

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales · Charity number 1066420

Details

Other names	SAINT RONAN'S SCHOOL
Status	Registered
Legal form	Charitable company
Company number	03419744
Registered	1997-11-28
Register	View on the Charity Commission register

Contact

Address	St. Ronans School Water Lane Hawkhurst Cranbrook TN18 5DJ
Phone	01580754318
Email	info@saintronans.co.uk
Website	www.saintronans.co.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF CHILDREN AT ST. RONAN'S SCHOOL

Activities: Educating children between the ages of 3 and 13

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Area of benefit: HAWKHURST
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£8,022,506	£8,608,568	£3,170,099	119
2024-07-31	£8,289,114	£8,213,951	£3,756,161	129
2023-07-31	£7,733,843	£7,718,122	£3,680,998	129
2022-07-31	£7,174,352	£7,553,412	£3,665,277	132
2021-07-31	£7,058,788	£6,942,704	£4,044,337	129
2020-07-31	£6,573,300	£6,334,034	£3,698,253	109

Trustees

Name	Role	Appointed
Nicholas Anthony Beart	Chair	2023-03-18
Alexander Hunn		2026-03-21
Dominic Oliver		2013-03-18
Dr Rose Ehrendal		2025-03-22
Georgiana Emily Macleay		2019-11-28
Jonathan Cubitt		2026-03-21
MR STEPHEN LANGER BSC,DIP ARCH RIBA,IHBC		
NICHOLAS PHILLIS		
Neil Drennan		2026-03-21
Nicola Ridley		2025-03-22
Professor Kathleen Dacre		
William Brooks		2025-03-22

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales - Charity number 1066420

Accounts



ST RONAN'S SCHOOL (HAWKHURST)
(COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JULY 2025

Registered number: 3419744

Charity number: 1066420

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1. TRUSTEES, OFFICERS AND ADVISORS

The Governors of the charity, who are also the Company Directors and the Trustees of the School, who served during the year were: -

	Committees (see section 4)				
Mr N A Beart Chair	F&GP ⁴				
Mr W Brooks BA PGCE MBA (from March 2025)		C ³			
Prof K Dacre BA MA PhD Vice-Chair					
Dr R Ehrendal (from March 2025)					
Mr C S Langer BSc, DipARCH RIBA, IHBC			E ²		
Mrs G E Macleay BA (Hons)				S ⁶	
Mr D Oliver MPhil					R ⁵
Mr N Phillis MA			C ³		
Mrs N Ridley (from March 2025)					
Mr A Ross BA (Hons) Chair	F&GP ⁴		E ²		R ⁵
Mr B A Seton BSc (Econ)	F&GP ⁴				
Mr N P Sladden FCA, DChA, BFP	F&GP ⁴				R ⁵
Ms K J West		H&S ¹			

¹ Health & Safety, ² Estates, ³ Curriculum, ⁴ Finance & General Purposes, ⁵ Executive Remuneration, ⁶ Safeguarding

Officers (currently and throughout the year)

Mr J Lewis BA (Joint Hons), PGCE Headmaster
 Mr D Ansell BA (Hons) Bursar and Company Secretary

Principal Professional Advisors

Auditors:

HaysMac LLP, 10 Queen Street Place, London EC4R 1AG

Bankers:

NatWest, 20 Hight Street, Ashford, TN24 8SH

Solicitors:

Veale Wasborough Vizards, Narrow Quay House Narrow Quay, Bristol BS1 4QA

Principal Address

Saint Ronan's School, Water Lane, Hawkhurst, Kent TN18 5DJ

Website:

www.saintronans.co.uk

2. REFERENCE AND ADMINISTRATIVE INFORMATION

Saint Ronan's School (Hawkhurst) ('the School') was founded in 1883 and was constituted as a charitable company, limited by guarantee, on 14 August 1997. The Company registration number is 3419744 and it does not have any share capital. The liability of the Directors is limited to £1 each. The School is a charity and its registration number is 1066420.

The School operates in premises and on land which are leased from Tongswood Estate Limited (TEL) for which it pays rent. The lease requires the School to maintain the property and estate as well as providing all the equipment and furniture necessary for the running of the School.

TEL is the sole Trustee of the Harris Will Trust (charity number 277719). The Harris Will Trust was formed upon the death of a former proprietorial Headmaster to provide inter alia premises at Water Lane, Hawkhurst as long as the School remains as a preparatory school with similar aims and ethos to those at the time of the formation of the Harris Will Trust in 1957.

3. OBJECTS, PUBLIC BENEFIT, AIMS AND PRINCIPAL ACTIVITIES

The Object of the Charitable Company, in accordance with its Memorandum and Articles of Association, is to advance the education of children at Saint Ronan's School and to carry out such legal activities as may aid in any way the educational aim of the School. In furtherance of this Object the Directors, as the Charity Trustees, have complied with the duty in S17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity and Income Sources

Saint Ronan's School's principal activity continued to be that of a co-educational day and boarding school for 2 to 13 year old children. The School's principal source of income is from school fees.

Ethos

The School has a distinctive character and it is this charm, this magic, that people fall in love with. It is a family school with an informal and happy atmosphere where staff are approachable and mud unremarkable. In a world where children seem to grow up ever faster, Saint Ronan's provides a happy environment for children to remain just that. We want the children to enjoy school, relish the opportunities offered and be inspired to work hard, to be kind, gentle, courteous and honest.

Core values for Pupils

Our motto, *Floreat Saint Ronan's*, means "Let Saint Ronan's flourish". Central to this are the School's core values:- What Really Matters

- We are gentle - we don't hurt others
- We are kind and helpful - we don't hurt anybody's feelings
- We listen - we don't interrupt
- We are honest - we don't cover up the truth
- We work hard - we don't waste our own time or others'
- We look after property - we don't waste or damage things

Ronian Characteristics

In addition, we recognise, reward and promote these Ronian Characteristics:

- Empathy:- We put ourselves into the position of others and try to see and feel things from their point of view.
- Awareness:- We make sure we know what is needed from us and how we can be most helpful to others.
- Perseverance:- We keep trying to create our best, even when we find things difficult.
- Curiosity:- We ask questions and want to learn more.
- Imagination:- We think for ourselves and create new ideas.
- Co-operation:- We work together as a learning team.

Saint Ronan's Strategic Aims are:

- To provide the children with an excellent all-round education with a suitable range of curricular and extra-curricular opportunities
- To provide inspiring teaching which promotes both learning and achievement
- To encourage the children's (personal) spiritual, moral, social and cultural development
- To provide effective pastoral support and guidance
- To maintain a constructive relationship with parents and carers
- To 'mind the magic'

Objectives

The Governors oversee these aims via the School's Development Plan (currently being reviewed), which looks at all aspects of School life and charts a pathway for continued improvement. The Board's main objective is to ensure that the School continues to offer first class education by the implementation of this Development Plan, providing a range of opportunities suited to the interests, aptitudes and needs of all the children in the School's care.

Public Benefit

To satisfy its public benefit obligations the School will:

- Provide means tested bursary and scholarship places to assist children from lower income or otherwise disadvantaged families to benefit from the School's activities
- To continue to develop collaborative working arrangements with appropriate charities and other educational bodies to provide access to School facilities for those who are unable to attend the School itself as fee paying pupils.

The School actively promotes links with local charities and state schools which also helps the pupils at Saint Ronan's to understand the social context of their education. Tom Elliott, Head of Community Engagement, coordinates the School's activities with the local community.

Entrance

The School has no formal entrance examination. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of the School's assessment process. Saint Ronan's is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School would make reasonable adjustments to meet the needs of staff or pupils who are, or become, disabled.

Grant Making

In the year ended 31st July 2025 the School gave financial support to the families of children attending Saint Ronan's totalling £393,370 (2024: £379,674) comprising means tested bursaries, music scholarships, the Stanley Harris Scholarship and sibling discounts.

Means tested awards are determined by the Scholarship & Bursary Sub-Committee (Headmaster, Bursar and Chairman of Governors) following an examination of means and a home visit by an independent assessor. In the Summer Term of 2025 there were 33 children receiving such awards, attending the School when they would otherwise have been unable to do so.

The Stanley Harris Scholarship is a non means tested award given, on entry, for excellence in either academic ability, sport, art or music.

In order to preserve continuity of education, means tested awards may be granted in cases of hardship. Fee assistance, which is funded entirely from fee income, amounted to 4.6% of the School's total fee income.

To widen public access to the School further in cases where the School was unable to help financially, families were/are advised of other Educational Trusts that might be able to help fund their children's education.

Teaching Staff with children at the School also benefited from fee support which further reduced gross annual fee income by £274,813 (2024: £247,746).

The total cost of all grant making by the School was £667,183 (2024: £627,420) in reduced fee income.

Parents of all Nursery age children and a number of those with children in Reception receive state aid though the Government's Early Years Free Entitlement scheme.

Volunteers

The Friends of Saint Ronan's (FOR, the School's Parents' Association) contributed £5,100 to school funds in the past year through their fund-raising activities. The Governors would like to take this opportunity to thank all those parents who gave so freely of their time in the past year. Their continued support is highly valued.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association.

Governing Body

The Trustees, who are also the Directors for the purposes of company law, act as the Governing Body of the School and are referred to as the Governors. They are elected at the Annual General Meeting following their co-option by the Full Board. The Chairman of the Governors maintains a matrix of desirable governor skills, which is reviewed at every meeting.

The Chairman is elected by the Board and may hold office for up to nine years. The Chairs of principal committees are elected annually, and incumbents may stand for re-election.

After a Governor has served 3 consecutive 3 year terms in office, they shall be eligible for re-election only after a year has elapsed since he or she retired as Governor, unless the Board considers it would be in the best interests of the Charity for a Governor to be eligible for re-election on their retirement for such number of further terms as the Board shall resolve.

Governor Training

New Governors are inducted into the workings of the School, including Governing Body policy and procedures, by the Head, Bursar and, as appropriate, other school staff.

All Governors were briefed in annual KCSIE Safeguarding updates whilst some Governors took advantage during the year of the opportunity to undertake additional training arranged by the Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA) and by the

Boarding Schools' Association (BSA). The purpose of the training is to keep Governors informed and updated on current issues in the sector and regulatory requirements.

Organisational Management

The Governors, who meet as a Board at least three times a year, are legally responsible for the overall management and control of the School. In addition, there are five permanent sub-committees listed below. The committees are charged with receiving reports from the principal executive officers and examining detailed issues. A range of professional advisers are retained to support the work of the school and the Governing Body.

- **Finance and General Purposes Committee (F&GP)** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the finances of the School. The Committee is chaired by Mr NP Sladden.
- **Curriculum Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the learning experiences and progress of the children at Saint Ronan's. The Committee is chaired by Mr N Phillis.
- **Estates Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the School's 250 acre estate, the physical environment aspects of the Development Plan and the monitoring of building projects. The Committee is chaired by Mr S Langer.
- **Health and Safety Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the health and safety of the children and staff at Saint Ronan's. The Committee is chaired by Ms K West.
- **Safeguarding and Pastoral Care Committee** monitors, advises and makes reports and recommendations to the Full Board and Headmaster, on matters relating to the protection, safety and well-being of children at Saint Ronan's. The Committee is chaired by Mrs G MacLeay.

Additional sub-committees are formed to deal with specific issues e.g. Scholarship & Bursary, Staff Remuneration and Executive Remuneration or areas where specialist studies are required.

All operating policies are routinely examined and amended where appropriate. The day to day running of the School is delegated to the Headmaster, supported by the Bursar and other members of the Senior Management Team.

Remuneration is set by the Board, with the policy objective of retaining staff and ensuring appropriate incentives to encourage enhanced performance and in a fair and responsible manner, rewarding for individual contributions to the School's success. Remuneration is reviewed annually including reference to benchmarking provided by Independent School associations to ensure that Saint Ronan's remains sensitive to the broader issues of pay and employment conditions elsewhere.

Group Structure and relationships

Saint Ronan's School (Hawkhurst) is limited by guarantee and is a registered charity.

Saint Ronan's is an active member of ISBA and the AGBIS, which are constituents of the Independent Schools Council (ISC). It is also a member of the BSA. The Head is an active member of the Independent Association of Preparatory Schools (IAPS). These organisations exist to promote and maintain high standards generally in independent education.

5. PRINCIPAL RISKS AND UNCERTAINTIES

The School's activities are kept under regular review by Governors and Senior Management, and attention is given to any risks which may arise. Risks are mapped and discussed, with steps taken to minimise their occurrence and potential impact on the continued success of the School. The risk map is formally reviewed annually.

The principal short-term risks identified are:

- Continued uncertainty in the sector driven by political decisions that impact affordability, resulting in a drop in pupil numbers
- Financial uncertainty caused by economic and geo-political events

- The movement of children to local Grammar Schools with the reduction in entry age from 13 years to 11 years.
- Rising input costs, such as employer National Insurance contributions

The ever-present risks identified are:

- Failure to deliver the School's stated aims
- Failure to attract and retain high quality staff
- Failure to comply with Charity Commission or Independent School requirements
- Risk of cyber-attack on IT systems and data and the potential of financial fraud
- Catastrophic events which could cause significant damage to the School's premises; for example, flood or fire
- Personal Health and Safety risks, such as a major accident involving the School's pupils and/or staff

The most significant potential risk is a decline in pupil numbers. This may be caused by any combination of a fall in the number of children attending independent preparatory schools, due to matters of parental affordability, competing offers from other schools, economic uncertainty or pressure, changes in legislative, tax or charity regulations.

The key controls used by the Governors include:

- Detailed risk mapping
- Formal agendas and briefing papers for committee and sub-committee meetings
- Verbal updates from staff
- Strategic and business planning
- Budgeting and management accounting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of children

A proactive approach to risk is maintained and the Governors review the risk map regularly with the Head and Bursar.

6. EMPLOYMENT POLICY

The School is an equal opportunities employer and recognises the wealth of experience amongst its staff and encourages participation by them in making decisions likely to affect their interests. These take the form of regular staff meetings, Head of Department Meetings, Departmental Meetings, 1883 Meetings (a staff forum) or exceptional meetings as and when deemed necessary. Staff are briefed at the beginning of each term on building works which have been completed and of strategic decisions being considered.

7. RESERVES AND GOING CONCERN

In common with other independent schools, Saint Ronan's School has, over the years, invested its surpluses into maintaining the fabric of the estate and improving the educational facilities. At the year-end, St Ronan's had total funds of £3,179,439 all of which was unrestricted (2024: £3,681,001). These funds are analysed on page 8 of the accounts and are principally composed of £4,202,163 (2024: £4,309,246) of fixed assets offset by debt.

The Governors manage and monitor the financial strength and reserves of the School on a termly basis via management accounts and cash flow forecasts prepared by the Bursar. Financial budgets and forecasts have been prepared for the years to 31st July 2029. A key component of the School's financial performance is pupil numbers, which remain satisfactory, thereby providing a high degree of certainty for a positive financial operating result in the financial year to 31 July 2026. The School holds a cash reserve and an overdraft facility to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Furthermore, the School aims to continue to bolster its reserves when possible.

In making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

The remainder of the funds held by the School are represented by the investment the School has made in the fabric of the buildings and other School assets.

8. REVIEW OF ACHIEVEMENTS AND PERFORMANCE

Operational Performance of the School

Saint Ronan's has continued to thrive this year, with children enjoying a rich tapestry of activities that beautifully complement their classroom learning. From inspiring external trips to imaginative use of the School's estate, every experience is designed to challenge, support, and nourish our pupils. These opportunities focus on curiosity, confidence, and a love of learning that extends far beyond the curriculum.

OUTSTANDING STAFF COMMITMENT

None of this would be possible without our dedicated and ever-willing staff. Their tireless efforts and unwavering commitment ensure that every child receives an exceptional education. Our team consistently goes above and beyond, and their passion is evident in every corner of School life.

ISI INSPECTION SUCCESS

We were delighted to welcome the Independent Schools Inspectorate (ISI) for a full inspection during the summer term. The final report was extremely positive, with all standards met and many areas highlighted for celebration (full report on website). The feedback will play a key role in shaping our 2026–2031 Development Plan, helping us to build on our strengths and continue to evolve.

ACADEMIC AND SCHOLARSHIP EXCELLENCE

Academic results have once again impressed. Of the 63 children who moved on to their senior schools, an outstanding 43 scholarships were awarded and everyone landed at their first-choice school. Over the past three years, our pupils have collectively earned more than 100 scholarships, a testament to their hard work and the support they receive from our teaching staff.

NATIONAL RECOGNITION

While awards and accolades are not our primary focus, the national recognition Saint Ronan's has received this year has been remarkable. It reflects the dedication, creativity, and excellence of our entire School community and reinforces our reputation as a leading independent preparatory school. During the year the School was a shortlist nominee for the Independent School of the Year 2025, listed as a Leading Co-Ed Prep School 2025 - Kent in Lux Life Magazine Private Education Awards and one of 3 finalists for the Animal Support Champion - School House Magazine.

LOOKING AHEAD

As we look to the year ahead, we remain committed to nurturing every child's potential and enriching their educational journey. With exciting plans on the horizon and a continued focus on innovation, wellbeing, and academic rigour, we are confident that Saint Ronan's will continue to flourish and inspire the next generation.

Public Benefit

Saint Ronan's is proud of its place in the community as a provider of outreach to local primary schools, our role as a local employer and our fundraising for charities.

The last financial year was a bumper one in charity fundraising, with £12,700 raised in this period for deserving causes as varied as: Macmillan Cancer Support; Save the Children; a Kenyan schools charity and Surviving

Christmas, a local charity addressing homelessness in Hastings. As in previous years, we were able to provide them with close to £5,000 in much needed funds just before Christmas.

We have worked hard to maintain our links with local Primary Schools and these remain strong. Help and activities with the schools over the last year include: donating a large proportion of our retiring collection from the 2024 Carol Service, held again at St Dunstan's, Cranbrook, to Hawkhurst Primary School to help kit out their new school library; providing transport throughout the Summer term to Sandhurst Primary School, taking a whole class on a weekly basis to their swimming lessons; bringing schools to Saint Ronan's to hear talks given by visiting authors and in January 2025, we ferried children from Hawkhurst, Benenden and Sandhurst here to listen to Lindsay Galvin and her excellent talk about Darwin's Dragons.

It was a great pity that the one rainy day of the Summer term coincided with our third Tongswood Cricket Tournament, so we took the very difficult decision to cancel the event that morning, with teams from Sandhurst, St Michael's, Sissinghurst, Hawkhurst and Benenden all very disappointed. They have been assured that it will happen again in the Summer of 2026.

Once again, we were overwhelmed by the generosity of our parents who answered the call for donations to our Harvest Festival appeal with their usual enthusiasm, bringing in over half a tonne of produce. This year we decided to take all the food produce to the Hasting Food Bank, which not only gives carefully curated boxes directly to local families but also acts as distribution hub for other smaller food banks, including our nearest, in Hawkhurst itself. We separated out any bathroom products and these were donated to the Hygiene Bank, a Cranbrook based charity which does such a valuable job of providing a welcome boost to the hygiene supplies of so many local families. Every child in Year 3 helped load up our minibuses, travelled down to Hastings and then handed over the donations in the warehouse at the Foodbank.

As usual the Festive period included talking the Y3 classes to sing carols in three local care homes: Hawkhurst House; Larchmere in Frittenden and Hartley House in Cranbrook and the joy it brings to residents and staff as well as the benefit our children get from seeing the power of music at work, ensures that this festive activity will remain a fixture on the calendar for many years to come.

9. FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School started the year again with excellent pupil numbers despite the looming imposition of VAT on school fees. The increased cost base caused by the loss of Mandatory Business Rate Relief and the increase in Employer National Insurance Contributions (ENIC) during the year were unwelcome, although the former was expected and had been budgeted for.

When decided what level of VAT to pass on to parents, the School made every effort to absorb as much of this increase as possible, whilst maintaining the highest standards that the School offers. This resulted in a 15.5% effective increase in fees from January 2025. Inevitably, a number of families were unable to remain at the School, although this was offset to some extent by the arrival of several children due to the announcement of a planned merger between two other local prep schools. The net effect, however, was that the School elected to absorb a level of VAT so that the generation of a surplus was unlikely.

The real effect of the VAT decision will not be felt until the 2025-26 year, although it was recognised early in planning cycles that the School would be smaller in size in September 2025 and therefore we would be overstaffed. The School acted prudently and began a round of voluntary redundancies in April 2025 to ensure we were appropriately staffed going forward, which resulted in a number of staff across all departments taking voluntary redundancy or electing to reduce their hours or job share. Due to these proactive steps, the School starts the 2025/26 year well placed and financially stable.

The levels of debt were elevated during the year, linked to the sudden hike in fees with VAT, as families suddenly struggled to meet their financial obligations.

The combined effect of increasing fee debt that has had to be provided for (£184,133), the partial absorption of VAT rather than passing on the full 20% (£199,444), the in-year rise in ENIC (£33,695) from April 2025 and the effect of redundancy costs (£325,620) has had a significant and detrimental effect to the financial results for the year. The School therefore is reporting a deficit of (£586,062).

Saint Ronan's School continues to have a significant impact on the local economy. As measured by the Independent Schools' Council Economic Impact Tool the School:

- Supported 190 jobs both within the School and in the School's supply chain
- Generated £1.35 million of tax payments to the Exchequer

The School is now in a phased withdrawal from the Teacher's Pension Scheme (TPS). Subsequently, all new members of the teaching staff are enrolled in the School's APTIS scheme, which has protected the School against the in-year rise of the employer contributions to the TPS. Staff who have opted to remain in the TPS meet this increased contribution through increased personal contributions.

10. FUTURE PLANS

The School will soon be adopting the 2026-31 Development Plan, which has four main target areas covering every aspect of the School's operations:

- Promoting Excellent Pupil Achievement
- Promoting Excellent Pupil Personal Development
- Ensuring excellent financial security
- Ensuring Continued Regulatory Compliance

Improvements will be identified by the School's management team for each of the target areas and actions needed for improvement documented. Progress towards each target is reviewed regularly and an annual report made to the Governors. Highlights of the development plan will include:

- Continued development of the School's Pastoral Care systems
- To continue the very high standard of teaching and learning throughout the School (new appointment Corinne James – ADH T&L), in light of ISI recommendations
- Developing the co-curricular life of the school (new appointment Eleanor Durr, Head of Clubs and Activities)
- Further improve links with local state schools and community
- Continue to develop the School's IT provision
- Growing Nursery provision
- Refurbishing the Nursery to accommodate the 2+ offering
- Further improvements to the School Farm
- Improvements in the boarding provision
- Plans to achieve a significant strength at the next inspection

11. STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 charitable company. This will show the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Governors are required to:

- Following advice from the School's accountants, to elect suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

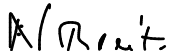
So far as each of the Governors is aware at the time the report is approved:

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

12. SMALL COMPANIES PROVISION

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 2006.

Approved by the Board of Governors at its meeting on 28th November 2025 and signed on its behalf by:



Nicholas Beart,
Chair

13. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST RONAN'S SCHOOL (HAWKHURST)

Opinion

We have audited the financial statements of St Ronan's School (Hawkhurst) for the year ended 31 July 2025 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2025 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Conclusions relating to going concern

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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Governors' 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 Governors' Report (which includes the directors' 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 directors' report included within the Governors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' 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 company; or
- the charitable company 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 11, the Governors (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to in

appropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing minutes of Governors' meetings in the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

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



Richard Weaver (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditors

10 Queen Street Place
Lond
EC4R 1AG

Date: 2 December 2025

14. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

		Unrestricted 2025	Total 2024
	Note	£	£
INCOME FROM:			
Donations and Grants	1	750	100
Other trading activities			
School facility lettings		12,659	18,249
Charitable activities			
Provision of education	2	7,444,472	7,739,715
Ancillary trading	3	564,625	531,050
TOTAL		<u>8,022,506</u>	<u>8,289,114</u>
EXPENDITURE ON:			
Raising funds:			
Finance costs	7	26,900	23,731
Charitable expenditure:			
Provision of education	6	8,581,668	8,190,220
TOTAL		<u>8,608,568</u>	<u>8,213,951</u>
NET MOVEMENT IN FUNDS		(586,062)	75,163
Total funds brought forward		<u>3,756,161</u>	<u>3,680,998</u>
Total funds carried forward	17	<u>3,170,099</u>	<u>3,756,161</u>

The accompanying notes form part of these accounts.

