15,121 | 15 | - | (15) | 15,121 |
| Diana Burn Rosen Legacy | 41,493 | 43 | - | (43) | 41,493 |
| School Property | 5,477,093 | - | (30,498) | - | 5,446,595 |
| | 5,541,867 | 58 | (30,498) | (58) | 5,511,369 |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

19. CAPITAL COMMITMENTS

The School did not have any capital commitments as at 31st August 2020.

20. RELATED PARTY TRANSACTIONS

Fees payable by Governors, as parents of children at the School totalled £77,369 (2019: £26,625) for the year. No fees were outstanding at the end of the year. None of the Governors paid reduced fees as a result of their office.

£7,176 (2019: £13,298) was paid to McCarthy Denning for legal advice, of which Jayne Adams, a Trustee is a partner. £nil was outstanding at the year-end (2019: £4,740).

Governors, Trustees and Directors are allowed to reclaim certain expenses incurred as a result of their office. The amount claimed during the year was £2,497 (2019: £3,915).

21. PENSION COSTS

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £811,455 (2019: £526,699) and at the year-end £64,512 (2019 - £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' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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

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

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

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

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

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

21. PENSION COSTS (continued)

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

The School has taken the decision to leave the TPS due to the increase in costs and likely future risks associated with it. After due consultation with staff, it was agreed that the School would remain in TPS until 31 August 2021, after which it would leave and introduce an alternative scheme. All members of the TPS agreed and signed new contracts to reflect this plan.

The company also makes contributions to personal pension schemes for qualifying non-teaching staff. The pension cost charged in the financial statements in the year was £113,009 (2019: £98,736). At the end of the year there were no outstanding contributions payable (2019: £NIL).

22. SUBSIDIARIES

The School owns all of the issued share capital of Walthamstow Hall (Trading) Limited, a company incorporated in England. This company carries out trading activities on behalf of the School.

Walthamstow Hall (Trading) Limited had a turnover of £85,205 (2019: £129,061), gross profit of £85,131 (2019: £128,486) and a profit before tax and gift aid of £85,131 in the year ended 31 August 2020 (2019: £128,486).

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

23. Consolidated Statement of Financial Activities - Comparative figures

| Year ended 31 August 2019 | Unrestricted £ | Restricted £ | Endowed £ | Total £ |
|---|---------------------------|-------------------------|----------------------|--------------------|
| Income from: | | | | |
| Charitable activities | | | | |
| School fees receivable | 9,339,258 | - | - | 9,339,258 |
| Ancillary trading income | 927,857 | 197,482 | - | 1,125,339 |
| Other trading activities | | | | |
| Non-ancillary trading income | 208,351 | - | - | 208,351 |
| Other activities | 4,318 | - | - | 4,318 |
| Investments | | | | |
| Bank and other interest | 11,859 | - | 58 | 11,917 |
| Voluntary sources | | | | |
| Grants and donations | 11,913 | 32,161 | - | 44,074 |
| Total Incoming Resources | 10,503,556 | 229,643 | 58 | 10,733,257 |
| Expenditure on: | | | | |
| Raising funds | | | | |
| Non-ancillary trading | 576 | - | - | 576 |
| Other income-generating activities | - | - | - | - |
| Financing costs | 90,437 | - | - | 90,437 |
| Total deductible costs | 91,013 | - | - | 91,013 |
| Charitable Activities | | | | |
| Education and grant-making | 9,976,090 | 311,062 | 30,498 | 10,317,650 |
| Total resources expended | 10,067,103 | 311,062 | 30,498 | 10,408,663 |
| Net incoming funds before transfers before transfers | 436,453 | (81,419) | (30,440) | 324,594 |
| Transfer between funds | (81,477) | 81,535 | (58) | - |
| Net movement in funds for the year | 354,976 | 116 | (30,498) | 324,594 |
| Fund Balances brought forward at 1 September 2018 | 14,052,564 | 323,463 | 5,541,867 | 19,917,894 |
| Fund Balances carried forward at 31st August 2019 | 14,407,540 | 323,579 | 5,511,369 | 20,242,488 |

Walthamstow Hall
Notes to the Consolidated Financial Statements
For the year ended 31 August 2020

24. COMMITMENTS UNDER OPERATING LEASES

At 31 August 2020 the total of the School's future minimum lease payments under non-cancellable operating lease was:

| | 2020 | 2019 |
|------------------|----------------|--------|
| | £ | £ |
| Within 1 year | 49,699 | 96,506 |
| Within 2-5 years | 101,830 | 62,666 |
| After 5 years | - | 550 |