15. BALANCE SHEET

		2025	2024
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	10	4,190,579	4,309,244
CURRENT ASSETS			
Stock		30,176	25,126
Debtors	11	563,955	441,774
Cash at bank and in hand		1,524,003	2,342,356
		<u>2,118,134</u>	<u>2,809,256</u>
CREDITORS: amounts falling due within one year	12	(1,949,932)	(2,041,609)
NET CURRENT ASSETS		<u>168,202</u>	<u>767,647</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,358,781	5,076,891
CREDITORS: amounts falling due after more than one year	13	(1,188,682)	(1,320,730)
NET ASSETS		<u>3,170,099</u>	<u>3,756,161</u>
FUNDS			
Unrestricted funds		3,170,099	3,756,161
TOTAL FUNDS	16	<u>3,170,099</u>	<u>3,756,161</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board and authorised for issue on 28th November 2025 and signed on its behalf by:



Mr N P Sladden FCA DChA BFP
Governor and Chairman of the Finance and General Purposes Committee

The accompanying notes form part of these accounts.

16. CASH FLOW STATEMENT

		2025 £	2024 £
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(A)	(56,363)	491,075
Cash flows from investing activities:			
Payments for tangible fixed assets		(208,491)	(205,737)
Net cash used in investing activities		(208,491)	(205,737)
Cash flows from financing activities:			
Repayment of borrowings		(88,778)	(358,007)
Cash from borrowing		407,381	-
Interest payable		(8,936)	(11,327)
Fees received in advance		(863,166)	1,583,252
Net cash used in financing activities		(553,499)	(1,213,918)
Change in cash and cash equivalents in the reporting period		(818,353)	1,499,256
Cash and cash equivalents at the beginning of the reporting period		2,342,356	843,100
Cash and cash equivalents at the end of the reporting period	(B)	1,524,003	2,342,356

A. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net movement in funds for the reporting period (as per the statement of financial activities)	(586,062)	75,163
Adjustments for:		
Depreciation charges	327,156	330,471
Interest payable	8,936	11,327
Decrease/(increase) in stocks	(5,050)	(2,311)
(Increase)/decrease in debtors	(122,181)	1,993
Increase/ (decrease) in creditors	320,838	74,432
Net cash provided by operating activities	(56,363)	491,075

B. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	1,524,003	2,342,356
Total cash and cash equivalents	1,524,003	2,342,356

17. ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition).

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee (company number: 03419744 and charity number: 1066420).

The financial statements are prepared under the historical cost convention.

GOING CONCERN

The Governors manage and monitor the reserves of the School on a termly basis and review the availability of cash via management accounts and regular cash flow forecasts prepared by the Bursar. Financial Budgets and forecasts have been prepared for the period to December 2026. The Governors have set a policy of accumulating a cash reserve to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Meanwhile an overdraft facility continues to be in place. The Governors will continually monitor the cash requirement of the School and work towards increasing the cash holding to the desired level and, in parallel, reducing the overdraft facility.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the accounting policies, Governors are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the Governors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

In the view of the Governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

FEES AND SIMILAR INCOME

Fees receivable and charges for services and use of premises (including non-refundable deposits) are accounted for in the period in which the service is provided. Registration fees are accounted for when received.

TRADING INCOME

Trading income from the letting of the school buildings and grounds is included when receivable.

DONATIONS AND GRANTS

Donations are accounted for as soon as their amount and receipt are virtually certain.

GIFTS IN KIND

Gifts received are recorded as income at estimated market value and capitalised where appropriate at the value in use of the asset.

EXPENDITURE

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are those costs associated with generating incoming resources from all sources other than from charitable activities.

The Charity undertakes the running of the school and as such education, premises and the majority of administrative expenses are treated as direct charitable expenditure. Other indirect expenditure has been classified separately.

Supplies of games equipment, books, and stationery and sundry materials are matched to the academic year of use.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

PENSION SCHEMES

Retirement benefits to teaching employees of the School are provided by the Teachers' Pension Scheme. This is a defined benefit scheme which is individually funded and contracted out of the State Earnings Related Pension Scheme. Employer's contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of present and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations, using a prospective benefit method.

Retirement benefits to employees are also provided to non-teaching staff by the Pensions Trust. This is a multi-employer defined contribution scheme (with some guarantees) and contributions are charged to the Statement of Financial Activities when payable.

The Charity operates a defined contribution pension scheme for non-teaching staff. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the statement of financial activities.

The Charity operates the School's APTIS scheme for those not included within the TPS, this scheme is treated under the provisions of FRS 102 as applied to multi-employer defined benefits schemes, both schemes are treated as defined contributions schemes and costs are charged as incurred.

OPERATING LEASES

Rentals paid under operating leases are charged to income in the period to which the rental relates.

VALUE ADDED TAX (VAT)

The School registered for VAT on 1st January 2025. All amounts in the financial statements are shown exclusive of VAT, where applicable.

CORPORATION TAX

St Ronan's School (Hawkhurst) is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Taxes Act 2010 or Section 256 of Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

SCHOLARSHIPS AND BURSARIES

Scholarships and bursaries are awarded by the Awards Committee and are allocated on a means-test basis and are accounted for in the period to which the award relates.

TANGIBLE FIXED ASSETS

Depreciation is provided on all tangible fixed assets on a straight line basis from the time they are available for use, other than freehold land, at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property improvements	15 – 25 years
Sport facilities (Astro Turf and Sports Hall)	10 years (25 years)
Furniture and equipment	3 – 10 years
Computer equipment	3 years
Portraits	50 years
Motor Vehicles	25 years

Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an on-going use to the charity.

FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

STOCKS

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

RESERVES

Restricted funds arise periodically and are used for specific purposes. The restriction arises by the donor or when the funds are raised for a specific purpose.

Unrestricted funds are all other incoming resources for the objects of the charity without further specified purpose and are available as general funds.

18. NOTES TO THE FINANCIAL STATEMENTS

1. DONATIONS INCOME	Unrestricted Funds	Total 2025
	£	£
Donations	750	100
Total	<u>750</u>	<u>100</u>
DONATIONS INCOME – PRIOR YEAR	Unrestricted Funds	Total 2024
	£	£
Donations	100	100
Total	<u>100</u>	<u>100</u>
2. FEES RECEIVABLE	Unrestricted funds 2025	Unrestricted funds 2024
	£	£
Gross fees	8,111,655	8,367,135
Less: Bursaries	(283,343)	(235,488)
Music Scholarships	(10,492)	(5,341)
Sibling discounts	(64,466)	(81,502)
Staff discounts	(274,813)	(247,746)
Special discounts	-	(28,449)
Stanley Harris scholarship	(34,069)	(28,894)
Total fees receivable	<u>7,444,472</u>	<u>7,739,715</u>

Staff discounts and bursaries were awarded to 21 and 39 (2024: 17 and 35) pupils respectively during the year.

3. ANCILLARY TRADING

Ancillary trading income and costs relate to the provision of extra-curricular activities, fees insurance and registration fees.

	Unrestricted funds 2025	Unrestricted funds 2024
	£	£
Sale of extras	484,426	512,716
Fees insurance	-	-
Registration fees	4,588	2,150
Miscellaneous	75,611	16,184
	<u>564,625</u>	<u>531,050</u>

4. EXPENDITURE

	2025	2024
	£	£
Charitable expenditure included:		
Operating lease rentals – office equipment	31,678	30,958
- plant and machinery	57,322	55,799
- land and buildings	37,550	34,996
Depreciation – owned assets	327,156	330,471
Auditor's remuneration	24,379	30,280
	<u> </u>	<u> </u>

5. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	4,526,331	4,267,531
Social security costs	465,843	424,899
Pension contributions	795,617	778,682
	<u> </u>	<u> </u>
	<u>5,787,791</u>	<u>5,471,112</u>

	No.	No.
The average number of employees in the year was:		
Teaching – Full time	53	57
– Part time	25	28
Domestic, including grounds and maintenance	29	32
Administration	12	12
	<u> </u>	<u> </u>
	<u>119</u>	<u>129</u>

Redundancy costs of £325,620 (2024: £Nil) were paid in the year to 11 (2024: 0) members of staff.

The number of employees whose emoluments exceeded £60,000 were:	2025	2024
£60,001 - £70,000	4	3
£70,001 - £80,000	3	2
£80,001 - £90,000	1	1
£90,001 - £100,000	1	1
£150,001 - £160,000	-	1

The Charity makes contributions to various pension schemes. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension costs charge represents contributions payable by the Charity to the funds and amounted to £795,617 (2024: £778,682).

No Governor received any emoluments during either period.

Governors' expenses reimbursed in the period totalled £nil (2024: £nil).

Key Management Personnel were paid an aggregate remuneration of £691,859 (2024: £917,023).

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Depreciation £	Other £	Total 2025 £
Cost of raising funds:				
Finance costs (note 7)	-	-	26,900	26,900
Charitable activities:				
Teaching costs	4,305,286	-	334,373	4,639,659
Welfare costs	148,018	-	626,549	774,567
Premises costs	471,207	277,246	657,794	1,406,247
Support costs (note 8)	863,280	49,910	848,005	1,761,195
Total expenditure	5,787,791	327,156	2,493,621	8,608,568

ANALYSIS OF TOTAL EXPENDITURE – PRIOR YEAR

	Staff costs £	Depreciation £	Other £	Total 2024 £
Cost of raising funds:				
Finance costs (note 7)	-	-	23,731	23,731
Charitable activities:				
Teaching costs	3,975,725	-	376,318	4,352,043
Welfare costs	134,991	-	614,568	749,559
Premises costs	486,275	284,995	669,845	1,441,115
Support costs (note 8)	874,121	45,476	727,906	1,647,503
Total expenditure	5,471,112	330,471	2,412,368	8,213,951

All support costs relate to the one activity of running the school.

7. FINANCE COSTS

	2025 £	2024 £
Bank charges	17,964	12,404
Bank loan interest	8,936	11,327
	<u>26,900</u>	<u>23,731</u>

8. SUPPORT COSTS

	2025 £	2024 £
Staff costs	863,280	874,121
Office costs	822,586	696,542
Depreciation	49,910	45,476
Governance costs (Note 9)	25,419	31,364
	<u>1,761,195</u>	<u>1,647,503</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2025

9. GOVERNANCE COSTS	2025	2024
	£	£
Auditor's remuneration – statutory audit	17,120	18,600
Auditor's remuneration – other costs	7,259	11,680
Meeting costs	1,040	1,084
	<u>25,419</u>	<u>31,364</u>

10. TANGIBLE FIXED ASSETS

	Assets in the course of construction	Property improvements	Sports facilities	Furniture and equipment	Technology	Motor vehicles	Total
	£	£	£	£	£	£	£
Cost							
1 August 2024	103,965	5,656,604	762,746	1,355,623	980,838	30,958	8,890,734
Additions	5,980	139,524	11,520	14,192	37,275	-	208,491
	<u>109,945</u>	<u>5,796,128</u>	<u>774,266</u>	<u>1,369,815</u>	<u>1,018,113</u>	<u>30,958</u>	<u>9,099,225</u>
Depreciation							
1 August 2024	-	2,255,401	376,030	1,098,935	839,877	11,247	4,581,490
Charge for the year	-	200,309	20,459	55,240	49,910	1,238	327,156
	<u>-</u>	<u>2,455,710</u>	<u>396,489</u>	<u>1,154,175</u>	<u>889,787</u>	<u>12,485</u>	<u>4,908,646</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Book Value							
31 July 2025	<u>109,945</u>	<u>3,340,418</u>	<u>377,777</u>	<u>215,640</u>	<u>128,326</u>	<u>18,473</u>	<u>4,190,579</u>
31 July 2024	<u>103,965</u>	<u>3,401,203</u>	<u>386,716</u>	<u>256,688</u>	<u>140,961</u>	<u>19,711</u>	<u>4,309,244</u>

Included within property improvements is a leasehold premium at a cost of £150,000 (2024: £150,000) and accumulated depreciation of £150,000 (2024: £150,000).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2025

11. DEBTORS	2025	2024
	£	£
Fees	225,259	241,823
Other debtors	48,012	40,487
Prepayments and accrued income	243,014	159,464
VAT recoverable	47,670	-
	<u>563,955</u>	<u>441,774</u>

12. CREDITORS: amounts falling due within one year	2025	2024
	£	£
Bank loans and overdrafts	147,396	119,719
Trade creditors	229,446	217,079
Other creditors	129,027	123,521
Other taxes and social security	108,060	99,185
Accruals and deferred income	1,336,003	1,482,105
	<u>1,949,932</u>	<u>2,041,609</u>

Included within accruals and deferred income falling due within one year is an amount of £1,007,656 (2024: £1,426,112) relating to fees paid in advance by parents.

13. CREDITORS: amounts falling due after more than one year	2025	2024
	£	£
Bank loans	413,890	122,964
Other creditors	198,061	176,326
Accruals and deferred income	576,731	1,021,440
	<u>1,188,682</u>	<u>1,320,730</u>

Included in accruals and deferred income is £576,731 (2024: £1,021,441) of fees paid in advance by parents, which are repayable after one year, but before five years.

The school currently holds two bank loans. The first loan is repayable by equal monthly instalments until April 2027 and bear interest at 3.86% per annum. The second loan is repayable by equal monthly instalments until July 2030 and bear interest at 6.5% per annum.

Analysis of debt maturity	2025	2024
	£	£
Amounts payable:		
In one year or less or on demand	147,396	77,054
In more than one year but not more than two years	147,396	77,054
Between two and five years	266,494	45,909
After five years	-	-
	<u>561,286</u>	<u>200,017</u>

14. OTHER FINANCIAL COMMITMENTS

At 31 July 2025 the School had annual commitments under non-cancellable operating leases for equipment as follows:

	2025		2024	
	Land and buildings £	Other £	Land and buildings £	Other £
Expiring				
Within 1 year	25,134	65,830	86,760	102,994
Between 2 - 5 years	14,433	164,977	43,380	110,483
	<u>39,567</u>	<u>230,806</u>	<u>130,140</u>	<u>213,477</u>

15. PENSION AND SIMILAR OBLIGATIONS

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 £691,078 (2024: £798,323) and at the year-end £nil (2024 - £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 2020 and the Valuation Report was published in October 2023. The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn, resulting in a scheme deficit of £39.8bn.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

The School also contributes to a defined contribution pension scheme, the Aviva Pension Trust for Independent Schools (APTIS). The assets of the schemes are held separately from those of the School on behalf of the ultimate beneficiaries in independently administered funds. The pension cost charge for the period represents contributions payable by the School to the funds and amounts to £140,984 (2024: £72,113).

The school also contributes to the Pension Trust for support Staff. The assets of the schemes are held separately from those of the School on behalf of the ultimate beneficiaries in independently administered funds. The pension cost charge for the period represents contributions payable by the School to the funds and amounts to £114,440 (2024: £109,300).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2025

16. FUNDS

	31 July 2024 £	Income £	Expenditure £	31 July 2025 £
Unrestricted	3,756,161	8,022,506	(8,608,568)	3,170,099
Total funds	<u><u>3,756,161</u></u>	<u><u>8,022,506</u></u>	<u><u>(8,608,568)</u></u>	<u><u>3,170,099</u></u>

FUNDS –
PRIOR
YEAR

	31 July 2023 £	Income £	Expenditure £	31 July 2024 £
Unrestricted	3,680,998	8,046,020	(7,970,857)	3,756,161
Total funds	<u><u>3,680,998</u></u>	<u><u>8,046,020</u></u>	<u><u>(7,970,857)</u></u>	<u><u>3,756,161</u></u>

17. ALLOCATION OF NET ASSETS

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Unrestricted funds	4,190,579	168,202	(1,188,682)	3,170,099
	<u>4,190,579</u>	<u>168,202</u>	<u>(1,188,682)</u>	<u>3,170,099</u>

ALLOCATION OF NET ASSETS – PRIOR YEAR

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Unrestricted funds	5,209,244	(132,353)	(1,320,730)	3,756,161
	<u>5,209,244</u>	<u>(132,353)</u>	<u>(1,320,730)</u>	<u>3,756,161</u>

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales - Charity number 1066420

Accounts



ST RONAN'S SCHOOL (HAWKHURST)
(COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JULY 2024

Registered number: 3419744

Charity number: 1066420

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1. TRUSTEES, OFFICERS AND ADVISORS

The Governors of the charity, who are also the Company Directors and the Trustees of the School, who served during the year were: -

	Committees (see section 4)			
Mr N A Beart	F&GP ⁴			
Prof K Dacre BA MA PhD Vice-Chairman				
Mr C S Langer BSc, DipARCH RIBA, IHBC		E ²		
Mrs J Lowe BA (Hons, Cert Ed)			C ³	
Mrs G E Macleay BA (Hons)				S ⁶
Mr D Oliver MPhil				R ⁵
Mr N Phillis MA			C ³	
Mr A Ross BA (Hons) Chairman	F&GP ⁴	E ²		R ⁵
Mr B A Seton BSc (Econ)	F&GP ⁴			
Mr N P Sladden FCA, DChA, BFP	F&GP ⁴			R ⁵
Ms K J West		H&S ¹		
Mrs E A Worthington BA PGCE MA – Retired 20 th July 2024			C ³	

¹ Health & Safety, ² Estates, ³ Curriculum, ⁴ Finance & General Purposes, ⁵ Executive Remuneration, ⁶ Safeguarding

Officers (currently and throughout the year)

Mr W Trelawny-Vernon BSc (Hons) Headmaster – Retired 31st August 2024

Mr J Lewis BA (Joint Hons), PGCE Headmaster – In post from 1st September 2024

Mr D Ansell BA (Hons) Bursar and Company Secretary

Principal Professional Advisors

Auditors:

HaysMac LLP, 10 Queen Street Place, London EC4R 1AG

Bankers:

NatWest, 20 Hight Street, Ashford, TN24 8SH

Solicitors:

Veale Wasborough Vizards, Narrow Quay House Narrow Quay, Bristol BS1 4QA

Principal Address

Saint Ronan's School, Water Lane, Hawkhurst, Kent TN18 5DJ

Website:

www.saintronans.co.uk

2. REFERENCE AND ADMINISTRATIVE INFORMATION

Saint Ronan's School (Hawkhurst) ('the School') was founded in 1883 and was constituted as a charitable company, limited by guarantee, on 14 August 1997. The Company registration number is 3419744 and it does not have any share capital. The liability of the Directors is limited to £1 each. The School is a charity and its registration number is 1066420.

The School operates in premises and on land which are leased from Tongwood Estate Limited (TEL) for which it pays rent. The lease requires the School to maintain the property and estate as well as providing all the equipment and furniture necessary for the running of the School.

TEL is the sole Trustee of the Harris Will Trust (charity number 277719). The Harris Will Trust was formed upon the death of a former proprietorial Headmaster to provide inter alia premises at Water Lane, Hawkhurst as long as the School remains as a preparatory school with similar aims and ethos to those at the time of the formation of the Harris Will Trust in 1957.

3. OBJECTS, PUBLIC BENEFIT, AIMS AND PRINCIPAL ACTIVITIES

The Object of the Charitable Company, in accordance with its Memorandum and Articles of Association, is to advance the education of children at Saint Ronan's School and to carry out such legal activities as may aid in any way the educational aim of the School. In furtherance of this Object the Directors, as the Charity Trustees, have complied with the duty in S17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity and Income Sources

Saint Ronan's School's principal activity continued to be that of a co-educational day and boarding school for 2 to 13 year old children. The School's principal source of income is from school fees.

Ethos

The School has a distinctive character and it is this charm, this magic, that people fall in love with. It is a family school with an informal and happy atmosphere where staff are approachable and mud unremarkable. In a world where children seem to grow up ever faster, Saint Ronan's provides a happy environment for children to remain just that. We want the children to enjoy school, relish the opportunities offered and be inspired to work hard, to be kind, gentle, courteous and honest.

Core values for Pupils

Our motto, *Floreat Saint Ronan's*, means "Let Saint Ronan's flourish". Central to this are the School's core values:- What Really Matters

- We are gentle - we don't hurt others
- We are kind and helpful - we don't hurt anybody's feelings
- We listen - we don't interrupt
- We are honest - we don't cover up the truth
- We work hard - we don't waste our own time or others'
- We look after property - we don't waste or damage things

Ronian Characteristics

In addition, we recognise, reward and promote these Ronian Characteristics:

- Empathy:- We put ourselves into the position of others and try to see and feel things from their point of view.
- Awareness:- We make sure we know what is needed from us and how we can be most helpful to others.
- Perseverance:- We keep trying to create our best, even when we find things difficult.
- Curiosity:- We ask questions and want to learn more.
- Imagination:- We think for ourselves and create new ideas.
- Co-operation:- We work together as a learning team.

Saint Ronan's Strategic Aims are:

- To provide the children with an excellent all-round education with a suitable range of curricular and extra-curricular opportunities
- To provide inspiring teaching which promotes both learning and achievement
- To encourage the children's spiritual, moral, social and cultural development
- To provide effective pastoral support and guidance
- To maintain a constructive relationship with parents and carers
- To 'mind the magic'

Objectives

The Governors oversee these aims via the School's Development Plan, which looks at all aspects of School life and charts a pathway for continued improvement. The Board's main objective is to ensure that the School continues to offer first class education by the implementation of this Development Plan, providing a range of opportunities suited to the interests, aptitudes and needs of all the children in the School's care.

Public Benefit

To satisfy its public benefit obligations the School will:

- Provide means tested bursary and scholarship places to assist children from lower income or otherwise disadvantaged families to benefit from the School's activities
- To continue to develop collaborative working arrangements with appropriate charities and other educational bodies to provide access to School facilities for those who are unable to attend the School itself as fee paying pupils.

The School actively promotes links with local charities and state schools which also helps the pupils at Saint Ronan's to understand the social context of their education. Tom Elliott, Head of Community Engagement, coordinates the School's activities with the local community.

Entrance

The School has no formal entrance examination. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of the School's assessment process.

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

Grant Making

In the year ending 31st July 2024 the School gave the following financial support to the families of children attending Saint Ronan's:

Discount	Number of Pupils	2023-24	2022-23
Stanley Harris Scholarship	13	£28,894	£30,428
Means Tested Bursaries	29	£235,488	£213,563
Music Scholarships	6	£5,341	£5,507
Sibling Discounts	31	£81,502	£59,324
Military Discounts	0	£0	£0

The Stanley Harris Scholarship is a non means tested award given, on entry, for excellence in either academic ability, sport, art or music.

Means tested awards are determined by the Scholarship & Bursary Sub-Committee (Headmaster, Bursar and Chairman of Governors) following an examination of means and a home visit by an independent assessor. In the Summer Term of 2024 there were 29 children receiving such awards, attending the School when they would otherwise have been unable to do so.

In order to preserve continuity of education, means tested awards may be granted in cases of hardship. Fee assistance, which is funded entirely from fee income, accounted for 3.1% of the School's total fee income.

To widen public access to the School further in cases where the School was unable to help financially, families were/are advised of other Educational Trusts that might be able to help fund their children's education.

Teaching Staff with children at the School also benefited from fee support which further reduced gross annual fee income by £245,202 (2022-23: £271,864). The total cost of such grant making by the School was £653,775 (2022-23: £580,686) in reduced fee income.

Parents of all Nursery age children and a number of those with children in Reception receive state aid through the Government's Early Years Free Entitlement scheme.

Volunteers

The Friends of Saint Ronan's (FOR, the School's Parents' Association) contributed £9,286 to school funds in the past year through their fund-raising activities. The Governors would like to take this opportunity to thank all those parents who gave so freely of their time in the past year. Their continued support is highly valued.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association.

Governing Body

The Trustees, who are also the Directors for the purposes of company law, act as the Governing Body of the School and are referred to as the Governors. They are elected at the Annual General Meeting following their co-option by the Full Board. The Chairman of the Governors maintains a matrix of desirable governor skills, which is reviewed at every meeting.

The Chairman is elected by the Board and may hold office for up to nine years. The Chairs of principal committees are elected annually, and incumbents may stand for re-election.

After a Governor has served 3 consecutive terms in office, they shall be eligible for re-election only after a year has elapsed since he or she retired as Governor, unless the Board considers it would be in the best interests of the Charity for a Governor to be eligible for re-election on their retirement for such number of further terms as the Board shall resolve.

Governor Training

New Governors are inducted into the workings of the School, including Governing Body policy and procedures, by the Head, Bursar and, as appropriate, other school staff.

All Governors were briefed in annual KCSIE Safeguarding updates whilst some Governors took advantage during the year of the opportunity to undertake additional training arranged by the Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA) and by the Boarding Schools' Association (BSA). The purpose of the training is to keep Governors informed and updated on current issues in the sector and regulatory requirements.

Organisational Management

The Governors, who meet as a Board at least three times a year, are legally responsible for the overall management and control of the School. In addition, there are five permanent sub-committees listed below. The committees are charged with receiving reports from the principal executive officers and examining detailed issues. A range of professional advisers are retained to support the work of the school and the Governing Body.

- **Finance and General Purposes Committee (F&GP)** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the finances of the School. The Committee is chaired by Mr NP Sladden.
- **Curriculum Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the learning experiences and progress of the children at Saint Ronan's. The Committee is chaired by Mr N Phillis.
- **Estates Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the School's 250 acre estate, the physical environment aspects of the Development Plan and the monitoring of building projects. The Committee is chaired by Mr S Langer.
- **Health and Safety Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the health and safety of the children and staff at Saint Ronan's. The Committee is chaired by Ms K West.
- **Safeguarding and Pastoral Care Committee** monitors, advises and makes reports and recommendations to the Full Board and Headmaster, on matters relating to the protection, safety and well-being of children at Saint Ronan's. The Committee is chaired by Mrs G MacLeay.

Additional sub-committees are formed to deal with specific issues e.g. Scholarship & Bursary, Staff Remuneration and Executive Remuneration or areas where specialist studies are required.

All operating policies are routinely examined and amended where appropriate. The day to day running of the School is delegated to the Headmaster, supported by the Bursar and other members of the Senior Management Team.

Remuneration is set by the Board, with the policy objective of retaining staff and ensuring appropriate incentives to encourage enhanced performance and in a fair and responsible manner, rewarding for individual contributions to the School's success. Remuneration is reviewed annually including reference to benchmarking provided by Independent School associations to ensure that Saint Ronan's remains sensitive to the broader issues of pay and employment conditions elsewhere.

Group Structure and relationships

Saint Ronan's School (Hawkhurst) is limited by guarantee and is a registered charity.

Saint Ronan's is an active member of ISBA and the AGBIS, which are constituents of the Independent Schools Council (ISC). It is also a member of the BSA. The Head is an active member of the Independent Association of Preparatory Schools (IAPS). These organisations exist to promote and maintain high standards generally in independent education.

5. PRINCIPAL RISKS AND UNCERTAINTIES

The School's activities are kept under regular review by Governors and Senior Management, and attention is given to any risks which may arise. Risks are mapped and discussed, with steps taken to minimise their occurrence and potential impact on the continued success of the School. The risk map is formally reviewed annually.

The principal short-term risks identified are:

- Decline in pupil numbers caused by the November 2024 Budget, which has led to the addition of VAT to School fees and the loss of Mandatory Business Rate Relief
- Financial uncertainty caused by economic and geo-political events
- The movement of children to local Grammar Schools with the reduction in entry age from 13 years to 11 years.
- Rising input costs, such as employer National Insurance contributions

The ever-present risks identified are:

- Failure to deliver the School's stated aims
- Failure to attract and retain high quality staff
- Failure to comply with Charity Commission or Independent School requirements
- Risk of cyber-attack on IT systems and data and the potential of financial fraud
- Catastrophic events which could cause significant damage to the School's premises; for example, flood or fire
- Personal Health and Safety risks, such as a major accident involving the School's pupils and/or staff

The most significant potential risk is a decline in pupil numbers. This may be caused by any combination of a fall in the number of children attending independent preparatory schools, due to matters of parental affordability, competing offers from other schools, economic uncertainty or pressure, changes in legislative, tax or charity regulations.

The key controls used by the Governors include:

- Detailed risk mapping
- Formal agendas and briefing papers for committee and sub-committee meetings
- Verbal updates from staff
- Strategic and business planning
- Budgeting and management accounting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of children

A proactive approach to risk is maintained and the Governors review the risk map regularly with the Head and Bursar.

6. EMPLOYMENT POLICY

The School is an equal opportunities employer and recognises the wealth of experience amongst its staff and encourages participation by them in making decisions likely to affect their interests. These take the form of regular staff meetings, Head of Department Meetings, Departmental Meetings, 1883 Meetings (a staff forum) or exceptional meetings as and when deemed necessary. Staff are briefed at the beginning of each term on building works which have been completed and of strategic decisions being considered.

7. RESERVES AND GOING CONCERN

In common with other independent schools, Saint Ronan's School has, over the years, invested its surpluses into maintaining the fabric of the estate and improving the educational facilities. At the year-end, St Ronan's had total funds of £3,681,001 all of which was unrestricted (2023: £3,680,998). These funds are analysed on page 30 and are principally composed of £4,309,246 (2023: £4,433,979) of fixed assets offset by debt.

The Governors manage and monitor the financial strength and reserves of the School on a termly basis via management accounts and cash flow forecasts prepared by the Bursar. Financial budgets and forecasts have been prepared for the years to 31st July 2028. A key component of the School's financial performance is pupil numbers, which continued to be at a high level in September 2024 thereby providing a high degree of certainty for a positive financial operating result in the financial year to 31 July 2025. The School holds a cash reserve and an overdraft facility to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Furthermore, the School aims to continue to bolster its reserves when possible.

In making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

The remainder of the funds held by the School are represented by the investment the School has made in the fabric of the buildings and other School assets.

8. REVIEW OF ACHIEVEMENTS AND PERFORMANCE

Operational Performance of the School

The School has continued to thrive this year, and the children have enjoyed a wide range of activities to supplement their classroom learning. All enjoy a wonderful breadth of external trips and unexpected opportunities through the creative use of the School's estate to enhance the experience at Saint Ronan's. The result is children who are challenged, supported and nourished. None of this can happen without our dedicated and ever willing staff, who all go above and beyond to deliver this exceptional offering.

It also cannot happen without extraordinary leadership. The School has been blessed to have had over the last 22 years Mr William Trelawny-Vernon as its Head, whose contribution to the School has been monumental. Together with his wife Emma, he has transformed the School from a struggling local prep to a nationally recognised institution. It was fitting that he was shortlisted for the TES Headteacher of the Year Award. The search for a new Head was conducted in Autumn 2023 and the Governors were delighted to appoint Mr Joseph Lewis, a senior housemaster at Millfield School, as Head from September 2024.

The academic results have continued to impress this year and the 56 children who left us to their senior schools departed with a haul of 34 scholarships won. The total of Scholarships won in the last three years has exceeded 100.

Whilst awards and nominations themselves are not the School's sole focus, the recognition that the School has achieved on a national stage has been remarkable and speaks volumes about the dedication and hard work of its staff. During the year the School was a finalist for the Independent School of the Year, won the 'Kindness' and 'Animal Support' categories of the School House Magazine and also won the prestigious Talk Ed Alice Rose Award for Ethos (joint with Papplewick).

Public Benefit

As a school, we remain committed to our community engagement and outreach and will do so, despite the increase in the School's cost base caused by legislative changes. Over the course of this financial period, we have raised over £8,000, proceeds from which have gone to deserving causes as varied as Macmillan Cancer Support and Leukaemia Care, to the Battersea Dogs Home and the Big Cat Sanctuary. Just before we break up in December each year, we make an appeal for donations to our chosen seasonal charity, Surviving Christmas, and last year we were able to provide them with over £5,000 in much needed funds.

Our links with local Primary Schools are strong and we have fostered meaningful and enduring partnerships with local schools. One of the things we hear most from our partner schools is that they are restricted in opportunities, first and foremost, by a lack of transport. Schools often don't have the minibus capacity and coach hire is prohibitively expensive. We can provide the greatest benefit to the greatest number of children, by putting our minibuses, that would otherwise be sitting idle during the day, into action. As well as taking a year group from Sandhurst Primary School on a weekly basis to their swimming lessons, we also make many one-off trips to museums, cultural and sporting events for Hawkhurst and Benenden Primary schools as well.

Our outreach also includes using the minibuses to bring these schools into Saint Ronan's to hear talks given by our visiting authors; bringing Goudhurst and Kilndown Primary School to an annual art and DT workshop organised by Karen Stickney as well inviting Sandhurst, St Michael's, Sissinghurst, Hawkhurst and Benenden to take part in the Tongswood Cricket Festival, the second iteration of which was in June 2024. This tournament sees teams of 8 from each school, competing for a shield in games of pairs, soft-ball cricket on our cricket fields, and it is wonderful to see how quickly the children pick up the rules and aims of the noble game, and most importantly how much they enjoy the experience. This year, Sandhurst Primary School were victorious.

Our Harvest Festival appeal is always very well supported and in October 2023, our Y3 classes took over half a tonne of gratefully received produce to the Paddock Wood and Hastings Food Banks. We suspect Y3 spend much of the Christmas holidays polishing their halos, as in the last week of term, these

same children also visit three local Care Homes, Hawkhurst House, Larchmere and Hartley House to sing carols to the residents and staff in what is always a seasonal treat to which we all look forward.

9. FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School started the year with strong pupil numbers, which afforded a good deal of financial stability. This has been tested during the year with the residual effects of high inflation and increasing uncertainty around what a change government might bring for the independent school sector.

Despite these factors, the School was able to maintain solid fiscal control and as a result of suitable budgetary policy, an operating surplus (after depreciation) of £75,159 was achieved for the full year to 31 July 2024.

Saint Ronan's School also had a significant impact on the local economy. As measured by the Independent Schools' Council Economic Impact Tool the School:

- Supported 201 jobs both within the School and in the School's supply chain
- Generated £1.4 million of tax payments to the Exchequer

The School is now in a phased withdrawal from the Teacher's Pension Scheme (TPS). Subsequently, all new members of the teaching staff are enrolled in the School's APTIS scheme, which has protected the School against the in-year rise of the employer contributions to the TPS. Staff who have opted to remain in the TPS meet this increased contribution through increased personal contributions.

10. FUTURE PLANS

The School has now adopted the 2024-29 Development Plan, which has four main target areas which cover every aspect of the School's operations:

- Ensuring Continued Regulatory Compliance
- Promoting Excellent Pupil Achievement
- Promoting Excellent Pupil Personal Development
- Ensuring excellent financial security

Improvements have been identified by the School's management team for each of the target areas and actions needed for improvement documented. Progress towards each target is reviewed regularly and an annual report made to the Governors. Highlights of the development plan include:

- Continued development of the School's Pastoral Care system
- To continue the very high standard of teaching and learning throughout the School
- Further improve links with local state schools and community
- Continue to develop the School's IT provision
- Growing Nursery provision
- Refurbishing the Stable Block (Coach House) to provide 2 further state-of-the-art laboratories
- Further improvements to the School Farm
- Improvements in the boarding provision
- Provision of increased music and pre-prep teaching space

11. STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 charitable company. This will show the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Governors are required to:

- Following advice from the School's accountants, to elect suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

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

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

12. SMALL COMPANIES PROVISION

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 2006.

On 18th November Haysmacintyre LLP changed its registered name to HaysMac LLP.

Approved by the Board of Governors at its meeting on 28th November 2024 and signed on its behalf by:



Andrew Ross,
Chairman

13. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST RONAN'S SCHOOL (HAWKHURST)

Opinion

We have audited the financial statements of St Ronan's School (Hawkhurst) for the year ended 31 July 2024 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Conclusions relating to going concern

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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Governors' 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 Governors' Report (which includes the directors' 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 directors' report included within the Governors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' 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 company; or
- the charitable company 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 12, the Governors (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to in

appropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing minutes of Governors' meetings in the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

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



Richard Weaver (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 3 December 2024

14. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted £	Total 2024 £	Total 2023 Restated £
INCOME FROM:				
Donations and Grants	1	100	100	1,299
Other trading activities				
School facility lettings		18,249	18,249	14,347
Charitable activities				
Provision of education	2	7,739,715	7,739,715	7,376,770
Ancillary trading	3	531,050	531,050	506,199
TOTAL		8,289,114	8,289,114	7,898,615
EXPENDITURE ON:				
Raising funds:				
Finance costs	7	23,731	23,731	26,758
Charitable expenditure:				
Provision of education		8,190,220	8,190,220	7,856,136
TOTAL		8,213,951	8,213,951	7,882,894
NET MOVEMENT IN FUNDS		75,163	75,163	15,721
Total funds brought forward		3,680,998	3,680,998	3,665,277
Total funds carried forward	17	3,756,161	3,756,161	3,680,998

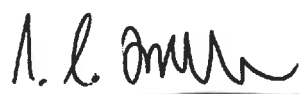
The accompanying notes form part of these accounts.

15. BALANCE SHEET

		2024	2023
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	10	4,309,244	4,433,978
CURRENT ASSETS			
Stock		25,126	22,814
Debtors	11	441,774	443,767
Cash at bank and in hand		2,342,356	843,100
		<u>2,809,256</u>	<u>1,309,681</u>
CREDITORS: amounts falling due within one year	12	(2,041,609)	(1,368,126)
NET CURRENT ASSETS		<u>767,647</u>	<u>(58,445)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		5,076,891	4,375,534
CREDITORS: amounts falling due after more than one year	13	(1,320,730)	(694,536)
NET ASSETS		<u>3,756,161</u>	<u>3,680,998</u>
FUNDS			
Unrestricted funds		<u>3,756,161</u>	<u>3,680,998</u>
TOTAL FUNDS	16	<u>3,756,161</u>	<u>3,680,998</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board and authorised for issue on 28th November 2024 and signed on its behalf by:



Mr N P Sladden
Governor and Chairman of the Finance and General Purposes Committee

The accompanying notes form part of these accounts.

16. CASH FLOW STATEMENT

		2024 £	2023 £
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(A)	491,075	309,198
Cash flows from investing activities:			
Payments for tangible fixed assets	(205,737)	(284,377)	
Net cash used in investing activities	(205,737)	(284,377)	
Cash flows from financing activities:			
Repayment of borrowings	(358,007)	(91,118)	
Interest payable	(11,327)	(14,196)	
Fees received in advance	1,583,252	-	
Net cash used in financing activities	1,213,918	(105,314)	
Change in cash and cash equivalents in the reporting period		1,499,256	(80,493)
Cash and cash equivalents at the beginning of the reporting period		843,100	923,593
Cash and cash equivalents at the end of the reporting period	(B)	2,342,356	843,100

A. Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the reporting period (as per the statement of financial activities)	75,163	(15,721)
Adjustments for:		
Depreciation charges	330,471	395,228
Interest payable	11,327	14,196
Decrease/(increase) in stocks	(2,311)	-
(Increase)/decrease in debtors	1,993	(33,890)
Increase/ (decrease) in creditors	74,432	(82,060)
Net cash provided by operating activities	491,075	309,198

B. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	2,342,356	843,100
Total cash and cash equivalents	2,342,356	843,100

17. ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition).

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee (company number: 03419744 and charity number: 1066420).

The financial statements are prepared under the historical cost convention except for investments which are stated at market value. The prior years statement of activities have been restated to gross up ancillary income and costs previously netted off in income. There is no impact on the results or funds for either year.

GOING CONCERN

The Governors manage and monitor the reserves of the School on a termly basis and review the availability of cash via management accounts and regular cash flow forecasts prepared by the Bursar. Financial Budgets and forecasts have been prepared for the period to December 2025. The Governors have set a policy of accumulating a cash reserve to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Meanwhile an overdraft facility continues to be in place. The Governors will continually monitor the cash requirement of the School and work towards increasing the cash holding to the desired level and, in parallel, reducing the overdraft facility.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the accounting policies, Governors are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the Governors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

In the view of the Governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

FEES AND SIMILAR INCOME

Fees receivable and charges for services and use of premises (including non-refundable deposits) are accounted for in the period in which the service is provided. Registration fees are accounted for when received.

TRADING INCOME

Trading income from the letting of the school buildings and grounds is included when receivable.

DONATIONS AND GRANTS

Donations are accounted for as soon as their amount and receipt are virtually certain.

GIFTS IN KIND

Gifts received are recorded as income at estimated market value and capitalised where appropriate at the value in use of the asset.

EXPENDITURE

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are those costs associated with generating incoming resources from all sources other than from charitable activities.

The Charity undertakes the running of the school and as such education, premises and the majority of administrative expenses are treated as direct charitable expenditure. Other indirect expenditure has been classified separately.

Supplies of games equipment, books, and stationery and sundry materials are matched to the academic year of use.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

PENSION SCHEMES

Retirement benefits to teaching employees of the School are provided by the Teachers' Pension Scheme. This is a defined benefit scheme which is individually funded and contracted out of the State Earnings Related Pension Scheme. Employer's contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of present and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations, using a prospective benefit method.

Retirement benefits to employees are also provided to non-teaching staff by the Pensions Trust. This is a multi - employer defined contribution scheme (with some guarantees) and contributions are charged to the Statement of Financial Activities when payable.

The Charity operates a defined contribution pension scheme for non- teaching staff. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the statement of financial activities.

The Charity operates the School's APTIS scheme for those not included within the TPS, this scheme is treated under the provisions of FRS 102 as applied to multi-employer defined benefits schemes, both schemes are treated as defined contributions schemes and costs are charged as incurred.

OPERATING LEASES

Rentals paid under operating leases are charged to income in the period to which the rental relates.

VALUE ADDED TAX (VAT)

The School is not registered for VAT. All amounts in the financial statements are shown inclusive of VAT, where applicable.

CORPORATION TAX

St Ronan's School (Hawkhurst) is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Taxes Act 2010 or Section 256 of Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

SCHOLARSHIPS AND BURSARIES

Scholarships and bursaries are awarded by the Awards Committee and are allocated on a means- test basis and are accounted for in the period to which the award relates.

TANGIBLE FIXED ASSETS

Depreciation is provided on all tangible fixed assets on a straight line basis from the time they are available for use, other than freehold land, at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property improvements	15 – 25 years
Sport facilities (Astro Turf and Sports Hall)	10 years (25 years)
Furniture and equipment	3 – 10 years
Computer equipment	3 years
Portraits	50 years
Motor Vehicles	25 years

Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an on-going use to the charity.

FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

STOCKS

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

RESERVES

Restricted funds arise periodically and are used for specific purposes. The restriction arises by the donor or when the funds are raised for a specific purpose.

Unrestricted funds are all other incoming resources for the objects of the charity without further specified purpose and are available as general funds.

18. NOTES TO THE FINANCIAL STATEMENTS

1. DONATIONS INCOME	Unrestricted Funds £	Total 2024 £
Donations	100	100
Total	<u>100</u>	<u>100</u>
DONATIONS INCOME – PRIOR YEAR	Unrestricted Funds £	Total 2023 £
Donations	1,299	1,299
Total	<u>1,299</u>	<u>1,299</u>
2. FEES RECEIVABLE	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Gross fees	8,367,135	7,980,084
Less: Bursaries	(235,488)	(213,567)
Music Scholarships	(5,341)	(5,507)
Sibling discounts	(81,502)	(59,324)
Staff discounts	(247,746)	(271,864)
Special discounts	(28,449)	(22,614)
Stanley Harris scholarship	(28,894)	(30,438)
Total fees receivable	<u>7,739,715</u>	<u>7,376,770</u>

Staff discounts and bursaries were awarded to 17 and 35 (2023: 21 and 29) pupils respectively during the year.

3. ANCILLARY TRADING

Ancillary trading income and costs relate to the provision of extra-curricular activities, fees insurance and registration fees.

	Unrestricted funds 2024 £	Unrestricted funds 2023 Restated £
Sale of extras	512,716	488,398
Fees insurance	-	-
Registration fees	2,150	2,745
Miscellaneous	16,184	15,056
	<u>531,050</u>	<u>506,199</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2024

4. EXPENDITURE

	2024	2023
	£	£
Charitable expenditure included:		
Operating lease rentals – office equipment	30,958	28,205
- plant and machinery	55,799	48,917
- land and buildings	34,996	29,710
Depreciation – owned assets	330,471	395,228
Auditor's remuneration	30,280	26,308
	<u> </u>	<u> </u>

5. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	4,267,531	4,135,744
Social security costs	424,899	412,761
Pension contributions	778,682	723,476
	<u> </u>	<u> </u>
	<u>5,471,112</u>	<u>5,271,981</u>

	No.	No.
The average number of employees in the year was:		
Teaching – Full time	57	58
– Part time	28	25
Domestic, including grounds and maintenance	32	36
Administration	12	10
	<u> </u>	<u> </u>
	<u>129</u>	<u>129</u>

The number of employees whose emoluments exceeded £60,000 were:	2024	2023
£60,001 - £70,000	3	2
£70,001 - £80,000	2	1
£80,001 - £90,000	1	-
£90,001 - £100,000	1	1
£150,001 - £160,000	1	-
£160,001 - £170,000	-	1

The Charity makes contributions to various pension schemes. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension costs charge represents contributions payable by the Charity to the funds and amounted to £778,682 (2023: £723,475).

No Governor received any emoluments during either period.

Governors' expenses reimbursed in the period totalled £nil (2023: £nil).

Key Management Personnel were paid an aggregate remuneration of £917,023 (2023: £858,833).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2024

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Depreciation £	Other £	Total 2024 £
Cost of raising funds:				
Finance costs (note 7)	-	-	23,731	23,731
Charitable activities:				
Teaching costs	3,975,725	-	376,318	4,352,043
Welfare costs	134,991	-	614,568	749,559
Premises costs	486,275	284,995	669,845	1,441,115
Support costs (note 8)	874,121	45,476	727,906	1,647,503
Total expenditure	5,471,112	330,471	2,412,368	8,213,951

ANALYSIS OF TOTAL EXPENDITURE – PRIOR YEAR (RESTATED)

	Staff costs £	Depreciation £	Other £	Total 2023 £
Cost of raising funds:				
Finance costs (note 7)	-	-	26,758	26,758
Charitable activities:				
Teaching costs	3,863,895	-	512,364	4,376,259
Welfare costs	109,725	-	600,622	710,347
Premises costs	465,471	333,552	512,192	1,311,772
Support costs (note 8)	832,890	61,676	563,192	1,457,758
Total expenditure	5,271,981	395,228	2,215,685	7,882,894

All support costs relate to the one activity of running the school.

7. FINANCE COSTS

	2024 £	2023 £
Bank charges	12,404	12,562
Bank loan interest	11,327	14,196
	<u>23,731</u>	<u>26,758</u>

8. SUPPORT COSTS

	2024 £	2023 £
Staff costs	874,121	832,890
Office costs	528,718	529,219
Depreciation	45,476	61,676
Governance costs (Note 9)	31,364	27,678
	<u>1,479,679</u>	<u>1,451,463</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2024

9. GOVERNANCE COSTS	2024	2023
	£	£
Auditor's remuneration – statutory audit	18,600	17,400
Auditor's remuneration – other costs	11,680	8,908
Meeting costs	1,084	1,370
	<u>31,364</u>	<u>27,678</u>

10. TANGIBLE FIXED ASSETS

	Assets in the course of construction £	Property improvements £	Sports facilities £	Furniture and equipment £	Technology £	Motor vehicles £	Total £
Cost							
1 August 2023	382,703	5,335,060	759,146	1,251,526	925,604	30,958	8,684,997
Additions	-	132,161	3,600	27,657	42,319	-	205,737
Transfers	(278,738)	189,383	-	76,440	12,915	-	-
31 July 2024	<u>103,965</u>	<u>5,656,604</u>	<u>762,746</u>	<u>1,355,623</u>	<u>980,838</u>	<u>30,958</u>	<u>8,890,734</u>
Depreciation							
1 August 2023	-	2,058,870	358,520	1,029,218	794,401	10,010	4,251,019
Charge for the year	-	196,531	17,510	69,717	45,476	1,237	330,471
31 July 2024	<u>-</u>	<u>2,255,401</u>	<u>376,030</u>	<u>1,098,935</u>	<u>839,877</u>	<u>11,247</u>	<u>4,581,490</u>
Net Book Value							
31 July 2024	<u>103,965</u>	<u>3,502,490</u>	<u>386,716</u>	<u>259,366</u>	<u>140,961</u>	<u>19,711</u>	<u>4,309,244</u>
31 July 2023	<u>382,703</u>	<u>3,276,190</u>	<u>400,626</u>	<u>222,308</u>	<u>131,203</u>	<u>20,948</u>	<u>4,433,978</u>

Included within property improvements is a leasehold premium at a cost of £150,000 (2023: £150,000) and accumulated depreciation of £150,000 (2023: £150,000).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2024

11. DEBTORS	2024	2023
	£	£
Fees	241,823	266,551
Other debtors	40,487	24,217
Prepayments and accrued income	159,464	152,999
	<u>441,774</u>	<u>443,767</u>

12. CREDITORS: amounts falling due within one year	2024	2023
	£	£
Bank loans and overdrafts	119,719	318,899
Trade creditors	217,079	252,584
Other creditors	123,521	110,178
Other taxes and social security	99,185	109,608
Accruals and deferred income	1,482,105	576,857
	<u>2,041,609</u>	<u>1,368,126</u>

Included within accruals and deferred income falling due within one year is an amount of £1,426,112 (2023: £555,041) relating to fees paid in advance by parents.

Included within other creditors are amounts totalling £94,891 (2023: £86,141) in respect of outstanding pension contributions.

13. CREDITORS: amounts falling due after more than one year	2024	2023
	£	£
Bank loans	122,964	190,673
Other creditors	176,326	194,603
Accruals and deferred income	1,021,440	309,260
	<u>1,320,730</u>	<u>694,536</u>

Included in accruals and deferred income is £1,021,441 (2023: £309,260) of fees paid in advance by parents, which are repayable after one year, but before five years.

The bank loan is repayable by equal monthly instalments until April 2027 and bear interest at a fixed rate of 3.86% per annum.

Analysis of debt maturity	2024	2023
	£	£
Amounts payable:		
In one year or less or on demand	77,054	318,899
In more than one year but not more than two years	77,054	77,054
Between two and five years	45,909	113,619
After five years	-	-
	<u>200,017</u>	<u>509,572</u>

14. OTHER FINANCIAL COMMITMENTS

At 31 July 2024 the School had annual commitments under non-cancellable operating leases for equipment as follows:

	2024		2023	
	Land and buildings £	Other £	Land and buildings £	Other £
Expiring				
Within 1 year	86,760	102,994	27,905	85,507
Between 2 - 5 years	43,380	110,483	43,391	153,229
	<u>130,140</u>	<u>213,477</u>	<u>71,296</u>	<u>238,736</u>

15. PENSION AND SIMILAR OBLIGATIONS

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 £798,323 (2023: £567,739) and at the year-end £nil (2023 - £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 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2024

16. FUNDS

	31 July 2023 £	Income £	Expenditure £	31 July 2024 £
Unrestricted	3,680,998	8,046,020	(7,970,857)	3,756,161
Total funds	<u><u>3,680,998</u></u>	<u><u>8,046,020</u></u>	<u><u>(7,970,857)</u></u>	<u><u>3,756,161</u></u>

**FUNDS –
PRIOR
YEAR**

	31 July 2022 £	Income £	Expenditure £	31 July 2023 £
Unrestricted funds	3,665,277	7,733,843	(7,718,122)	3,680,998
Total funds	<u><u>3,665,277</u></u>	<u><u>7,733,843</u></u>	<u><u>(7,718,122)</u></u>	<u><u>3,680,998</u></u>

17. ALLOCATION OF NET ASSETS

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Unrestricted funds	5,209,244	(132,353)	(1,320,730)	3,756,161
	<u>5,209,244</u>	<u>(132,353)</u>	<u>(1,320,730)</u>	<u>3,756,161</u>

ALLOCATION OF NET ASSETS – PRIOR YEAR

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Unrestricted funds	4,433,979	(58,445)	(694,533)	3,680,998
	<u>4,433,979</u>	<u>(58,445)</u>	<u>(694,533)</u>	<u>3,680,998</u>

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales - Charity number 1066420

Accounts



ST RONAN'S SCHOOL (HAWKHURST)
(COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 ST JULY 2023

Registered number: 3419744

Charity number: 1066420

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1. TRUSTEES, OFFICERS AND ADVISORS

The Governors of the charity, who are also the Company Directors and the Trustees of the School, who served during the year were: -

	Committees (see section 4)			
Mr N A Beart – Elected 18 March 23	F&GP ⁴			
Dr S P Butler-Gallie MB ChB MRCP – Retired 18 March 23	H&S ¹			
Prof K Dacre BA MA PhD Vice-Chairman				
Mr C S Langer BSc, DipARCH RIBA, IHBC		E ²		
Mrs J Lowe BA (Hons, Cert Ed)			C ³	
Mr J C B Lucas MA – Retired 18 March 2023				
Mrs G E Macleay BA (Hons)				S ⁶
Mr D Oliver MPhil				R ⁵
Mr N Phillis MA			C ³	
Mr A Ross BA (Hons) Chairman	F&GP ⁴	E ²		R ⁵
Mr B A Seton BSc (Econ)	F&GP ⁴			
Mr N P Sladden FCA, DChA, BFP	F&GP ⁴			R ⁵
Ms K J West - Elected 18 March 23	H&S ¹			
Mrs E A Worthington BA PGCE MA			C ³	

¹ Health & Safety, ² Estates, ³ Curriculum, ⁴ Finance & General Purposes, ⁵ Executive Remuneration, ⁶ Safeguarding

Officers (currently and throughout the year)

Mr W Trelawny-Vernon BSc (Hons) Headmaster
Mr D Ansell BA (Hons) Bursar and Company Secretary

Professional Advisors

Auditors:

haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

Bankers:

NatWest, Cranbrook Branch, High Street, Cranbrook, Kent, TN17 3EJ
Svenska Handelsbanken AB, 7-9 Church Road, Tunbridge Wells, TN1 1HT

Solicitors:

Veale Wasborough Vizards, Narrow Quay House Narrow Quay, Bristol BS1 4QA

Principal Address

Saint Ronan's School, Water Lane, Hawkhurst, Kent TN18 5DJ

Website:

www.saintronans.co.uk

2. REFERENCE AND ADMINISTRATIVE INFORMATION

Saint Ronan's School (Hawkhurst) ('the School') was founded in 1883 and was constituted as a charitable company, limited by guarantee, on 14 August 1997. The Company registration number is 3419744 and it does not have any share capital. The liability of the Directors is limited to £1 each. The School is a charity and its registration number is 1066420.

The School operates in premises and on land which are leased from Tongswood Estate Limited (TEL) for which it pays rent. The lease requires the School to maintain the property and estate as well as providing all the equipment and furniture necessary for the running of the School.

TEL is the sole Trustee of the Harris Will Trust (charity number 277719). The Harris Will Trust was formed upon the death of a former proprietorial Headmaster to provide inter alia premises at Water Lane, Hawkhurst as long as the School remains as a preparatory school with similar aims and ethos to those at the time of the formation of the Harris Will Trust in 1957.

3. OBJECTS, PUBLIC BENEFIT, AIMS AND PRINCIPAL ACTIVITIES

The Object of the Charitable Company, in accordance with its Memorandum and Articles of Association, is to advance the education of children at Saint Ronan's School and to carry out such legal activities as may aid in any way the educational aim of the School. In furtherance of this Object the Directors, as the Charity Trustees, have complied with the duty in S17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity and Income Sources

Saint Ronan's School's principal activity continued to be that of a co-educational day and boarding school for 3 to 13 year old children. The School's principal source of income is from school fees.

Ethos

The School has a distinctive character and it is this charm, this magic, that people fall in love with. It is a family school with an informal and happy atmosphere where staff are approachable and mud unremarkable. In a world where children seem to grow up ever faster, Saint Ronan's provides a happy environment for children to remain just that. We want the children to enjoy school, relish the opportunities offered and be inspired to work hard, to be kind, gentle, courteous and honest.

Core values for Pupils

Our motto, *Floreat Saint Ronan's*, means "Let Saint Ronan's flourish". Central to this are the School's core values:- What Really Matters

- We are gentle - we don't hurt others
- We are kind and helpful - we don't hurt anybody's feelings
- We listen - we don't interrupt
- We are honest - we don't cover up the truth
- We work hard - we don't waste our own time or others'
- We look after property - we don't waste or damage things

Ronian Characteristics

In addition, we recognise, rewards and promote these Ronian Characteristics:

- Empathy:- We put ourselves into the position of others and try to see and feel things from their point of view.
- Awareness:- We make sure we know what is needed from us and how we can be most helpful to others.
- Perseverance:- We keep trying to create our best, even when we find things difficult.
- Curiosity:- We ask questions and want to learn more.
- Imagination:- We think for ourselves and create new ideas.
- Co-operation:- We work together as a learning team.

Saint Ronan's Strategic Aims are:

- To provide the children with an excellent all-round education with a suitable range of curricular and extra-curricular opportunities
- To provide inspiring teaching which promotes both learning and achievement
- To encourage the children's spiritual, moral, social and cultural development
- To provide effective pastoral support and guidance
- To maintain a constructive relationship with parents and carers
- To 'mind the magic'

Objectives

The Governors oversee these aims via the School's Development Plan, which looks at all aspects of School life and charts a pathway for continued improvement. The Board's main objective is to ensure that the School continues to offer first class education by the implementation of this Development Plan, providing a range of opportunities suited to the interests, aptitudes and needs of all the children in the School's care.

Public Benefit

To satisfy its public benefit obligations the School will:

- Provide means tested bursary and scholarship places to assist children from lower income or otherwise disadvantaged families to benefit from the School's activities
- To continue to develop collaborative working arrangements with appropriate charities and other educational bodies to provide access to School facilities for those who are unable to attend the School itself as fee paying pupils.

The School actively promotes links with local charities and state schools which also helps the pupils at Saint Ronan's to understand the social context of their education. Tom Elliott, Head of Community Engagement, coordinates the School's activities with the local community.

Entrance

The School has no formal entrance examination. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of the School's assessment process.

Since the end of COVID-19, the School has actively sought to renew our efforts and strengthen the links with local primary schools and community groups (see Section 8).

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

Grant Making

In the year ending 31st July 2023 the School gave the following financial support to the families of children attending Saint Ronan's:

Discount	Number of Pupils	2022-23	2021-22
Stanley Harris Scholarship	14	£30,428	£29,385
Means Tested Bursaries	33	£213,563	£212,804
Music Scholarships	9	£5,507	£6,514
Sibling Discounts	23	£59,324	£53,050
Military Discounts	0	£0	£0

The Stanley Harris Scholarship is a non means tested award given, on entry, for excellence in either academic ability, sport, art or music.

Means tested awards are determined by the Scholarship & Bursary Sub-Committee (Headmaster, Bursar and Chairman of Governors) following an examination of means and a home visit by an independent assessor. In the Summer Term of 2023 there were 33 children receiving such awards, attending the School when they would otherwise have been unable.

In order to preserve continuity of education, means tested awards may be granted in cases of hardship. Fee assistance, which is funded entirely from fee income, accounted for 2.7% of the School's total fee income.

To widen public access to the School further in cases where the School was unable to help financially, families were/are advised of other Educational Trusts that might be able to help fund their children's education.

Teaching Staff with children at the School also benefited from fee support which further reduced gross annual fee income by £271,864 (2021-22: £222,999). The total cost of such grant making by the School was £580,686 (2021-22: £513,200) in reduced fee income.

Parents of all Nursery age children and a number of those with children in Reception receive state aid though the Government's Early Years Free Entitlement scheme.

Volunteers

The Friends of Saint Ronan's (FOR, the School's Parents' Association) contributed £8,206 to school funds in the past year through their fund-raising activities. The Governors would like to take this opportunity to thank all those parents who gave so freely of their time in the past year. Their continued support is highly valued. Notably, FOR also raised over £50,000 for Ukrainian refugees and for Childhood Leukaemia research through a truly memorable a charity ball.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association.

Governing Body

The Trustees, who are also the Directors for the purposes of company law, act as the Governing Body of the School and are referred to as the Governors. They are elected at the Annual General Meeting following their co-option by the Full Board. The Chairman of the Governors maintains a matrix of desirable governor skills, which is reviewed at every meeting.

The Chairman is elected by the Board and may hold office for up to nine years. The Chairs of principal committees are elected annually, and incumbents may stand for re-election.

After a Governor has served 3 consecutive terms in office, they shall be eligible for re-election only after a year has elapsed since he or she retired as Governor, unless the Board considers it would be in the best interests of the Charity for a Governor to be eligible for re-election on their retirement for such number of further terms as the Board shall resolve.

Governor Training

New Governors are inducted into the workings of the School, including Governing Body policy and procedures, by the Head, Bursar and, as appropriate, other school staff.

All Governors completed Safeguarding training in June 2023, whilst some Governors also took advantage during the year of the opportunity to undertake additional training arranged by the Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA) and by the Boarding Schools' Association (BSA). The purpose of the training is to keep Governors informed and updated on current issues in the sector and regulatory requirements.

Organisational Management

The Governors, who meet as a Board at least three times a year, are legally responsible for the overall management and control of the School. In addition, there are five permanent sub-committees listed below. The committees are charged with receiving reports from the principal executive officers and examining detailed issues. A range of professional advisers are retained to support the work of the school and the Governing Body.

- **Finance and General Purposes Committee (F&GP)** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the finances of the School. The Committee is chaired by Mr NP Sladden.
- **Curriculum Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the learning experiences and progress of the children at Saint Ronan's. The Committee is chaired by Mr N Phillis.
- **Estates Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the School's 250 acre estate, the physical environment aspects of the Development Plan and the monitoring of building projects. The Committee is chaired by Mr S Langer.
- **Health and Safety Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the health and safety of the children and staff at Saint Ronan's. The Committee was chaired by Dr S Butler-Gallie until the AGM, and then by Ms K West.
- **Safeguarding and Pastoral Care Committee** monitors, advises and makes reports and recommendations to the Full Board and Headmaster, on matters relating to the

protection, safety and well-being of children at Saint Ronan's. The Committee is chaired by Mrs G MacLeay.

Additional sub-committees are formed to deal with specific issues e.g. Scholarship & Bursary, Staff Remuneration and Executive Remuneration or areas where specialist studies are required

All operating policies are routinely examined and amended where appropriate. The day to day running of the School is delegated to the Headmaster, supported by the Bursar and other members of the Senior Management Team.

Remuneration is set by the Board, with the policy objective of retaining staff and ensuring appropriate incentives to encourage enhanced performance and in a fair and responsible manner, rewarding for individual contributions to the School's success. Remuneration is reviewed annually including reference to benchmarking provided by Independent School associations to ensure that Saint Ronan's remains sensitive to the broader issues of pay and employment conditions elsewhere.

Group Structure and relationships

Saint Ronan's School (Hawkhurst) is limited by guarantee and is a registered charity.

Saint Ronan's is an active member of ISBA and the AGBIS, which are constituents of the Independent Schools Council (ISC). It is also a member of the BSA. The Head is an active member of the Independent Association of Preparatory Schools (IAPS). These organisations exist to promote and maintain high standards generally in independent education.

5. PRINCIPAL RISKS AND UNCERTAINTIES

The School's activities are kept under regular review by Governors and Senior Management, and attention is given to any risks which may arise. Risks are mapped and discussed, with steps taken to minimise their occurrence and potential impact on the continued success of the School. The risk map is formally reviewed annually.

The principal short-term risks identified are:

- Financial uncertainty caused by economic, political and geo-political events, namely the addition of VAT to School fees and the loss of MBRR
- The re-emergence of the COVID19 Pandemic
- The movement of children to local Grammar Schools with the reduction in entry age from 13 years to 11 years.
- Rising input costs

The ever-present risks identified are:

- Failure to deliver the School's stated aims
- Failure to attract and retain high quality staff
- Failure to comply with Charity Commission or Independent School requirements
- Risk of cyber-attack on IT systems and data and the potential of financial fraud
- Catastrophic events which could cause significant damage to the School's premises; for example, flood or fire
- Personal Health and Safety risks, such as a major accident involving the School's pupils and/or staff
- Decline in pupil numbers

The most significant potential risk is a decline in pupil numbers. This may be caused by any combination of a fall in the number of children attending independent preparatory schools, due to matters of parental affordability, competing offers from other schools, economic uncertainty or pressure, changes in legislative, tax or charity regulations.

The key controls used by the Governors include:

- Detailed risk mapping
- Formal agendas and briefing papers for committee and sub-committee meetings
- Verbal updates from staff
- Strategic and business planning
- Budgeting and management accounting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of children

A proactive approach to risk is maintained and the Governors review the risk map regularly with the Head and Bursar.

6. EMPLOYMENT POLICY

The School is an equal opportunities employer and recognises the wealth of experience amongst its staff and encourages participation by them in making decisions likely to affect their interests. These take the form of regular staff meetings, Head of Department Meetings, Departmental Meetings, 1883 Meetings (a staff forum) or exceptional meetings as and when deemed necessary. Staff are briefed at the beginning of each term on building works which have been completed and of strategic decisions being considered.

7. RESERVES AND GOING CONCERN

In common with other independent schools, Saint Ronan's School has, over the years, invested its surpluses into maintaining the fabric of the estate and improving the educational facilities. At the year-end, St Ronan's had total funds of £3,680,998 all of which was unrestricted (2022: £3,665,277). These funds are analysed on page 29 and are principally composed of £4,433,979 (2022: £4,544,830) of fixed assets offset by debt.

The Governors manage and monitor the financial strength and reserves of the School on a termly basis via management accounts and cash flow forecasts prepared by the Bursar. Financial budgets and forecasts have been prepared for the periods to 31st July 2027. A key component of the School's financial performance is pupil numbers, which continued to be at a high level in September 2023 thereby providing a high degree of certainty for a positive financial operating result in the financial year to 31 July 2024. The School holds a cash reserve and an overdraft facility to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action.

In making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

The remainder of the funds held by the School are represented by the investment the School has made in the fabric of the buildings and other School assets.

8. REVIEW OF ACHIEVEMENTS AND PERFORMANCE

Operational Performance of the School

Free of the shackles of the COVID-19 pandemic, the School enjoyed a wonderful year of fun, exploration, and creativity. The children revelled in a full calendar of events throughout the year, whether that be trips to the theatre, beach school, sports matches or guest speakers returning to the Great Space.

The academic results have continued to impress this year and the 63 children who left us to their senior schools departed with a record haul of 38 scholarships won.

We were delighted to have been named the School with 'The Best Sense of School Spirit' by Muddy Stiletos, as well as being highly commended for our 'Experiential Learning'. It was also a huge credit to see the Headmaster shortlisted for the 'TES Headteacher of the Year (Independent) Award'. The School has also been shortlisted for both the 'Kindness' and 'Animal Support' awards by the School House Magazine and finally, a real honour to have been shortlisted for the Independent School of the Year awards as a finalist for 'Prep School of the Year'. Whilst awards and nominations themselves are not the School's focus, the recognition that the School has achieved on a national stage has been remarkable as speaks volumes to the dedication and hard work of its staff. And this is seen and appreciated by anyone visiting the School.

Public Benefit

One thing that Saint Ronan's has always excelled at is rallying the support of our staff, pupils and their parents to raise funds for charities and this year our commitment to good causes remains as strong as ever. As well as an impressive £6,000 raised through the sponsored walk in June, further fundraising activities continued through the course of the year and over £2,500 was raised at a remarkably warm and sunny Autumn Fair. The charities supported this year have included Macmillan, Leukaemia Care, Schools in Ukraine, Versus Arthritis, the Big Cat Sanctuary and Battersea Dogs' Home. A charity that we have supported this year is Books2Africa, with 7 boxes of unused Maths textbooks sent to a very deserving cause.

Closer to home, the School has continued to help local primary schools with their transport needs whenever we can, taking local children to the cinema, swimming lessons, and to Saint Ronan's for sessions with our IT and Arts departments. Last June also saw the inaugural Tongswood Cricket Festival, a competition for five local primary schools and a team of our own Year 6 pupils. This year, St Michael's Primary was triumphant in the round robin contest. In the week prior to the contest, two of our sports staff went to Hawkhurst Primary School for a training session, as although they were very keen to take part in the competition, owing to a lack of facilities, most of the children had never played cricket, so an urgent introductory course was required! An excellent response was received to our plea for donations to our Harvest Festival appeal, and in the first week after Half Term, our Year 3 classes again visited the Food Banks in Hastings and Paddock Wood to deliver the produce that we have safely gathered in. It was a busy and virtuous time for that particular year, as they also went on trips in December to sing carols and bring festive cheer to the residents of three local care homes: Hawkhurst House, Hartley House and Larchmere.

FOR's Charity Circus Ball in October was also a real highlight, enjoyed by nearly 400 guests. The effort that went into its running was monumental and it proved a great success, providing valuable funds for two worthy charities.

9. FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School started the year with very strong pupil numbers, which afforded a good deal of financial stability. This has been tested during the year with the ongoing energy crisis, supply chain issues, other impacts of the war in Ukraine and the consequent cost of living crisis.

Despite these factors, the School was able to maintain solid fiscal control and as a result of suitable budgetary policy and led to an operating surplus (after depreciation) of £15,721 for the full year to 31 July 2023. This represents a good year in challenging circumstances.

During the course of the year the School continued to offer forbearance to a number of parents whose income had been disrupted primarily due to the pandemic and the subsequent cost of living crisis.

Saint Ronan's School also had a significant impact on the local economy. As measured by the Independent Schools' Council Economic Impact Tool the School:

- Supported 201 jobs both within the School and in the School's supply chain
- Generated £1.4 million of tax payments to the Exchequer

During the year teachers were consulted on remaining within the Teachers' Pension Scheme (TPS), the outcome of which was the decision to begin a phased withdrawal whilst operating a parallel Defined Contribution pension scheme. This was never going to be an easy discussion with teachers, but the School was pleased to see that all teachers signed up to the proposal without exception or disruption.

10. FUTURE PLANS

The School has now adopted the 2023-28 Development Plan, which has four main target areas which cover every aspect of the School's operations:

- Ensuring Continued Regulatory Compliance
- Promoting Excellent Pupil Achievement
- Promoting Excellent Pupil Personal Development
- Promoting Excellent Economic Health

Improvements have been identified by the School's management team for each of the target areas and actions needed for improvement documented. Progress towards each target is reviewed regularly and an annual report made to the Governors. Highlights of the development plan include:

- Continued development of the School's Pastoral Care system
- To continue to improve and maintain the very high standard of teaching throughout the School
- Further improve links with local state schools and community
- Continue to develop the School's IT provision
- Refurbishing the Stable Block (Coach House) to provide 2 further state-of-the-art laboratories
- Further improvements to the School Farm
- Improvements in the boarding provision
- The construction of a new dining room (planning permission granted in May 2023)
- Provision of increased music and pre-prep teaching space

11. STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 charitable company. This will show the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Governors are required to:

- Following advice from the School's accountants, to elect suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

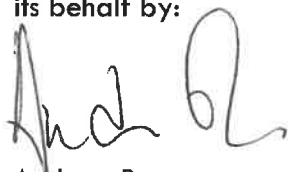
So far as each of the Governors is aware at the time the report is approved:

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

12. SMALL COMPANIES PROVISION

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 2006.

Approved by the Board of Governors at its meeting on 30th November 2023 and signed on its behalf by:



Andrew Ross,
Chairman

13. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST RONAN'S SCHOOL (HAWKHURST)

Opinion

We have audited the financial statements of St Ronan's School (Hawkhurst) for the year ended 31 July 2023 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Conclusions relating to going concern

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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Governors' 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 Governors' Report (which includes the directors' 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 directors' report included within the Governors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' 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 company; or
- the charitable company 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 12, the Governors (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect

of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inappropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing minutes of Governors' meetings in the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

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

R. Weaver

Richard Weaver (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 14 December 2023

14. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
INCOME FROM:					
Donations and Grants	1	1,299	-	1,299	2,834
Other trading activities					
School facility lettings		14,347	-	14,347	12,957
Charitable activities					
Provision of education	2	7,376,770	-	7,376,770	6,930,554
Ancillary trading	3	341,427	-	341,427	228,007
TOTAL		7,733,843	-	7,733,843	7,174,352
EXPENDITURE ON:					
Raising funds:					
Finance costs	7	26,758	-	26,758	34,806
Charitable expenditure:					
Provision of education		7,691,364	-	7,691,364	7,518,606
TOTAL		7,718,122	-	7,718,122	7,553,412
NET MOVEMENT IN FUNDS		15,721	-	15,721	(379,060)
Total funds brought forward		3,665,277	-	3,665,277	4,044,337
Total funds carried forward	16	3,680,998	-	3,680,998	3,665,277


The accompanying notes form part of these accounts.

15. BALANCE SHEET

		2023	2022
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	10	4,433,979	4,544,830
CURRENT ASSETS			
Stock		22,814	22,814
Debtors	11	443,767	409,877
Cash at bank and in hand		843,100	923,593
		<u>1,309,681</u>	<u>1,356,284</u>
CREDITORS: amounts falling due within one year	12	<u>(1,368,126)</u>	<u>(1,167,603)</u>
NET CURRENT ASSETS		<u>(58,445)</u>	<u>188,681</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,375,534	4,733,511
CREDITORS: amounts falling due after more than one year	13	<u>(694,536)</u>	<u>(1,068,234)</u>
NET ASSETS		<u>3,680,998</u>	<u>3,665,277</u>
FUNDS			
Unrestricted funds		3,680,998	3,665,277
Restricted funds		-	-
TOTAL FUNDS	16	<u>3,680,998</u>	<u>3,665,277</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board and authorised for issue on 30th November 2023 and signed on its behalf by:



Mr N P Sladden
Governor and Chairman of the Finance and General Purposes Committee

The accompanying notes form part of these accounts.

16. CASH FLOW STATEMENT

		2023 £	2022 £
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(A)	309,198	395,279
Cash flows from investing activities:			
Payments for tangible fixed assets		(284,377)	(478,032)
<i>Net cash used in investing activities</i>		(284,377)	(478,032)
Cash flows from financing activities:			
Repayment of borrowings		(91,118)	(46,781)
Interest payable		(14,196)	(14,157)
<i>Net cash used in financing activities</i>		(105,314)	(60,938)
Change in cash and cash equivalents in the reporting period		(80,493)	(143,691)
Cash and cash equivalents at the beginning of the reporting period		923,593	1,067,284
Cash and cash equivalents at the end of the reporting period	(B)	843,100	923,593

A. Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net income for the reporting period (as per the statement of financial activities)	(14,716)	(379,060)
Adjustments for:		
Depreciation charges	395,228	428,523
Interest payable	14,196	14,157
Decrease/(increase) in stocks	-	(9,427)
(Increase)/decrease in debtors	(33,890)	115,293
Decrease in creditors	(82,057)	225,793
Net cash provided by operating activities	309,198	395,279

B. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	843,100	923,593
Total cash and cash equivalents	843,100	923,593

17. ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition).

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee (company number: 03419744 and charity number: 1066420).

The financial statements are prepared under the historical cost convention.

GOING CONCERN

The Governors manage and monitor the reserves of the School on a termly basis and review the availability of cash via management accounts and regular cash flow forecasts prepared by the Bursar. Financial Budgets and forecasts have been prepared for the period to December 2024. The Governors have set a policy of accumulating a cash reserve to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Meanwhile an overdraft facility continues to be in place. The Governors will continually monitor the cash requirement of the School and work towards increasing the cash holding to the desired level and, in parallel, reducing the overdraft facility.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the accounting policies, Governors are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the Governors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

In the view of the Governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

FEES AND SIMILAR INCOME

Fees receivable and charges for services and use of premises (including non-refundable deposits) are accounted for in the period in which the service is provided. Registration fees are accounted for when received.

TRADING INCOME

Trading income from the letting of the school buildings and grounds is included when receivable.

DONATIONS AND GRANTS

Donations are accounted for as soon as their amount and receipt are virtually certain.

GIFTS IN KIND

Gifts received are recorded as income at estimated market value and capitalised where appropriate at the value in use of the asset.

EXPENDITURE

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are those costs associated with generating incoming resources from all sources other than from charitable activities.

The Charity undertakes the running of the school and as such education, premises and the majority of administrative expenses are treated as direct charitable expenditure. Other indirect expenditure has been classified separately.

Supplies of games equipment, books, and stationery and sundry materials are matched to the academic year of use.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

PENSION SCHEMES

Retirement benefits to teaching employees of the School are provided by the Teachers' Pension Scheme. This is a defined benefit scheme which is individually funded and contracted out of the State Earnings Related Pension Scheme. Employer's contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of present and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations, using a prospective benefit method.

Retirement benefits to employees are also provided to non-teaching staff by the Pensions Trust. This is a multi - employer defined contribution scheme (with some guarantees) and contributions are charged to the Statement of Financial Activities when payable.

The Charity operates a defined contribution pension scheme for non-teaching staff. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the profit and loss account.

OPERATING LEASES

Rentals paid under operating leases are charged to income in the period to which the rental relates.

VALUE ADDED TAX (VAT)

The School is not registered for VAT. All amounts in the financial statements are shown inclusive of VAT, where applicable.

CORPORATION TAX

St Ronan's School (Hawkhurst) is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Taxes Act 2010 or Section 256 of Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

SCHOLARSHIPS AND BURSARIES

Scholarships and bursaries are awarded by the Awards Committee and are allocated on a means- test basis and are accounted for in the period to which the award relates.

TANGIBLE FIXED ASSETS

Depreciation is provided on all tangible fixed assets on a straight line basis from the time they are available for use, other than freehold land, at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property improvements	15 – 25 years
Sport facilities (Astro Turf and Sports Hall)	10 years (25 years)
Furniture and equipment	3 – 10 years
Computer equipment	3 years
Portraits	50 years
Motor Vehicles	25 years

Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an on-going use to the charity.

FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

STOCKS

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

RESERVES

Restricted funds are used for specific purposes. The restriction arises by the donor or when the funds are raised for a specific purpose.

Unrestricted funds are all other incoming resources for the objects of the charity without further specified purpose and are available as general funds.

18. NOTES TO THE FINANCIAL STATEMENTS

1. DONATIONS INCOME	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Donations	1,299	-	1,299
Total	<u>1,299</u>	<u>-</u>	<u>1,299</u>
DONATIONS INCOME – PRIOR YEAR	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Donations	2,834	-	2,834
Total	<u>2,834</u>	<u>-</u>	<u>2,834</u>
2. FEES RECEIVABLE		Unrestricted funds 2023 £	Unrestricted funds 2022 £
Gross fees		7,980,084	7,443,754
Less: Bursaries		(213,567)	(212,804)
Music Scholarships		(5,507)	(6,514)
Sibling discounts		(59,324)	(53,050)
Staff discounts		(271,864)	(222,999)
Special discounts		(22,614)	(17,833)
Stanley Harris scholarship		(30,438)	-
Total fees receivable		<u>7,376,770</u>	<u>6,930,554</u>
Staff discounts and bursaries were awarded to 21 and 29 (2022: 19 and 35) individuals respectively during the year.			
3. ANCILLARY TRADING		Unrestricted funds 2023 £	Unrestricted funds 2022 £
Ancillary trading income and costs relate to the provision of extra-curricular activities, fees insurance and registration fees.			
Sale of extras		323,626	219,658
Fees insurance		-	-
Registration fees		2,745	2,500
Miscellaneous		15,056	5,849
		<u>341,427</u>	<u>228,007</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2023

4. EXPENDITURE	2023	2022
	£	£
Charitable expenditure included:		
Operating lease rentals - office equipment	28,205	11,680
- plant and machinery	48,917	42,089
- land and buildings	29,710	30,117
Depreciation - owned assets	395,228	428,523
Auditor's remuneration	26,308	24,200
	<u> </u>	<u> </u>

5. STAFF COSTS	2023	2022
	£	£
Wages and salaries	4,135,744	4,024,548
Social security costs	412,761	400,447
Pension contributions	723,476	694,914
	<u> </u>	<u> </u>
	<u>5,271,981</u>	<u>5,119,909</u>

	No.	No.
The average number of employees in the year was:		
Teaching – Full time	58	58
– Part time	25	26
Domestic, including grounds and maintenance	36	36
Administration	10	12
	<u> </u>	<u> </u>
	<u>129</u>	<u>132</u>

The number of employees whose emoluments exceeded £60,000 were:	2023	2022
£60,001 - £70,000	2	3
£70,001 - £80,000	1	2
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£130,001 - £140,000	-	-
£150,001 - £160,000	-	1
£160,001 - £170,000	1	-

The Charity makes contributions to various pension schemes. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension costs charge represents contributions payable by the Charity to the funds and amounted to £723,475 (2022: £694,914).

No Governor received any emoluments during either period.

Governors' expenses reimbursed in the period totalled £nil (2022: £nil)

Key Management Personnel were paid an aggregate remuneration of £858,833 (2022: £821,955).

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Depreciation £	Other £	Total 2023 £
Cost of raising funds:				
Finance costs (note 7)	-	-	26,758	26,758
Charitable activities:				
Teaching costs	3,863,895	-	347,592	4,211,487
Welfare costs	109,725	-	600,622	710,347
Premises costs	465,471	333,552	512,749	1,311,772
Support costs (note 8)	832,890	61,676	563,192	1,457,758
Total expenditure	5,271,981	395,228	2,050,913	7,718,122

ANALYSIS OF TOTAL EXPENDITURE – PRIOR YEAR

	Staff costs £	Depreciation £	Other £	Total 2022 £
Cost of raising funds:				
Finance costs (note 7)	-	-	34,806	34,806
Charitable activities:				
Teaching costs	3,712,475	-	364,806	4,077,281
Welfare costs	105,503	-	578,369	683,872
Premises costs	495,172	349,744	547,106	1,392,022
Support costs (note 8)	806,759	78,779	479,893	1,365,431
Total expenditure	5,119,909	428,523	2,004,980	7,553,412

All support costs relate to the one activity of running the school.

7. FINANCE COSTS

	2023 £	2022 £
Bank charges	12,562	20,649
Bank loan interest	14,196	14,157
Bad and doubtful debts	-	-
	<u>26,758</u>	<u>34,806</u>

8. SUPPORT COSTS

	2023 £	2022 £
Staff costs	832,890	806,759
Office costs	535,514	454,342
Depreciation	61,676	78,779
Governance costs (Note 9)	27,678	25,551
	<u>1,457,758</u>	<u>1,365,431</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2023

9. GOVERNANCE COSTS	2023	2022
	£	£
Auditor's remuneration – statutory audit	15,785	14,640
Auditor's remuneration – other costs	10,523	9,560
Meeting costs	1,370	1,351
	<u>27,678</u>	<u>25,551</u>

10. TANGIBLE FIXED ASSETS

	Assets in the course of construction £	Property improvements £	Sports facilities £	Furniture and equipment £	Technology £	Motor vehicles £	Total £
Cost							
1 August 2022	337,723	5,224,606	759,146	1,219,638	828,549	30,958	8,400,620
Additions	44,980	110,454	-	31,888	97,054	-	284,376
31 July 2023	<u>382,703</u>	<u>5,335,060</u>	<u>759,146</u>	<u>1,251,526</u>	<u>925,604</u>	<u>30,958</u>	<u>8,684,997</u>
Depreciation							
1 August 2022	-	1,846,283	334,195	933,816	732,725	8,771	3,855,790
Charge for the year	-	212,587	24,325	95,402	61,676	1,238	395,223
31 July 2023	<u>-</u>	<u>2,058,870</u>	<u>358,520</u>	<u>1,029,218</u>	<u>794,401</u>	<u>10,010</u>	<u>4,255,547</u>
Net Book Value							
31 July 2023	<u>382,703</u>	<u>3,276,190</u>	<u>400,626</u>	<u>222,308</u>	<u>131,203</u>	<u>20,948</u>	<u>4,433,974</u>
31 July 2022	<u>337,723</u>	<u>3,378,323</u>	<u>424,951</u>	<u>285,822</u>	<u>95,824</u>	<u>22,187</u>	<u>4,544,830</u>

Included within property improvements is a leasehold premium at a cost of £150,000 (2022: £150,000) and accumulated depreciation of £150,000 (2022: £150,000).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2023

11. DEBTORS	2023	2022
	£	£
Fees	266,551	263,369
Other debtors	24,217	11,496
Prepayments and accrued income	152,999	135,012
	<u>443,767</u>	<u>409,877</u>

12. CREDITORS: amounts falling due within one year	2023	2022
	£	£
Bank loans and overdrafts	318,899	310,970
Trade creditors	252,584	180,749
Other creditors	110,178	126,415
Other taxes and social security	109,608	104,614
Accruals and deferred income	576,857	444,855
	<u>1,368,126</u>	<u>1,167,603</u>

Included within accruals and deferred income falling due within one year is an amount of £555,041 (2022: £425,780) relating to fees paid in advance by parents.

Included within other creditors are amounts totalling £86,141 (2022: £83,889) in respect of outstanding pension contributions.

13. CREDITORS: amounts falling due after more than one year	2023	2022
	£	£
Bank loans	190,673	289,720
Other creditors	194,603	200,100
Accruals and deferred income	309,260	578,414
	<u>694,536</u>	<u>1,068,234</u>

Included in accruals and deferred income is £309,260 (2022: £578,414) of fees paid in advance by parents, which are repayable after one year, but before five years.

The bank loan is repayable by equal monthly instalments until 11th April 2027 at a fixed rate of 3.86% per annum.

Analysis of debt maturity	2023	2022
	£	£
Amounts payable:		
In one year or less or on demand	318,899	310,970
In more than one year but not more than two years	77,054	77,054
Between two and five years	113,619	212,666
After five years	-	-
	<u>509,572</u>	<u>600,690</u>

14. OTHER FINANCIAL COMMITMENTS

At 31 July 2023 the School had annual commitments under non-cancellable operating leases for equipment as follows:

	2023		2022	
	Land and buildings £	Other £	Land and buildings £	Other £
Expiring				
Within 1 year	27,905	85,507	31,206	50,351
Between 2 - 5 years	43,391	153,229	65,177	112,473
	<u>71,296</u>	<u>238,736</u>	<u>96,383</u>	<u>162,824</u>

15. PENSION AND SIMILAR OBLIGATIONS

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 £567,739 (2022: £569,853) and at the year-end £nil (2022 - £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%. In October 2023, the government has announced that the employer contribution rate will increase to 28.86% from April 2024.

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.

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 was certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and following a public consultation in 2021, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations were completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has indicated that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed, it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2023

16. FUNDS

	31 July 2022	Income	Expenditure	31 July 2023
	£	£	£	£
Unrestricted				
- Accumulated reserves	3,665,277	7,733,843	(7,718,122)	15,721
Total funds	<u>3,665,277</u>	<u>7,733,843</u>	<u>(7,718,122)</u>	<u>15,721</u>

FUNDS – PRIOR YEAR

	31 July 2021	Income	Expenditure	Transfers	31 July 2022
	£	£	£	£	£
Unrestricted funds	4,042,411	7,174,352	(7,553,412)	1,926	3,665,277
Restricted					
Fountain	1,926	-	-	(1,926)	-
Total restricted funds	<u>1,926</u>	<u>-</u>	<u>-</u>	<u>(1,926)</u>	<u>-</u>
Total funds	<u>4,044,337</u>	<u>7,174,352</u>	<u>(7,553,412)</u>	<u>-</u>	<u>3,665,277</u>

17. ALLOCATION OF NET ASSETS

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Restricted funds	-	-	-	-
Unrestricted funds	4,433,979	(58,445)	(694,536)	3,680,998
	<u>4,433,979</u>	<u>(58,445)</u>	<u>(694,536)</u>	<u>3,680,998</u>

ALLOCATION OF NET ASSETS – PRIOR YEAR

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Restricted funds	-	-	-	-
Unrestricted funds	4,544,830	188,681	(1,068,234)	3,665,277
	<u>4,544,830</u>	<u>188,681</u>	<u>(1,068,234)</u>	<u>3,665,277</u>

18. RELATED PARTY TRANSACTIONS

Stephen Langer, a Governor of the school, provided architectural services in relation to the ongoing dining room project to a value of £9,000 (2022: £9,000). This remains in the assets in the course of construction balance per note 10.

There were no other related party transactions requiring disclosure in either the current or prior year.

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales - Charity number 1066420

Accounts



ST RONAN'S SCHOOL (HAWKHURST)
(COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JULY 2022

Registered number: 3419744

Charity number: 1066420

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1. TRUSTEES, OFFICERS AND ADVISORS

The Governors of the charity, who are also the Company Directors and the Trustees of the School, who served during the year were: -

	Committees (see section 4)			
Dr S P Butler-Gallie MB ChB MRCP	H&S ¹			
Prof K Dacre BA MA PhD Vice-Chairman				
Mr C S Langer BSc, DipARCH RIBA, IHBC		E ²		
Mrs J Lowe BA (Hons, Cert Ed)			C ³	
Mr J C B Lucas MA				
Mrs G E Macleay BA (Hons)				S ⁶
Mr D Oliver MPhil				R ⁵
Mr N Phillis MA			C ³	
Mr A Ross BA (Hons) Chairman	F&GP ⁴	E ²		R ⁵
Mr B A Seton BSc (Econ)	F&GP ⁴			
Mr N P Sladden FCA, DChA, BFP	F&GP ⁴			R ⁵
Mrs E A Worthington BA PGCE MA			C ³	

¹ Health & Safety, ² Estates, ³ Curriculum, ⁴ Finance & General Purposes, ⁵ Executive Remuneration, ⁶ Safeguarding

Officers (currently and throughout the year)

Mr W Trelawny-Vernon BSc (Hons) Headmaster
 Mr D Ansell BA (Hons) Bursar and Company Secretary

Professional Advisors

Auditors:

haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

Bankers:

NatWest, Cranbrook Branch, High Street, Cranbrook, Kent, TN17 3EJ
 Allied Irish Bank (GB), 20-22 Marlborough Place, The Lanes, Brighton, BN1 1UB
 Svenska Handelsbanken AB, 7-9 Church Road, Tunbridge Wells, TN1 1HT

Solicitors:

Farrer & Co., 66 Lincoln's Inn Fields, London, WC2A 3LH
 Veale Wasborough Vizards, Narrow Quay House Narrow Quay, Bristol BS1 4QA

Principal Address

Saint Ronan's School, Water Lane, Hawkhurst, Kent TN18 5DJ

Website:

www.saintronans.co.uk

2. REFERENCE AND ADMINISTRATIVE INFORMATION

Saint Ronan's School (Hawkhurst) ('the School') was founded in 1883 and was constituted as a charitable company, limited by guarantee, on 14 August 1997. The Company registration number is 3419744 and it does not have any share capital. The liability of the Directors is limited to £1 each. The School is a charity and its registration number is 1066420.

The School operates in premises and on land which are leased from Tongwood Estate Limited (TEL) for which it pays rent. The lease requires the School to maintain the property and estate as well as providing all the equipment and furniture necessary for the running of the School.

TEL is the sole Trustee of the Harris Will Trust (charity number 277719). The Harris Will Trust was formed upon the death of a former proprietorial Headmaster to provide inter alia premises at Water Lane, Hawkhurst as long as the School remains as a preparatory school with similar aims and ethos to those at the time of the formation of the Harris Will Trust in 1957.

3. OBJECTS, PUBLIC BENEFIT, AIMS AND PRINCIPAL ACTIVITIES

The Object of the Charitable Company, in accordance with its Memorandum and Articles of Association, is to advance the education of children at Saint Ronan's School and to carry out such legal activities as may aid in any way the educational aim of the School. In furtherance of this Object the Directors, as the Charity Trustees, have complied with the duty in S17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity and Income Sources

Saint Ronan's School's principal activity continued to be that of a co-educational day and boarding school for 3 to 13 year old children. The School's principal source of income is from school fees.

Ethos

The School has a distinctive character and it is this charm, this magic, that people fall in love with. It is a family school with an informal and happy atmosphere where staff are approachable and mud unremarkable. In a world where children seem to grow up ever faster, Saint Ronan's provides a happy environment for children to remain just that. We want the children to enjoy school, relish the opportunities offered and be inspired to work hard, to be kind, gentle, courteous and honest.

Core values for Pupils

Our motto, *Floreat Saint Ronan's*, means "Let Saint Ronan's flourish". Central to this are the School's core values:- What Really Matters

- We are gentle - we don't hurt others
- We are kind and helpful - we don't hurt anybody's feelings
- We listen - we don't interrupt
- We are honest - we don't cover up the truth
- We work hard - we don't waste our own time or others'
- We look after property - we don't waste or damage things

Ronian Characteristics

In addition, we recognise, reward and promote these Ronian Characteristics:

- Empathy:- We put ourselves into the position of others and try to see and feel things from their point of view.
- Awareness:- We make sure we know what is needed from us and how we can be most helpful to others.
- Perseverance:- We keep trying to create our best, even when we find things difficult.
- Curiosity:- We ask questions and want to learn more.
- Imagination:- We think for ourselves and create new ideas.
- Co-operation:- We work together as a learning team.

Saint Ronan's Strategic Aims are:

- To provide the children with an excellent all-round education with a suitable range of curricular and extra-curricular opportunities
- To provide inspiring teaching which promotes both learning and achievement
- To encourage the children's spiritual, moral, social and cultural development
- To provide effective pastoral support and guidance
- To maintain a constructive relationship with parents and carers
- To 'mind the magic'

Objectives

The Governors oversee these aims via the School's Development Plan, which looks at all aspects of School life and charts a pathway for continued improvement. The Board's main objective is to ensure that the School continues to offer first class education by the implementation of this Development Plan, providing a range of opportunities suited to the interests, aptitudes and needs of all the children in the School's care.

Public Benefit

To satisfy its public benefit obligations the School will:

- Provide means tested bursary and scholarship places to assist children from lower income or otherwise disadvantaged families to benefit from the School's activities
- To continue to develop collaborative working arrangements with appropriate charities and other educational bodies to provide access to School facilities for those who are unable to attend the School itself as fee paying pupils.

The School actively promotes links with local charities and state schools which also helps the pupils at Saint Ronan's to understand the social context of their education. Ross Andrew, Deputy Head with a managerial responsibility for community links, has been Hawkhurst Parish Council's Schools' Co-ordinator since 2009.

Entrance

The School has no formal entrance examination. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of the School's assessment process.

The School aims to share its wide range of academic teaching and games coaching skills with other schools which are less well provided. Unfortunately, this has proven to be difficult this year due to the changing COVID 19 restrictions but we look forward to reigniting these initiatives.

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

Grant Making

In the year ending 31st July 2022 the School gave the following financial support to the families of children attending Saint Ronan's:

Discount	Number of Pupils	2021-22	2020-21
Stanley Harris Scholarship	16	£29,385	£34,765
Means Tested Bursaries	30	£212,804	£131,040
Music Scholarships	12	£6,514	£7,071
Sibling Discounts	20	£53,050	£45,579
Military Discounts	0	£0	£5,244

The Stanley Harris Scholarship is a non means tested award given, on entry, for excellence in either academic ability, sport, art or music.

Means tested awards are determined by the Scholarship & Bursary Sub-Committee (Headmaster, Bursar and Chairman of Governors) following an examination of means and a home visit by an independent assessor. In the Summer Term of 2022 there were 30 children receiving such awards, attending the School when they would otherwise have been unable.

In order to preserve continuity of education, means tested awards may be granted in cases of hardship. Fee assistance, which is funded entirely from fee income, accounted for 4.1% of the School's total fee income.

To widen public access to the School further in cases where the School was unable to help financially, families were/are advised of other Educational Trusts that might be able to help fund their children's education.

Teaching Staff with children at the School also benefited from fee support which further reduced gross annual fee income by £222,999 (2020-21: £258,179). The total cost of such grant making by the School was £513,200 (2020-21: £481,878) in reduced fee income.

Parents of all Nursery age children and a number of those with children in Reception receive state aid though the Government's Early Years Free Entitlement scheme.

Volunteers

The Friends of Saint Ronan's (FOR, the School's Parents' Association) contributed £6,579 to school funds in the past year through their fund-raising activities. The Governors would like to take this opportunity to thank all those parents who gave so freely of their time in the past year. Their continued support is highly valued.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association.

Governing Body

The Trustees, who are also the Directors for the purposes of company law, act as the Governing Body of the School and are referred to as the Governors. They are elected at the Annual General Meeting following their co-option by the Full Board. The Chairman of the Governors maintains a matrix of desirable governor skills, which is reviewed at every meeting.

The Chairman is elected by the Board and may hold office for up to nine years. The Chairs of principal committees are elected annually, and incumbents may stand for re-election.

After a Governor has served 3 consecutive terms in office, they shall be eligible for re-election only after a year has elapsed since he or she retired as Governor, unless the Board considers it would be in the best interests of the Charity for a Governor to be eligible for re-election on their retirement for such number of further terms as the Board shall resolve.

Governor Training

New Governors are inducted into the workings of the School, including Governing Body policy and procedures, by the Head, Bursar and, as appropriate, other school staff.

Some Governors also took advantage during the year of the opportunity to undertake training arranged by the Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA) and by the Boarding Schools' Association (BSA). The purpose of the training is to keep Governors informed and updated on current issues in the sector and regulatory requirements.

Organisational Management

- The Governors, who meet as a Board at least three times a year, are legally responsible for the overall management and control of the School. In addition, there are five permanent sub-committees listed below. The committees are charged with receiving reports from the principal executive officers and examining detailed issues. A range of professional advisers are retained to support the work of the school and the Governing Body.
- **Finance and General Purposes Committee (F&GP)** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the finances of the School. The Committee is chaired by Mr NP Sladden.
- **Curriculum Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the learning experiences and progress of the children at Saint Ronan's. The Committee is chaired by Mr N Phillis.
- **Estates Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the School's 250 acre estate, the physical environment aspects of the Development Plan and the monitoring of building projects. The Committee is chaired by Mr S Langer.
- **Health and Safety Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the health and safety of the children and staff at Saint Ronan's. The Committee is chaired by Dr S Butler-Gallie.
- **Safeguarding and Pastoral Care Committee** monitors, advises and makes reports and recommendations to the Full Board and Headmaster, on matters relating to the

protection, safety and well-being of children at Saint Ronan's. The Committee is chaired by Mrs G MacLeay.

Additional sub-committees are formed to deal with specific issues e.g. Scholarship & Bursary, Staff Remuneration and Executive Remuneration or areas where specialist studies are required

All operating policies are routinely examined and amended where appropriate. The day to day running of the School is delegated to the Headmaster, supported by the Bursar and other members of the Senior Management Team.

Remuneration is set by the Board, with the policy objective of retaining staff and ensuring appropriate incentives to encourage enhanced performance and in a fair and responsible manner, rewarding for individual contributions to the School's success. Remuneration is reviewed annually including reference to benchmarking provided by Independent School associations to ensure that Saint Ronan's remains sensitive to the broader issues of pay and employment conditions elsewhere.

Group Structure and relationships

Saint Ronan's School (Hawkhurst) is limited by guarantee and is a registered charity.

Saint Ronan's is an active member of ISBA and the AGBIS, which are constituents of the Independent Schools Council (ISC). It is also a member of the BSA. The Head is an active member of the Independent Association of Preparatory Schools (IAPS). These organisations exist to promote and maintain high standards generally in independent education.

5. PRINCIPAL RISKS AND UNCERTAINTIES

The School's activities are kept under regular review by Governors and Senior Management, and attention is given to any risks which may arise. Risks are mapped and discussed, with steps taken to minimise their occurrence and potential impact on the continued success of the School. The risk map is formally reviewed annually.

The principal risks identified are:

- Financial uncertainty caused by geo-political events
- The re-emergence of the COVID19 Pandemic
- Failure to deliver the School's stated aims
- Failure to attract and retain high quality staff
- The movement of children to local Grammar Schools with the reduction in entry age from 13 years to 11 years.
- Failure to comply with Charity Commission or Independent School requirements
- Risk of cyber-attack on IT systems and data and the potential of financial fraud
- Catastrophic events which could cause significant damage to the School's premises; for example, flood or fire
- Personal Health and Safety risks, such as a major accident involving the School's pupils and/or staff
- Increasing costs of Teachers' Pensions Contributions
- Decline in pupil numbers
- Rising input costs

The most significant potential risk is a decline in pupil numbers. This may be caused by any combination of a fall in the number of children attending independent preparatory schools, due to matters of parental affordability, competing offers from other schools, economic uncertainty or pressure, changes in legislative or charity regulations.

The key controls used by the Governors include:

- Formal agendas and briefing papers for committee and sub-committee meetings
- Verbal updates from staff
- Strategic and business planning
- Budgeting and management accounting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of children

6. EMPLOYMENT POLICY

The School is an equal opportunities employer and recognises the wealth of experience amongst its staff and encourages participation by them in making decisions likely to affect their interests. These take the form of regular staff meetings, Head of Department Meetings, Departmental Meetings, 1883 Meetings (a staff forum) or exceptional meetings as and when deemed necessary. Staff are briefed at the beginning of each term on building works which have been completed and of strategic decisions being considered.

7. RESERVES AND GOING CONCERN

In common with other independent schools, Saint Ronan's School has, over the years, invested its surpluses into maintaining the fabric of the estate and improving the educational facilities. At the year-end, St Ronan's had total funds of £3,665,277, all of which was unrestricted (2021: £4,044,337 total funds, of which £4,042,411 was unrestricted). This fund is analysed on page 29 and is principally composed of £4,544,830 (2021: £4,495,321) of fixed assets offset by debt.

The Governors manage and monitor the financial strength and reserves of the School on a termly basis via management accounts and cash flow forecasts prepared by the Bursar. Financial budgets and forecasts have been prepared for the periods to 31st July 2027. A key component of the School's financial performance is pupil numbers, which continued to be at a high level in September 2022 thereby providing a high degree of certainty for a positive financial operating result in the financial year to 31 July 2023. The School holds a cash reserve and an overdraft facility to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. The Governors have set a policy of building up a cash reserve to ensure that there are sufficient liquid funds available to help deal with any unexpected financial stress in the future.

In making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

The remainder of the funds held by the School are represented by the investment the School has made in the fabric of the buildings and other School assets.

8. REVIEW OF ACHIEVEMENTS AND PERFORMANCE Pandemic

COVID-19: The School has had to adapt constantly during the year to the changing threat and the accompanying guidance updates from the Government and DfE. This brought about many changes to the operational framework and practices the School employed, especially with the arrival of the Delta and Omicron variants.

Enhanced cleaning regimes were maintained, especially to touch points. These measures proved successful in limiting the number of COVID-19 cases. In line with national guidance, the School remained open during the whole year. There were notable spikes in cases during the autumn and winter periods, which adversely affected both pupil and teaching populations. The latter caused some turbulence to lessons that required cover to be provided on a regular basis.

During the year the School hosted local health teams and many the Year 7 and Year 8 age groups were vaccinated.

Throughout the period Governors and SMT met regularly. Risk assessments were drawn up and reviewed with measures implemented to make Saint Ronan's a COVID-19 Secure workplace, as per the ever-changing guidance.

Operational Performance of the School

In a similar way to last year, the School, its staff and pupils rose wonderfully to whatever challenge was thrown their way throughout the year. Sixty-four children left the School and secured places at twenty different senior schools, amassing twenty-six scholarships. Highlights included the wonderful Floreat Concert at the end of the Spring Term and the return of many regular School events, such as The Feast and Founders' Day.

Having been named TES Prep School of the Year in Spring 2021, we were also delighted to have been shortlisted for several other prestigious awards. We were a finalist in *Talk Education's* 'Pastoral Care and Wellbeing' award; *Muddy Stilettos* 'Best Sense of Humour' and 'Best Experiential Learning' awards; and shortlisted for *Independent School of the Year* 'Performing Arts', 'Prep School of the Year' and 'Pre-prep School of the Year' awards and 'Green Award for Environmental Achievement'. The School went onto be a finalist in the 'Performing Arts' award.

In May 2022 the School finally received the overdue call to notify us of our ISI Combined EQI and RCI Inspection. It was pleasing that this resulted in full compliance with all standards, and an 'Excellent' rating in both areas of Educational Quality.

In addition, the School was able to complete the redevelopment of the Coach House (science classrooms). This project has significantly enhanced the teaching provision, with two new top of the range science laboratories and accompanying preparation rooms.

The Governors wish to thank the Headmaster and all staff for their incredible effort during the year, and the pupils and parents for the way they have supported the School through this turbulent period.

9. FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The School started the year with very strong pupil numbers, which afforded a good deal of financial stability. This has been tested during the year with the energy crisis, supply chain issues, other impacts of the war in Ukraine and the consequent cost of living crisis. Due also to the number of COVID-19 related staff absences, a significant cost was incurred to provide cover, as well as maintain the stringent COVID-19 cleaning and medical regimes needed to protect the community.

These factors led to an operating deficit (after depreciation) of (£379,061) for the full year to 31 July 2022 and the School transferred funds from the School's Reserves to ensure the full program of capital works could be completed.

During the course of the year the School continued to offer forbearance to a number of parents whose income had been disrupted primarily due to the pandemic.

Saint Ronan's School also had a significant impact on the local economy. As measured by the Independent Schools' Council Economic Impact Tool the School:

- Supported 205 jobs both within the School and in the School's supply chain
- Generated £1.4 million of tax payments to the Exchequer

10. FUTURE PLANS

The School has now adopted the 2022-27 Development Plan, which has four main target areas which cover every aspect of the School's operations:

- Ensuring Continued Regulatory Compliance
- Promoting Excellent Pupil Achievement
- Promoting Excellent Pupil Personal Development
- Promoting Excellent Economic Health

Improvements have been identified by the School's management team for each of the target areas and actions needed for improvement documented. Progress towards each target is reviewed regularly and an annual report made to the Governors. Highlights of the development plan include:

- Continued development of the School's Pastoral Care system
- To continue to improve and maintain the very high standard of teaching throughout the School
- Further improve links with local state schools and community
- Continue to develop the School's IT provision
- Refurbishing the Stable Block (Coach House) to provide 2 further state-of-the-art laboratories
- Further improvements to the School Farm
- Improvements in the boarding provision
- The construction of a new dining room
- Provision of increased music and pre-prep teaching space

11. STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 charitable company. This will show the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Governors are required to:

- Following advice from the School's accountants, to elect suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

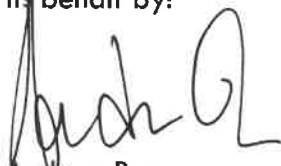
So far as each of the Governors is aware at the time the report is approved:

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

12. SMALL COMPANIES PROVISION

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 2006.

Approved by the Board of Governors at its meeting on 22nd November 2022 and signed on its behalf by:



Andrew Ross,
Chairman

13. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST RONAN'S SCHOOL (HAWKHURST)

Opinion

We have audited the financial statements of St Ronan's School (Hawkhurst) for the year ended 31 July 2022 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Conclusions relating to going concern

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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Governors' 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 Governors' Report (which includes the directors' 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 directors' report included within the Governors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' 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 company; or
- the charitable company 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 12, the Governors (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inappropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing minutes of Governors' meetings in the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

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



Richard Weaver (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 28 March 2023

St Ronan's School (Hawkhurst)
Statement of Financial Activities for the year ended 31st July 2022

14. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
INCOME FROM:					
Donations and Grants	1	2,834	-	2,834	155,052
Other trading activities					
School facility lettings		12,957	-	12,957	7,955
Charitable activities					
Provision of education	2	6,930,554	-	6,930,554	6,726,792
Ancillary trading	3	228,007	-	228,007	168,989
TOTAL		<u>7,174,352</u>	<u>-</u>	<u>7,174,352</u>	<u>7,058,788</u>
EXPENDITURE ON:					
Raising funds:					
Finance costs	7	34,806	-	34,806	78,272
Charitable expenditure:					
Provision of education		7,518,606	-	7,518,606	6,864,432
TOTAL		<u>7,553,412</u>	<u>-</u>	<u>7,553,412</u>	<u>6,942,704</u>
NET (EXPENDITURE)/INCOME BEFORE TRANSFERS		(379,060)	-	(379,060)	116,084
TRANSFERS BETWEEN FUNDS	16	1,926	(1,926)	-	-
NET MOVEMENT IN FUNDS		<u>(377,134)</u>	<u>(1,926)</u>	<u>(379,060)</u>	<u>116,084</u>
Total funds brought forward		<u>4,042,411</u>	<u>1,926</u>	<u>4,044,337</u>	<u>3,928,253</u>
Total funds carried forward	16	<u>3,665,277</u>	<u>-</u>	<u>3,665,277</u>	<u>4,044,337</u>

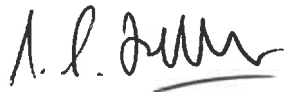
The accompanying notes form part of these accounts.

15. BALANCE SHEET

	Note	2022 £	2021 £
FIXED ASSETS			
Tangible fixed assets	10	4,544,830	4,495,321
CURRENT ASSETS			
Stock		22,814	13,387
Debtors	11	409,877	525,170
Cash at bank and in hand		923,593	1,067,284
		<u>1,356,284</u>	<u>1,605,841</u>
CREDITORS: amounts falling due within one year	12	(1,167,603)	(1,109,911)
NET CURRENT ASSETS		<u>188,681</u>	<u>495,930</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,733,511	4,991,251
CREDITORS: amounts falling due after more than one year	13	(1,068,234)	(946,914)
NET ASSETS		<u>3,665,277</u>	<u>4,044,337</u>
FUNDS			
Unrestricted funds		3,665,277	4,042,411
Restricted funds		-	1,926
TOTAL FUNDS	16	<u>3,665,277</u>	<u>4,044,337</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board and authorised for issue on 22 November 2022 and signed on its behalf by:



Mr N P Sladden
Governor and Chairman of the Finance and General Purposes Committee

The accompanying notes form part of these accounts.

St Ronan's School (Hawkhurst)
Cash Flow Statement for the year ended 31st July 2022

16. CASH FLOW STATEMENT

		2022	2021
		£	£
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(A)	395,279	566,101
Cash flows from investing activities:			
Payments for tangible fixed assets	(478,032)	(255,207)	
<i>Net cash used in investing activities</i>		(478,032)	(255,207)
Cash flows from financing activities:			
Repayment of borrowings	(46,781)	48,163	
Interest payable	(14,157)	(10,964)	
<i>Net cash used in financing activities</i>		(60,938)	37,199
Change in cash and cash equivalents in the reporting period		(143,691)	348,093
Cash and cash equivalents at the beginning of the reporting period		1,067,284	719,191
Cash and cash equivalents at the end of the reporting period	(B)	923,593	1,067,284

A. Reconciliation of net income to net cash flow from operating activities

	2022	2021
	£	£
Net income for the reporting period		
<i>(as per the statement of financial activities)</i>	(379,060)	346,084
Adjustments for:		
Depreciation charges	428,523	439,664
Interest payable	14,157	10,964
Decrease/(increase) in stocks	(9,427)	17,094
(Increase)/decrease in debtors	115,293	(159,299)
Decrease in creditors	225,793	(88,406)
Net cash provided by operating activities	395,279	566,101

B. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	923,593	1,067,284
Total cash and cash equivalents	923,593	1,067,284

17. ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition).

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee (company number: 03419744 and charity number: 1066420).

The financial statements are prepared under the historical cost convention.

GOING CONCERN

The Governors manage and monitor the reserves of the School on a termly basis and review the availability of cash via management accounts and regular cash flow forecasts prepared by the Bursar. Financial Budgets and forecasts have been prepared for the period to 31 July 2027. The Governors have set a policy of accumulating a cash reserve to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Meanwhile an overdraft facility continues to be in place. The Governors will continually monitor the cash requirement of the School and work towards increasing the cash holding to the desired level and, in parallel, reducing the overdraft facility.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the accounting policies, Governors are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the Governors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

In the view of the Governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

FEES AND SIMILAR INCOME

Fees receivable and charges for services and use of premises (including non-refundable deposits) are accounted for in the period in which the service is provided. Registration fees are accounted for when received.

TRADING INCOME

Trading income from the letting of the school buildings and grounds is included when receivable.

DONATIONS AND GRANTS

Donations are accounted for as soon as their amount and receipt are virtually certain. Amounts claimed under the Coronavirus Job Retention Scheme (CJRS) is accounted for in the period to which the claim relates.

GIFTS IN KIND

Gifts received are recorded as income at estimated market value and capitalised where appropriate at the value in use of the asset.

EXPENDITURE

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are those costs associated with generating incoming resources from all sources other than from charitable activities.

The Charity undertakes the running of the school and as such education, premises and the majority of administrative expenses are treated as direct charitable expenditure. Other indirect expenditure has been classified separately.

Supplies of games equipment, books, and stationery and sundry materials are matched to the academic year of use.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

PENSION SCHEMES

Retirement benefits to teaching employees of the School are provided by the Teachers' Pension Scheme. This is a defined benefit scheme which is individually funded and contracted out of the State Earnings Related Pension Scheme. Employer's contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of present and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations, using a prospective benefit method.

Retirement benefits to employees are also provided to non-teaching staff by the Pensions Trust. This is a multi-employer defined contribution scheme (with some guarantees) and contributions are charged to the Statement of Financial Activities when payable.

The Charity operates a defined contribution pension scheme for non-teaching staff. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the profit and loss account.

OPERATING LEASES

Rentals paid under operating leases are charged to income in the period to which the rental relates.

VALUE ADDED TAX (VAT)

The School is not registered for VAT. All amounts in the financial statements are shown inclusive of VAT, where applicable.

CORPORATION TAX

St Ronan's School (Hawkhurst) is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Taxes Act 2010 or Section 256 of Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

SCHOLARSHIPS AND BURSARIES

Scholarships and bursaries are awarded by the Awards Committee and are allocated on a means-test basis and are accounted for in the period to which the award relates.

St Ronan's School (Hawkhurst)
Accounting Policies for the year ended 31st July 2022

TANGIBLE FIXED ASSETS

Depreciation is provided on all tangible fixed assets on a straight line basis from the time they are available for use, other than freehold land, at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property improvements	15 – 25 years
Sport facilities (Astro Turf and Sports Hall)	10 years (25 years)
Furniture and equipment	3 – 10 years
Computer equipment	3 years
Portraits	50 years
Motor Vehicles	25 years

Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an on-going use to the charity.

FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

STOCKS

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

RESERVES

Restricted funds are used for specific purposes. The restriction arises by the donor or when the funds are raised for a specific purpose.

Unrestricted funds are all other incoming resources for the objects of the charity without further specified purpose and are available as general funds.

18. NOTES TO THE FINANCIAL STATEMENTS

1. DONATIONS INCOME	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Donations	2,834	-	2,834
Grants (CJRS)	-	-	-
Total	<u>2,834</u>	<u>-</u>	<u>2,834</u>
DONATIONS INCOME – PRIOR YEAR	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Donations	25,137	-	25,137
Grants (CJRS)	129,915	-	129,915
Total	<u>155,052</u>	<u>-</u>	<u>155,052</u>
2. FEES RECEIVABLE		Unrestricted funds 2022 £	Unrestricted funds 2021 £
Gross fees		7,443,754	7,181,794
Less: Bursaries		(212,804)	(131,040)
Music Scholarships		(6,514)	(7,071)
Sibling discounts		(53,050)	(45,579)
Staff discounts		(222,999)	(258,179)
Special discounts		(17,833)	(13,133)
Total fees receivable		<u>6,930,554</u>	<u>6,726,792</u>
Staff discounts and bursaries were awarded to 19 and 35 (2021: 23 and 32) individuals respectively during the year.			
3. ANCILLARY TRADING		Unrestricted funds 2022 £	Unrestricted funds 2021 £
Ancillary trading income and costs relate to the provision of extra-curricular activities, fees insurance and registration fees.			
Sale of extras		219,658	165,774
Fees insurance		-	2,618
Registration fees		2,500	3,340
Miscellaneous		5,849	(2,743)
		<u>228,007</u>	<u>168,989</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2022

4. EXPENDITURE

	2022	2021
	£	£
Charitable expenditure included:		
Operating lease rentals - office equipment	11,680	25,200
- plant and machinery	42,089	80,998
- land and buildings	30,117	194,760
Depreciation - owned assets	428,523	439,664
Auditor's remuneration	24,200	18,420
	<u> </u>	<u> </u>

5. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	4,024,548	3,693,361
Social security costs	400,447	363,785
Pension contributions	694,914	641,230
	<u> </u>	<u> </u>
	<u>5,119,909</u>	<u>4,698,376</u>

	No.	No.
The average number of employees in the year was:		
Teaching – Full time	58	58
– Part time	26	27
Domestic, including grounds and maintenance	36	31
Administration	12	13
	<u> </u>	<u> </u>
	<u>132</u>	<u>129</u>

The number of employees whose emoluments exceeded £60,000 were:	2022	2021
£60,001 - £70,000	3	1
£70,001 - £80,000	2	2
£80,001 - £90,000	-	1
£90,001 - £100,000	1	1
£130,001 - £140,000	-	1
£150,001 - £160,000	1	-

The Charity makes contributions to various pension schemes. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension costs charge represents contributions payable by the Charity to the funds and amounted to £694,914 (2021: £641,230).

No Governor received any emoluments or reimbursed expenses during either period.

Key Management Personnel were paid an aggregate remuneration of £821,955 (2021: £649,025).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2022

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Depreciation £	Other £	Total 2022 £
Cost of raising funds:				
Finance costs (note 7)	-	-	34,806	34,806
Charitable activities:				
Teaching costs	3,712,475	-	364,806	4,077,281
Welfare costs	105,503	-	578,369	683,872
Premises costs	495,172	349,744	547,106	1,392,022
Support costs (note 8)	806,759	78,779	479,893	1,365,431
Total expenditure	<u>5,119,909</u>	<u>428,523</u>	<u>2,004,980</u>	<u>7,553,412</u>

ANALYSIS OF TOTAL EXPENDITURE – PRIOR YEAR

	Staff costs £	Depreciation £	Other £	Total 2021 £
Cost of raising funds:				
Finance costs (note 7)	-	-	78,272	78,272
Charitable activities:				
Teaching costs	3,449,393	-	286,527	3,735,920
Welfare costs	68,467	-	518,228	586,695
Premises costs	380,316	350,057	450,860	1,181,233
Support costs (note 8)	800,200	89,607	470,777	1,360,584
Total expenditure	<u>4,698,376</u>	<u>439,664</u>	<u>1,804,664</u>	<u>6,942,704</u>

All support costs relate to the one activity of running the school.

7. FINANCE COSTS

	2022 £	2021 £
Bank charges	20,649	8,255
Bank loan interest	14,157	10,964
Bad and doubtful debts	-	59,053
	<u>34,806</u>	<u>78,272</u>

8. SUPPORT COSTS

	2022 £	2021 £
Staff costs	806,759	800,200
Office costs	454,342	448,697
Depreciation	78,779	89,607
Governance costs (Note 9)	25,551	22,080
	<u>1,365,431</u>	<u>1,360,584</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2022

9. GOVERNANCE COSTS	2022	2021
	£	£
Auditor's remuneration – statutory audit	14,640	13,320
Auditor's remuneration – other costs	9,560	4,920
Meeting costs	1,351	3,660
	<u>25,551</u>	<u>22,080</u>

10. TANGIBLE FIXED ASSETS	Assets in the course of construction	Property improvements	Sports facilities	Furniture and equipment	Technology	Motor vehicles	Total
	£	£	£	£	£	£	£
Cost							
1 August 2021	145,360	5,121,020	751,608	1,125,817	747,825	30,958	7,922,588
Additions	274,422	36,733	7,538	78,615	80,724	-	478,032
Transfers	(82,059)	66,853	-	15,206	-	-	-
	<u>337,723</u>	<u>5,224,606</u>	<u>759,146</u>	<u>1,219,638</u>	<u>828,549</u>	<u>30,958</u>	<u>8,400,620</u>
Depreciation							
1 August 2021	-	1,642,725	310,184	812,879	653,946	7,533	3,427,267
Charge for the year	-	203,558	24,011	120,937	78,779	1,238	428,523
	<u>-</u>	<u>1,846,283</u>	<u>334,195</u>	<u>933,816</u>	<u>732,725</u>	<u>8,771</u>	<u>3,855,790</u>
Net Book Value							
31 July 2022	<u>337,723</u>	<u>3,378,323</u>	<u>424,951</u>	<u>285,822</u>	<u>95,824</u>	<u>22,187</u>	<u>4,544,830</u>
31 July 2021	<u>145,360</u>	<u>3,478,295</u>	<u>441,424</u>	<u>312,938</u>	<u>93,879</u>	<u>23,425</u>	<u>4,495,321</u>

Included within property improvements is a leasehold premium at a cost of £150,000 (2021: £150,000) and accumulated depreciation of £150,000 (2021: £150,000).

11. DEBTORS	2022	2021
	£	£
Fees	263,369	321,690
Other debtors	11,496	23,315
Prepayments and accrued income	135,012	180,165
	<u>409,877</u>	<u>525,170</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2022

12. CREDITORS: amounts falling due within one year	2022	2021
	£	£
Bank loans and overdrafts	310,970	404,068
Trade creditors	180,749	132,718
Other creditors	126,415	123,903
Other taxes and social security	104,614	98,369
Accruals and deferred income	444,855	350,853
	<u>1,167,603</u>	<u>1,109,911</u>

Included within accruals and deferred income falling due within one year is an amount of £425,780 (2021: £322,732) relating to fees paid in advance by parents.

Included within other creditors are amounts totalling £83,889 (2021: £55,845) in respect of outstanding pension contributions.

13. CREDITORS: amounts falling due after more than one year	2022	2021
	£	£
Bank loans	289,720	291,566
Other creditors	200,100	199,850
Accruals and deferred income	578,414	455,498
	<u>1,068,234</u>	<u>946,914</u>

Included in accruals and deferred income is £578,414 (2021: £455,498) of fees paid in advance by parents, which are repayable after one year, but before five years.

The bank loan is repayable by equal monthly instalments until 8th April 2027 at a fixed rate of 3.71%.

Analysis of debt maturity	2022	2021
	£	£
Amounts payable:		
In one year or less or on demand	310,970	404,068
In more than one year but not more than two years	77,054	81,143
Between two and five years	212,666	210,423
	<u>600,690</u>	<u>695,634</u>

14. OTHER FINANCIAL COMMITMENTS

At 31 July 2022 the School had annual commitments under non-cancellable operating leases for equipment as follows:

	2022		2021	
	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Expiring				
Within 1 year	31,206	50,351	86,760	33,069
Between 2 - 5 years	65,177	112,473	224,130	52,249
	<u>96,383</u>	<u>162,824</u>	<u>310,890</u>	<u>85,318</u>

15. PENSION AND SIMILAR OBLIGATIONS

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 £569,853 (2021: £511,872) and at the year-end £0 (2021 - £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. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2022

16. FUNDS

	31 July 2021 £	Income £	Expenditure £	Transfers £	31 July 2022 £
Unrestricted					
- Accumulated reserves	4,042,411	7,174,352	(7,553,412)	1,926	3,319,193
RESTRICTED					
Fountain	1,926	-	-	(1,926)	-
Total restricted funds	<u>1,926</u>	<u>-</u>	<u>-</u>	<u>(1,926)</u>	<u>-</u>
Total funds	<u>4,044,337</u>	<u>7,174,352</u>	<u>(7,553,412)</u>	<u>-</u>	<u>3,319,193</u>

Transfers represent funds released from restricted funds as they were no longer required.

FUNDS – PRIOR YEAR

	31 July 2020 £	Income £	Expenditure £	31 July 2021 £
Unrestricted funds	3,926,327	7,058,788	(6,942,704)	4,042,411
Restricted				
Fountain	1,926	-	-	1,926
Total restricted funds	<u>1,926</u>	<u>-</u>	<u>-</u>	<u>1,926</u>
Total funds	<u>3,928,253</u>	<u>7,058,788</u>	<u>(6,942,704)</u>	<u>4,044,337</u>

17. ALLOCATION OF NET ASSETS

	Fixed assets £	Net current assets £	Long term liabilities £	Total £
Restricted funds	-	-	-	-
Unrestricted funds	4,544,830	188,681	(1,068,234)	3,665,277
	<u>4,544,830</u>	<u>188,681</u>	<u>(1,068,234)</u>	<u>3,665,277</u>

ALLOCATION OF NET ASSETS – PRIOR YEAR

	Fixed assets £	Net current assets £	Long term liabilities £	Total £
Restricted funds	-	1,926	-	1,926
Unrestricted funds	4,495,321	494,004	(946,914)	4,042,411
	<u>4,495,321</u>	<u>495,930</u>	<u>(946,914)</u>	<u>4,044,337</u>

18. RELATED PARTY TRANSACTIONS

Stephen Langer, a Governor of the school, provided architectural services in relation to the Powerhouse Development to a value of £9,000 (2021: £nil). The Powerhouse Development completed in January 2022.

There were no other related party transactions requiring disclosure in either the current or prior year.

ST RONAN'S SCHOOL (HAWKHURST)

England & Wales - Charity number 1066420

Accounts



ST RONAN'S SCHOOL (HAWKHURST)
(COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST JULY 2021

Registered number: 3419744

Charity number: 1066420



Winner
Prep school of the year

Saint Ronan's School



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1. TRUSTEES, OFFICERS AND ADVISORS

The Governors of the charity, who are also the Company Directors and the Trustees of the School, who served during the year were: -

	Committees (see section 4)			
Dr S P Butler-Gallie MB ChB MRCP (Sabbatical due to COVID-19)		H&S ¹		
Prof K Dacre BA MA PhD Vice-Chairman				
Mr C S Langer BSc, DipARCH RIBA, IHBC		E ²		
Mrs J Lowe BA(Hons, Cert Ed)			C ³	
Mr J C B Lucas MA (Cantab)	F&GP ⁴			R ⁵
Mrs G E Macleay BA (Hons) Elected 21 st March 2020				S ⁶
Mr Dominic Oliver MPhil (Oxon)				R ⁵
Mr N Phillis MA (Oxon)			C ³	
Mr Andrew Ross BA(Hons) Chairman	F&GP ⁴	E ²		R ⁵
Mr B A Seton BSc (Econ)	F&GP ⁴			R ⁵
Mr N P Sladden FCA, DChA, BFP Co-opted September 2020	F&GP ⁴			
Mrs E A Worthington BA PGCE MA (Oxon)			C ³	

¹ Health & Safety, ² Estates, ³ Curriculum, ⁴ Finance & General Purposes, ⁵ Executive Remuneration, ⁶ Safeguarding

Officers (currently and throughout the year)

Mr W Trelawny-Vernon BSc (Hons) Headmaster
 Mr J Buckles MA, PGCE, BSc Bursar and Company Secretary until 21st June 2021
 Mr D Ansell BA (Hons) Bursar and Company Secretary from 21st June 2021

Professional Advisors

Auditors:

haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

Bankers:

Allied Irish Bank (GB), 20-22 Marlborough Place, The Lanes, Brighton, BN1 1UB
 Svenska Handelsbanken AB, 7-9 Church Road, Tunbridge Wells, TN1 1HT

Solicitors:

Farrer & Co., 66 Lincoln's Inn Fields, London, WC2A 3LH
 Veale Wasborough Vizards, Narrow Quay House Narrow Quay, Bristol BS1 4QA

Principal Address

Saint Ronan's School, Water Lane, Hawkhurst, Kent TN18 5DJ

Website:

www.saintronans.co.uk

2. REFERENCE AND ADMINISTRATIVE INFORMATION

Saint Ronan's School (Hawkhurst) ('the School') was founded in 1883 and was constituted as a charitable company, limited by guarantee, on 14 August 1997. The Company registration number is 3419744 and it does not have any share capital. The liability of the Directors is limited to £1 each. The School is a charity and its registration number is 1066420.

The School operates in premises and on land which are leased from Tongswood Estate Limited (TEL) for which it pays rent. The lease requires the School to maintain the property and estate as well as providing all the equipment and furniture necessary for the running of the School.

TEL is the sole Trustee of the Harris Will Trust (charity number 277719). The Harris Will Trust was formed upon the death of a former proprietorial Headmaster to provide inter alia premises at Water Lane, Hawkhurst as long as the School remains as a preparatory school with similar aims and ethos to those at the time of the formation of the Harris Will Trust in 1957.

3. OBJECTS, PUBLIC BENEFIT, AIMS AND PRINCIPAL ACTIVITIES

The Object of the Charitable Company, in accordance with its Memorandum and Articles of Association, is to advance the education of children at Saint Ronan's School and to carry out such legal activities as may aid in any way the educational aim of the School. In furtherance of this Object the Directors, as the Charity Trustees, have complied with the duty in S17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant subsector guidance concerning the operation of the Public Benefit requirement under that Act.

Principal Activity and Income Sources

Saint Ronan's School's principal activity continued to be that of a co-educational day and boarding school for 3 to 13 year old children. The School's principal source of income is from school fees and the School has waiting lists in several year groups.

Ethos

The School has a distinctive character and it is this charm, this magic, that people fall in love with. It is a family school with an informal and happy atmosphere where staff are approachable and mud unremarkable. In a world where children seem to grow up ever faster, Saint Ronan's provides a happy environment for children to remain just that. We want the children to enjoy school, relish the opportunities offered and be inspired to work hard, to be kind, gentle, courteous and honest.

Core values for Pupils

Our motto, *Floreat Saint Ronan's*, means "Let Saint Ronan's flourish". Central to this are the School's core values:- What Really Matters

- We are gentle - we don't hurt others
- We are kind and helpful - we don't hurt anybody's feelings
- We listen - we don't interrupt
- We are honest - we don't cover up the truth
- We work hard - we don't waste our own time or others'
- We look after property - we don't waste or damage things

Ronian Characteristics

In addition, we recognise, rewards and promote these Ronian Characteristics:

- Empathy:- We put ourselves into the position of others and try to see and feel things from their point of view.
- Awareness:- We make sure we know what is needed from us and how we can be most helpful to others.
- Perseverance:- We keep trying to create our best, even when we find things difficult.
- Curiosity:- We ask questions and want to learn more.
- Imagination:- We think for ourselves and create new ideas.
- Co-operation:- We work together as a learning team.

Saint Ronan's Strategic Aims are :

- To provide the children with an excellent all-round education with a suitable range of curricular and extra-curricular opportunities
- To provide inspiring teaching which promotes both learning and achievement
- To encourage the children's spiritual, moral, social and cultural development
- To provide effective pastoral support and guidance
- To maintain a constructive relationship with parents and carers
- To 'mind the magic'

Objectives

The Governors oversee these aims via the School's Development Plan, which looks at all aspects of School life and charts a pathway for continued improvement. The Board's main objective is to ensure that the School continues to offer first class education by the implementation of this Development Plan, providing a range of opportunities suited to the interests, aptitudes and needs of all the children in the School's care.

Public Benefit

To satisfy its public benefit obligations the School will

- Provide means tested bursary and scholarship places to assist children from lower income or otherwise disadvantaged families to benefit from the School's activities
- To continue to develop collaborative working arrangements with appropriate charities and other educational bodies to provide access to School facilities for those who are unable to attend the School itself as fee paying pupils.
- Develop our 'Teaching Links' programme and working with local state schools (on hold during the pandemic)

The School actively promotes links with local charities and state schools to help the pupils at Saint Ronan's understand the social context of their education. Ross Andrew, Deputy Head with a managerial responsibility for community links, has been Hawkhurst Parish Council's Schools' Co-ordinator since 2009.

Entrance

The School has no formal entrance examination. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of the School's assessment process.

The School aims to share its wide range of academic teaching and games coaching skills with other schools which are less well provided. Unfortunately, this has not been possible this year due to COVID 19 restrictions.

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

Grant Making

In the year ending 31st July 2021 the School gave the following financial support to the families of children attending Saint Ronan's:

Discount	Number of Pupils	2020-21	2019-20
Stanley Harris Scholarship	19	£34,765	£33,351
Means Tested Bursaries	27	£131,040	£110,880
Music Scholarships	10	£7,071	£8,859
Sibling Discounts	18	£45,579	£33,760
Military Discounts	2	£5,244	£3,600

The Stanley Harris Scholarship is a non means tested award given, on entry, for excellence in either academic ability, sport, art or music.

Means tested awards are determined by the Scholarship & Bursary Sub-Committee (Headmaster and Chairman of Governors) following an examination of means and a home visit by an independent assessor. In the Summer Term of 2021 there were 27 children receiving such awards, attending the School when they would otherwise have been unable.

In order to preserve continuity of education, means tested awards may be granted in cases of hardship. Fee assistance, which is funded entirely from fee income, accounted for 3.14% of the School's total fee income.

To widen public access to the School further in cases where the School was unable to help financially, families were advised of other Educational Trusts that might be able to help fund their children's education.

Teaching Staff with children at the School also benefited from fee support which further reduced gross annual fee income by £258,179 (2019-20: £275,951). The total cost of such grant making by the School was £481,878 (2019-20: £466,401) in reduced fee income.

Parents of all Nursery age children and a number of those with children in Reception receive state aid through the Government's Early Years Free Entitlement scheme.

Volunteers

The Friends of Saint Ronan's (FOR, the School's Parents' Association) contributed £1,193 to school funds in the past year through their fund-raising activities, despite being unable to run their typical calendar of events. The Governors would like to take this opportunity to thank all those parents who gave so freely of their time in the past year. Their continued support is highly valued.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association.

Governing Body

The Trustees, who are also the Directors for the purposes of company law, act as the Governing Body of the School and are referred to as the Governors. They are elected at the Annual General Meeting following their co-option by the Full Board. The Chair of the Governors maintains a matrix of desirable governor skills, which is reviewed at every meeting.

The Chair is elected by the Board and may hold office for up to nine years. The Chairs of principal committees are elected annually, and incumbents may stand for re-election.

After a Governor has served 3 consecutive terms in office, they shall be eligible for re-election only after a year has elapsed since he retired as Governor, unless the Board considers it would be in the best interests of the Charity for a Governor to be eligible for re-election on their retirement for such number of further terms as the Board shall resolve.

Governor Training

New Governors are inducted into the workings of the School, including Governing Body policy and procedures, by the Head, Bursar and, as appropriate, other school staff.

Some Governors also took advantage during the year of the opportunity to undertake training arranged by the Association of Governing Bodies of Independent Schools (AGBIS), The Independent Schools' Bursars Association (ISBA) and by the Boarding Schools' Association (BSA). The purpose of the training is to keep Governors informed and updated on current issues in the sector and regulatory requirements.

Organisational Management

The Governors, who meet as a Board three times a year, are legally responsible for the overall management and control of the School. In addition, there are five permanent sub-committees: Curriculum, Estates, Finance & General Purposes, Safeguarding & Pastoral Care and Health & Safety. The committees are charged with receiving reports from the principal executive officers and examining detailed issues. A range of professional advisers are retained to support the work of the school and the Governing Body.

Additional sub-committees are formed to deal with specific issues e.g. Scholarship & Bursary, Staff Remuneration and Executive Remuneration or areas where specialist studies are required.

- **Finance and General Purposes Committee (F&GP)** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the finances of the School. The Committee was chaired by Mr JCB Lucas until the Full Board meeting on 24th June 2021, when he retired as Chairman and was replaced by Mr NP Sladden.
- **Curriculum Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the learning experiences and progress of the children at Saint Ronan's. The committee is chaired by Mr N Phillis.
- **Estates Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the School's 250 acre estate, the physical environment aspects of the Development Plan and the monitoring of building projects. The Committee is chaired by Mr S Langer.

- **Health and Safety Committee** monitors, evaluates, advises and makes recommendations to the Full Board on all matters relating to the health and safety of the children and staff at Saint Ronan's. The Committee is chaired by Dr S Butler-Gallie.
- **Safeguarding and Pastoral Care Committee** monitors, advise and makes reports and recommendations to the Full Board and Headmaster, on matters relating to the protection, safety and well-being of children at Saint Ronan's. The Committee is chaired by Mrs G MacLeay.

All operating policies are routinely examined and amended where appropriate. The day to day running of the School is delegated to the Headmaster, supported by the Bursar and other members of the Senior Management Team.

Remuneration is set by the Board, with the policy objective of retaining staff and ensuring appropriate incentives to encourage enhanced performance and in a fair and responsible manner, rewarding for individual contributions to the School's success. Remuneration policy is reviewed annually including reference to benchmarking provided by Independent School Associations to ensure that Saint Ronan's remains sensitive to the broader issues of pay and employment conditions elsewhere.

Group Structure and relationships

Saint Ronan's School (Hawkhurst) is limited by guarantee and is a registered charity.

Saint Ronan's is an active member of the Independent Association of Preparatory Schools (IAPS), the Independent School's Bursars' Association (ISBA) and the Association of Governing Bodies of Independent Schools (AGBIS) which are constituents of the Independent Schools Council (ISC). It is also a member of the Boarding Schools Association (BSA). These organisations exist to promote and maintain high standards generally in independent education.

The School benefits from the generosity of a thriving Parents' Association whose close support we greatly appreciate and gladly acknowledge.

5. PRINCIPAL RISKS AND UNCERTAINTIES

The School's activities are kept under regular review by Governors and Senior Management, and attention is given to any risks which may arise. Risks are discussed and steps taken to minimise occurrence and potential impact on the continued success of the School.

The principal risks identified are:

- The ongoing effect of the COVID19 Pandemic
- Failure to deliver the School's stated aims
- Failure to attract and retain high quality staff
- The movement of children to local Grammar Schools with the reduction in entry age from 13 years to 11 years.
- Failure to comply with Charity Commission or Independent School requirements
- Risk of cyber-attack on IT systems and data and the potential of financial fraud
- Catastrophic events which could cause significant damage to the School's premises. Including, for instance, flood or fire
- Personal Health and Safety risks, such as a major accident involving the School's pupils and/or staff
- Increasing costs of Teachers' Pensions Contributions
- Decline in pupil numbers

The most significant potential risk is a decline in pupil numbers. This may be caused by any combination of a fall in the number of children attending Independent Preparatory Schools, due to matters of parental affordability, competing offers from other schools, economic uncertainty or pressure, changes in legislative or charity regulations.

The School's risk exposure in its operating environment is regularly considered by Governors and Senior Management. In doing so they use a number of key controls which include:

- Formal agendas and briefing papers for committee and sub-committee meetings
- Verbal updates from staff
- Strategic and business planning
- Budgeting and management accounting
- Clear authorisation and approval levels
- Vetting procedures as required by law for the protection of children

6. EMPLOYMENT POLICY

The School is an equal opportunities employer and recognises the wealth of experience amongst its staff and encourages participation by them in making decisions likely to affect their interests. These take the form of regular staff meetings, Head of Department Meetings, Departmental Meetings, 1883 Meetings (a staff forum) or exceptional meetings as and when deemed necessary. Staff are briefed at the beginning of each term on building works which have been completed, the economic performance of the School and of any strategic decisions being considered.

7. RESERVES AND GOING CONCERN

In common with other independent schools Saint Ronan's School has, over the years, invested its surpluses into maintaining the fabric of the estate and improving the educational facilities. At the year-end, St Ronan's had total funds of £3,864,211 all of which, bar £1,926, was unrestricted. This fund is analysed on page 21 and is principally composed of £4,495,321 of fixed assets offset by debt.

The Governors manage and monitor the financial strength and reserves of the School on a termly basis via management accounts and cash flow forecasts prepared by the Bursar. Financial budgets and forecasts have been prepared for the periods to 31st July 2026. A key component of the School's financial performance is pupil numbers, which continued to be at a high level in September 2021 thereby providing a high degree of certainty for a positive financial operating result in the financial year to 31 July 2022. The School holds a cash reserve and an overdraft facility to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. The Governors have set a policy of holding a cash reserve to ensure that there are sufficient liquid funds available to help deal with any unexpected longer term financial stress.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

The remainder of the funds held by the School are represented by the investment the School has made in the fabric of the buildings and other School assets.

8. REVIEW OF ACHIEVEMENTS AND PERFORMANCE

Pandemic

COVID-19: The School has had to adapt constantly during the year to the changing threat and the accompanying guidance updates from the Government and DfE. This brought about many changes to the operational framework and practices the School employed.

As an early response to the pandemic in 2020, the School increased hygiene awareness for both Pupils and Staff and introduced improvements to handwashing and sanitisation facilities. Enhanced cleaning regimes were maintained, especially to touch points. These measures proved highly successful in limiting the number of COVID-19 cases. Despite the second national lockdown on 5th November 2020, in line with national policy, the School remained open to all pupils and the bubble system was maintained.

Saint Ronan's closed for a second time on 8th January 2021 during the third National Lockdown and moved back to a comprehensive online distance learning model. However, the school remained open to Key Worker children as before, as well as operating the Nursery. A hybrid model of home-working and in-school teaching was adopted, along with the introduction of on-site Lateral Flow Testing. Furlough and flex-furlough models were readopted.

From the School's reopening on 8th March 2021, all National guidelines were followed, and the School has operated safely within the permitted framework, whilst endeavouring to offer the most enriching curriculum possible. This was further enabled by the easing of restrictions via the Government's COVID Road Map during the summer months.

Throughout the period Governors and SMT met regularly. Risk assessments were drawn up and reviewed with extensive and thorough measures implemented to make Saint Ronan's a COVID Secure workplace.

Operational Performance of the School

As extraordinary as the COVID challenge has been, the year has been full of positive results across a broad spectrum of School life. Seventy children left the School and secured places to twenty-one different senior schools, amassing twenty-eight scholarships. Highlights included stunning ABRSM results by the musicians and the startlingly good virtual concerts they gave us; Year 3 produced their hilarious Roald Dahl playlets and several cricket teams had unbeaten seasons, including the boys' 1st XI.

As with the previous year, a great number of regular events and enrichment activities were unable to take place in the usual way. Where possible, events were held online or streamed. Despite this, the school has continued to offer the best educational experience in the circumstances, and this was further supported by the School's excellent digital provision. Pupil numbers grew during the year and the School closed the year with record numbers, validating the approach the School has adopted and leaves us confident that the School is in an excellent place.

The icing on the cake was to be recognised as the 'Prep School of the Year' by the TES. We were immensely proud to have carried off the 'double' of the gold standard awards - the TES in 2021 and the Tatler in 2018.

The Governors wish to thank the Headmaster and all staff for their incredible effort during the year, and the pupils and parents for the way they have supported the School through this turbulent period.

9. FINANCIAL REVIEW AND RESULTS FOR THE YEAR

In response to the COVID Lockdown the School reduced Pre-Prep and Prep School fees by 12.5% for the Spring Term. The School was also unable to generate income through its ancillary activities and boarding. This resulted in a significant fall in income for the Spring Term. Conversely, the closure of the School site resulted in reduced operating costs and the Job Retention Scheme grant allowed the School to furlough 51 Staff. Some capital projects were also deferred and are likely to be completed in the forthcoming financial year.

These actions restricted the financial pain of the summer term and enabled the School to generate an operating surplus (after depreciation) of £116,084 for the full year to 31 July 2021. This surplus was due to the careful managing of operating costs, a reduction in the planned capital spend and £129,915 received in Coronavirus Job Retention Scheme grant.

During the course of the Summer Term the School offered forbearance to a number of parents whose income had been disrupted due to the pandemic. This resulted in a modest increase in fee debtors at year end, most of which is deemed recoverable. However, taking this and the difficult economic outlook into account, has resulted in an increase in the bad debt provision.

Saint Ronan's School also had a significant impact on the local economy. As measured by the Independent Schools' Council Economic Impact Tool the School:

- Supported 210 jobs both within the School and in the School's supply chain
- Generated £1.4 million of tax payments to the Exchequer

10. FUTURE PLANS

The School has now adopted the 2021-26 Development Plan, which has four main target areas which cover every aspect of the School's operations:

- Ensuring Continued Regulatory Compliance
- Promoting Excellent Pupil Achievement
- Promoting Excellent Pupil Personal Development
- Promoting Excellent Economic Health

Improvements have been identified by the School's management team for each of the target areas and actions needed for improvement documented. Progress towards each target is reviewed regularly and an annual report made to the Governors. Highlights of the development plan include:

- Continued development of the School's Pastoral Care system
- To embed further mental health awareness into the School's curriculum
- To continue to improve and maintain the very high standard of teaching throughout the School
- Further improve links with local state schools and community
- Continue to develop the School's IT provision
- Refurbishing the Stable Block to provide 4 state-of-the-art laboratories
- Further improvements of the School Farm
- Improvements to the Boarding Provision
- The construction of a new dining room

11. STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 charitable company. This will show the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Governors are required to:

- Following advice from the School's accountants, to elect suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

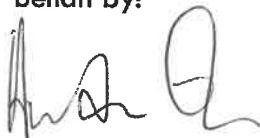
So far as each of the Governors is aware at the time the report is approved:

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

12. SMALL COMPANIES PROVISION

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 2006.

Approved by the Board of Governors at its meeting on 2nd December 2021 and signed on its behalf by:



Andrew Ross,
Chairman

13. INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of St Ronan's School (Hawkhurst) for the year ended 31 July 2021 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Conclusions relating to going concern

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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Governors' 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 Governors' Report (which includes the directors' 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 directors' report included within the Governors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' 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 company; or
- the charitable company 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 12, the Governors (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inappropriate journal entries and management bias in making accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing minutes of Governors' meetings in the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

Use of our Report

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



Richard Weaver (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 22 March 2022

St Ronan's School (Hawkhurst)
Statement of Financial Activities for the year ended 31st July 2021

14. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted £	Restricted £	Total 2021 £	Total (Restated) 2020 £
INCOME FROM:					
Donations and Grants	1	155,052	-	155,052	364,564
Other trading activities					
School facility lettings		7,955	-	7,955	8,435
Charitable activities					
Provision of education	2	6,726,792	-	6,726,792	5,997,661
Ancillary trading	3	168,989	-	168,989	202,640
TOTAL		<u>7,058,788</u>	<u>-</u>	<u>7,058,788</u>	<u>6,573,300</u>
EXPENDITURE ON:					
Raising funds:					
Finance costs	7	78,272	-	78,272	97,642
Charitable expenditure:					
Provision of education		6,864,432	-	6,864,432	6,236,392
TOTAL		<u>6,942,704</u>	<u>-</u>	<u>6,942,704</u>	<u>6,334,034</u>
NET MOVEMENT IN FUNDS		<u>116,084</u>	<u>-</u>	<u>116,084</u>	<u>239,266</u>
Total funds brought forward		<u>3,926,327</u>	<u>1,926</u>	<u>3,928,253</u>	<u>3,688,987</u>
Total funds carried forward	16	<u>4,042,411</u>	<u>1,926</u>	<u>4,044,337</u>	<u>3,928,253</u>

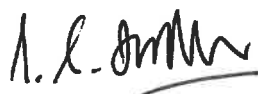
The accompanying notes form part of these accounts.

15. BALANCE SHEET

	Note	2021 £	2020 (restated) £
FIXED ASSETS			
Tangible fixed assets	10	4,495,321	4,679,778
CURRENT ASSETS			
Stock		13,387	30,481
Debtors	11	525,170	365,871
Cash at bank and in hand		1,067,284	719,191
		<u>1,605,841</u>	<u>1,115,543</u>
CREDITORS: amounts falling due within one year	12	(1,109,911)	(953,528)
NET CURRENT ASSETS		<u>495,930</u>	<u>162,015</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,991,251	4,841,793
CREDITORS: amounts falling due after more than one year	13	(946,914)	(913,540)
NET ASSETS		<u>4,044,337</u>	<u>3,928,253</u>
FUNDS			
Unrestricted funds		4,042,411	3,926,327
Restricted funds		1,926	1,926
TOTAL FUNDS	16	<u>4,044,337</u>	<u>3,928,253</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board and authorised for issue on 2nd December 2021 and signed on its behalf by:



Mr N P Sladden
Governor and Chairman of the Finance and General Purposes Committee

The accompanying notes form part of these accounts.

St Ronan's School (Hawkhurst)
Cash Flow Statement for the year ended 31st July 2021

16. CASH FLOW STATEMENT

		2021 £	2020 £
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(A)	566,101	499,585
Cash flows from investing activities:			
Payments for tangible fixed assets	(255,207)	(1,196,448)	
<i>Net cash used in investing activities</i>		<u>(255,207)</u>	<u>(1,196,448)</u>
Cash flows from financing activities:			
Increase in borrowings	48,163	423,570	
Interest payable	(10,964)	(12,370)	
<i>Net cash used in financing activities</i>		<u>37,199</u>	<u>412,200</u>
Change in cash and cash equivalents in the reporting period		348,093	(285,663)
Cash and cash equivalents at the beginning of the reporting period		<u>719,191</u>	<u>1,004,854</u>
Cash and cash equivalents at the end of the reporting period	(B)	<u><u>1,067,284</u></u>	<u><u>719,191</u></u>

A. Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income for the reporting period		
<i>(as per the statement of financial activities)</i>	346,084	239,266
Adjustments for:		
Depreciation charges	439,664	422,490
Interest payable	10,964	12,370
Decrease/(increase) in stocks	17,094	(4,418)
(Increase)/decrease in debtors	(159,299)	45,974
Decrease in creditors	(88,406)	(216,097)
Net cash provided by operating activities	<u><u>566,101</u></u>	<u><u>499,585</u></u>

B. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	<u>1,067,284</u>	<u>719,191</u>
Total cash and cash equivalents	<u><u>1,067,284</u></u>	<u><u>719,191</u></u>

17. ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition).

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee (company number: 03419744 and charity number: 1066420).

The financial statements are prepared under the historical cost convention.

GOING CONCERN

The Governors manage and monitor the reserves of the School on a termly basis and review the availability of cash via management accounts and regular cash flow forecasts prepared by the Bursar. Financial Budgets and forecasts have been prepared for the period to 1st August 2024. The Governors have set a policy of accumulating a cash reserve to ensure that there are sufficient liquid funds available to meet any shortfall arising from short term fluctuations in its income and expenditure operating models and to give sufficient time to take the necessary corrective action. Meanwhile an overdraft facility continues to be in place. The Governors will continually monitor the cash requirement of the School and work towards increasing the cash holding to the desired level and, in parallel, reducing the overdraft facility.

As such, in making their going concern assessment the Governors have considered a period of at least 12 months following the date of approval of this report and determined that there are no material uncertainties about the School's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the accounting policies, Governors are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Judgements made by the Governors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

In the view of the Governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

FEES AND SIMILAR INCOME

Fees receivable and charges for services and use of premises (including non-refundable deposits) are accounted for in the period in which the service is provided. Registration fees are accounted for when received.

TRADING INCOME

Trading income from the letting of the school buildings and grounds is included when receivable.

DONATIONS AND GRANTS

Donations are accounted for as soon as their amount and receipt are virtually certain. Amounts claimed under the Coronavirus Job Retention Scheme (CJRS) is accounted for in the period to which the claim relates.

GIFTS IN KIND

Gifts received are recorded as income at estimated market value and capitalised where appropriate at the value in use of the asset.

St Ronan's School (Hawkhurst)
Accounting Policies for the year ended 31st July 2021

EXPENDITURE

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are those costs associated with generating incoming resources from all sources other than from charitable activities.

The Charity undertakes the running of the school and as such education, premises and the majority of administrative expenses are treated as direct charitable expenditure. Other indirect expenditure has been classified separately.

Supplies of games equipment, books, and stationery and sundry materials are matched to the academic year of use.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

PENSION SCHEMES

Retirement benefits to teaching employees of the School are provided by the Teachers' Pension Scheme. This is a defined benefit scheme which is individually funded and contracted out of the State Earnings Related Pension Scheme. Employer's contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the School in such a way that the pension cost is a substantially level percentage of present and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations, using a prospective benefit method.

Retirement benefits to employees are also provided to non-teaching staff by the Pensions Trust. This is a multi - employer defined contribution scheme (with some guarantees) and contributions are charged to the Statement of Financial Activities when payable.

The Charity operates a defined contribution pension scheme for non-teaching staff. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the profit and loss account.

OPERATING LEASES

Rentals paid under operating leases are charged to income in the period to which the rental relates.

VALUE ADDED TAX (VAT)

The School is not registered for VAT. All amounts in the financial statements are shown inclusive of VAT, where applicable.

CORPORATION TAX

St Ronan's School (Hawkhurst) is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Taxes Act 2010 or Section 256 of Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

SCHOLARSHIPS AND BURSARIES

Scholarships and bursaries are awarded by the Awards Committee and are allocated on a means- test basis and are accounted for in the period to which the award relates.

St Ronan's School (Hawkhurst)
Accounting Policies for the year ended 31st July 2021

TANGIBLE FIXED ASSETS

Depreciation is provided on all tangible fixed assets on a straight line basis from the time they are available for use, other than freehold land, at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property improvements	15 – 25 years
Sport facilities (Astro Turf and Sports Hall)	10 years (25 years)
Furniture and equipment	3 – 10 years
Computer equipment	3 years
Portraits	50 years
Motor Vehicles	25 years

Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an on-going use to the charity.

FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

STOCKS

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

RESERVES

Restricted funds are used for specific purposes. The restriction arises by the donor or when the funds are raised for a specific purpose.

Unrestricted funds are all other incoming resources for the objects of the charity without further specified purpose and are available as general funds.

PRIOR YEAR RESTATEMENT

The prior year accounts have been restated as a result of a change of accounting policy. In previous years an accrual was made for August salaries as at 31 July on the basis that the school had a liability to pay those salaries to staff members even though the school year didn't start until September. The Governors have reviewed the judgement and decided to reverse that decision and will now account for the salaries as they are incurred. The effect of the change was to release an accrual which amounted to £230k.

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2021

18. NOTES TO THE FINANCIAL STATEMENTS

1. DONATIONS INCOME	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Donations	25,137	-	25,137
Grants received under the Coronavirus Job Retention Scheme	129,915	-	129,915
Appeals	-	-	-
Total	<u>155,052</u>	<u>-</u>	<u>155,052</u>
DONATIONS INCOME – PRIOR YEAR	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Donations	106,030	8,097	114,127
Grants received under the Coronavirus Job Retention Scheme	250,287	-	250,287
Appeals	150	-	150
Total	<u>356,467</u>	<u>8,097</u>	<u>364,564</u>
2. FEES RECEIVABLE		Unrestricted funds 2021 £	Unrestricted funds 2020 £
Gross fees		7,181,794	6,464,062
Less: Bursaries		(131,040)	(143,066)
Music Scholarships		(7,071)	(8,859)
Sibling discounts		(45,579)	(33,760)
Staff discounts		(258,179)	(275,951)
Special discounts		(13,133)	(4,765)
Total fees receivable		<u>6,726,792</u>	<u>5,997,661</u>
Staff discounts and bursaries were awarded to 22 and 32 (2020: 23 and 32) individuals respectively during the year.			
3. ANCILLARY TRADING		Unrestricted funds 2021 £	Unrestricted funds 2020 £
Ancillary trading income and costs relate to the provision of extra-curricular activities, fees insurance and registration fees.			
Sale of extras		165,774	179,453
Fees insurance		2,618	3,904
Registration fees		3,340	2,750
Miscellaneous		(2,743)	16,533
		<u>168,989</u>	<u>202,640</u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2021

4. EXPENDITURE

	2021	2020
	£	£
Charitable expenditure included:		
Operating lease rentals - office equipment	25,200	12,600
- plant and machinery	80,998	34,930
- land and buildings	194,760	194,760
Depreciation - owned assets	439,664	422,889
Auditor's remuneration	18,420	17,280
	<u> </u>	<u> </u>

5. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	3,693,361	3,393,961
Social security costs	363,785	319,971
Pension contributions	641,230	583,024
	<u> </u>	<u> </u>
	<u>4,698,376</u>	<u>4,296,956</u>

	No.	No.
The average number of employees in the year was:		
Teaching – Full time	58	60
– Part time	27	23
Domestic, including grounds and maintenance	31	15
Administration	13	11
	<u> </u>	<u> </u>
	<u>129</u>	<u>109</u>

The number of employees whose emoluments exceeded £60,000 were:	2021	2020
£60,001 - £70,000	1	2
£70,001 - £80,000	2	1
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

The Charity makes contributions to various pension schemes. The assets of these schemes are held separately from those of the Charity in independently administered funds. The pension costs charge represents contributions payable by the Charity to the funds and amounted to £641,230 (2020: £583,024).

No Governor received any emoluments during either period.

Governors' expenses reimbursed in the period totalled £nil (2020: £nil)

Key Management Personnel were paid an aggregate remuneration of £649,025 (2020: £803,668).

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2021

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Depreciation £	Other £	Total 2021 £
Cost of raising funds:				
Finance costs (note 7)	-	-	78,272	78,272
Charitable activities:				
Teaching costs	3,449,393	-	286,527	3,735,920
Welfare costs	68,467	-	518,228	586,695
Premises costs	380,316	350,057	450,860	1,181,233
Support costs (note 8)	800,200	89,607	470,777	1,360,584
Total expenditure	<u><u>4,698,376</u></u>	<u><u>439,664</u></u>	<u><u>1,804,664</u></u>	<u><u>6,942,704</u></u>

ANALYSIS OF TOTAL EXPENDITURE – PRIOR YEAR

	Staff costs £	Depreciation £	Other £	Total 2020 £
Cost of raising funds:				
Finance costs (note 7)	-	-	97,642	97,642
Charitable activities:				
Teaching costs	3,347,485	-	254,153	3,601,638
Welfare costs	-	-	380,952	380,952
Premises costs	422,283	320,078	504,452	1,246,813
Support costs (note 8)	527,188	102,811	376,990	1,006,989
Total expenditure	<u><u>4,296,956</u></u>	<u><u>422,889</u></u>	<u><u>1,614,189</u></u>	<u><u>6,334,034</u></u>

All support costs relate to the one activity of running the school.

7. FINANCE COSTS

	2021 £	2020 £
Bank charges	8,255	12,066
Bank loan interest	10,964	12,370
Bad and doubtful debts	59,053	73,206
	<u><u>78,272</u></u>	<u><u>97,642</u></u>

8. SUPPORT COSTS

	2021 £	2020 £
Staff costs	800,200	527,188
Office costs	448,697	353,562
Depreciation	89,607	102,811
Governance costs (Note 9)	22,080	23,428
	<u><u>1,360,584</u></u>	<u><u>1,006,989</u></u>

St Ronan's School (Hawkhurst)
Notes to the Financial Statements the year ended 31st July 2021

9. GOVERNANCE COSTS	2021	2020
	£	£
Audit and preparation of statutory financial statements	18,420	17,280
Governors' insurance	-	3,500
Meeting costs	3,660	2,648
	<u>22,080</u>	<u>23,428</u>

10. TANGIBLE FIXED ASSETS

	Assets in the course of construction	Property improvements	Sports facilities	Furniture and equipment	Technology	Motor vehicles	Total
	£	£	£	£	£	£	£
Cost							
1 August 2020	49,258	5,053,775	751,608	1,055,939	725,843	30,958	7,667,381
Additions	123,250	43,045	-	66,930	21,982	-	255,207
Transfers	(27,148)	24,200	-	2,948	-	-	-
31 July 2021	<u>145,360</u>	<u>5,121,020</u>	<u>751,608</u>	<u>1,125,817</u>	<u>747,825</u>	<u>30,958</u>	<u>7,922,588</u>
Depreciation							
1 August 2020	-	1,437,503	286,614	692,852	564,339	6,295	2,987,603
Charge for the year	-	205,222	23,570	120,027	89,607	1,238	439,664
31 July 2021	<u>-</u>	<u>1,642,725</u>	<u>310,184</u>	<u>812,879</u>	<u>653,946</u>	<u>7,533</u>	<u>3,427,267</u>
Net Book Value							
31 July 2021	<u>145,360</u>	<u>3,478,295</u>	<u>441,424</u>	<u>312,938</u>	<u>93,879</u>	<u>23,425</u>	<u>4,495,321</u>
31 July 2020	<u>49,258</u>	<u>3,616,272</u>	<u>464,994</u>	<u>363,087</u>	<u>161,504</u>	<u>24,663</u>	<u>4,679,778</u>

Included within property improvements is a leasehold premium at a cost of £150,000 (2020: £150,000) and accumulated depreciation of £150,000 (2020: £144,359).

11. DEBTORS	2021	2020
	£	£
Fees	321,690	162,076
Other debtors	23,315	31,644
Prepayments and accrued income	180,165	172,151
	<u>525,170</u>	<u>365,871</u>

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12. CREDITORS: amounts falling due within one year	2021	2020 (restated)
	£	£
Bank loans and overdrafts	404,068	285,380
Trade creditors	132,718	70,667
Other creditors	123,903	108,113
Other taxes and social security	98,369	80,109
Accruals and deferred income	350,853	409,259
	<u>1,109,911</u>	<u>953,528</u>

Extend line

Included within accruals and deferred income falling due within one year is an amount of £322,732 (2020: £350,362) relating to fees paid in advance by parents.

Included within other creditors are amounts totalling £55,845 (2020: £56,572) in respect of outstanding pension contributions.

13. CREDITORS: amounts falling due after more than one year	2021	2020
	£	£
Bank loans	291,566	362,091
Other creditors	199,850	201,200
Accruals and deferred income	455,498	350,249
	<u>946,914</u>	<u>913,540</u>

Included in accruals and deferred income is £455,498 (2020: £350,249) of fees paid in advance by parents, which are repayable after one year, but before five years.

The bank loans is repayable by equal monthly instalments until 18th November 2026 and bear interest at 3.25% per annum above the Bank's Managed LIBOR Base Rate.

Analysis of debt maturity	2021	2020
	£	£
Amounts payable:		
In one year or less or on demand	658,011	81,143
In more than one year but not more than two years	256,600	81,143
Between two and five years	575,303	243,429
After five years	155,012	37,518
	<u>1,644,926</u>	<u>443,233</u>

Analysis of deferred income	2021	2020
	£	£
Amounts brought forward	700,611	958,988
Utilised during the year	(322,732)	(350,362)
Amounts deferred during the year	(245,113)	(91,985)
Amounts carried forward	<u>778,230</u>	<u>700,611</u>

14. OTHER FINANCIAL COMMITMENTS

At 31 July 2021 the School had annual commitments under non-cancellable operating leases for equipment as follows:

	2021		2020	
	Land and buildings £	Other £	Land and buildings £	Other £
Expiring				
Within 1 year	86,760	33,069	194,760	47,530
Between 2 - 5 years	224,130	52,249	337,890	155,330
	<u>310,890</u>	<u>85,318</u>	<u>532,650</u>	<u>202,860</u>

15. PENSION AND SIMILAR OBLIGATIONS

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 £511,872 (2020: £462,875) and at the year-end £nil (2020 - £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. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. The consultation closed to response on 19 August 2021 and the Government is currently analysing the responses.

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

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

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16. FUNDS

	31 July 2020 (restated) £	Income £	Expenditure £	31 July 2021 £
Unrestricted				
- Accumulated reserves	3,926,327	7,058,788	(6,942,704)	4,042,411
RESTRICTED				
Fountain	1,926	-	-	1,926
Total restricted funds	<u>1,926</u>	<u>-</u>	<u>-</u>	<u>1,926</u>
Total funds	<u>3,928,253</u>	<u>7,058,788</u>	<u>(6,942,704)</u>	<u>4,044,337</u>

FUNDS – PRIOR YEAR

	31 July 2019 (restated) £	Income £	Expenditure £	31 July 2020 (restated) £
Unrestricted				
- Accumulated reserves	3,683,487	6,565,203	(6,322,363)	3,926,327
Restricted				
Fountain	5,500	8,097	(11,671)	1,926
Total restricted funds	<u>5,500</u>	<u>8,097</u>	<u>(11,671)</u>	<u>1,926</u>
Total funds	<u>3,688,987</u>	<u>6,573,300</u>	<u>(6,334,034)</u>	<u>3,928,253</u>

Restricted funds represent gifts to the School for the maintenance of the terrace fountain.

17. ALLOCATION OF NET ASSETS

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Restricted funds	-	1,926	-	1,926
Unrestricted funds	4,495,321	494,004	(946,914)	4,042,411
	<u>4,495,321</u>	<u>495,930</u>	<u>(946,914)</u>	<u>4,044,337</u>

ALLOCATION OF NET ASSETS – PRIOR YEAR

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Restricted funds	-	1,926	-	1,926
Unrestricted funds	4,679,778	160,089	(913,540)	3,926,327
	<u>4,679,778</u>	<u>162,015</u>	<u>(913,540)</u>	<u>3,928,253</u>

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Notes to the Financial Statements the year ended 31st July 2021

18. RELATED PARTY TRANSACTIONS

Stephen Langer, a Governor of the school, provided architectural services in relation to the Powerhouse Development to a value of £nil (2020: £3,520). The Powerhouse Development completed in January 2021. There were no other related party transactions requiring disclosure in either the current or prior year.