

Sherborne School for Girls

(Company limited by Guarantee)
Registered Charity

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

For the year ended

31 August 2021

Company Number
Registered Charity Number

00306828
307427

Sherborne School for Girls

for the year ended 31 August 2021

CONTENTS	Page
Governors, Trustees and Advisors	1 - 2
Annual Report of Council	3 - 12
Strategic Report	12 - 18
Statement of Council Members' Responsibilities	18 - 19
Independent Auditor's Report	20 - 23
Consolidated Statement of Financial Activities	24
Consolidated and Charity Balance Sheets	25
Consolidated Cash Flow Statement	26
Accounting Policies	27 - 30
Notes to the Financial Statements	32 - 52

Sherborne School for Girls

REPORT OF THE COUNCIL

for the year ended 31 August 2021

GOVERNORS AND CHARITY TRUSTEES

The Sherborne School for Girls' Governors are the charity trustees of Sherborne School for Girls ("the Charity", "The School", "Sherborne Girls"). They have all served in office throughout the year except where indicated. They are:

Mr R W Strang (Chair of Governors) ^ > *
Lady P Arthur (Vice-Chair) (Chair of the Pastoral Committee) * > +
Ms J S Blanch (Chair of the Finance Committee) > ^ ~
Mrs I A C Burke + #
Dr S G Connors (Chair of the Academic Committee)
Mr W J A Gordon (resigned March 2021)
The Rt Revd K M Gorham #
Mrs L D Hall (Vice-Chair) (Chair of the Investments Committee) * >
Mrs A Harris * ^
Mr R A L Leach #
Mrs J Massey ~ (appointed November 2020)
Mr R de G Pilkington * ~
Mrs A L M Simon + # (resigned June 2021)
Mr M Taylor * (appointed June 2021)
Mr P C Ward + # >
Dr A P Williams * +
Mrs M Wingfield Digby ~
Mr N J S Wordie (Chair of the Estates and Infrastructure Committee) <

Mr S H Wingfield Digby (Life President)

* Member of the Finance Committee
+ Member of the Academic Committee
Member of the Pastoral Committee
^ Member of the Investments Committee
~ Member of the Estates and Infrastructure Committee
> Member of the Governance and Nominations Committee

The Council is a self-appointing body. Service on the Council is for a period of five years, subject to re-election for a further term.

OFFICERS

Head Dr R M Sullivan

Bursar and Clerk
to the Governors Mrs F J L Clapp

Address Bradford Road
Sherborne
Dorset
DT9 3QN

Website www.sherborne.com

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

for the year ended 31 August 2021

KEY MANAGEMENT PERSONNEL

Dr R M Sullivan	Head
Mrs F J L Clapp	Bursar and Clerk to the Governors
Mrs L J Orton	Senior Deputy Head (Academic)
Mrs J Briggs	Deputy Head (Pastoral)
Mr I McClary	Deputy Head (Co-curricular and Planning)

ADVISERS

Bankers	National Westminster Bank plc 2 Henford Yeovil Somerset BA20 1TN
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Solicitors	Farrer and Co 66 Lincoln's Inn Fields London WC2A 3LH
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Independent Auditor	Crowe U.K. LLP 4 th Floor, St James House St James Square Cheltenham Gloucestershire GL50 3PR
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Investment Advisers	Cazenove Capital Management Schroder & Co. Limited 12 Moorgate London EC2R 6DA
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Insurance Brokers	Hettle Andrews Eleven Brinleyplace 2 Brunswick Square Brinleyplace Birmingham B1 2LP
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COMPANY NUMBER	00306828
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REGISTERED CHARITY NUMBER	307427
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Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

ANNUAL REPORT OF COUNCIL

The Members of the Council, who are also directors of the Charity, submit their annual report under the Charities Act 2011, incorporating the Report of the Council and the Strategic Report under the Companies Act 2006, together with the audited financial statements for the year ended 31 August 2021.

REFERENCE AND ADMINISTRATIVE INFORMATION

Sherborne Girls was founded as a Church of England School in 1899. The Charitable Company limited by guarantee was set up on 7 November 1935.

The Council of Governors, principal executives, key management and professional advisers are listed on pages 1 and 2.

GOVERNANCE AND MANAGEMENT

Governing Documents

The School is governed by its Memorandum and Articles of Association which were last amended in November 2011.

Governing Body

Members of the Council of Governors are selected to provide a balance of skills, experience and professional expertise, as well as a willingness to serve, and a deep interest in, the School. Council members serve for up to two 5-year periods.

Recruitment and Training of Governors

Appointment to the Council of Governors is considered and conducted by the Council on the basis of advice and recommendation from its Governance and Nominations Committee. Following the Review of Governance carried out by AGBIS in June 2019 the process for recruitment has been reviewed and a clear job description for Governors has been created. Mrs Jo Massey was elected to the Governors in November 2020 and Mr Matthew Taylor joined the Governors in June 2021. Both attended an induction session with the Clerk to the Governors and undertook the AGBIS New Governors' course. The induction process follows an individually tailored and structured format. The process comprises a "New Governor" induction day, which focuses on the role and responsibility of being a Trustee, and introductory briefings. This is conducted at the School by the Bursar. All new Governors would be expected to attend, subject to availability, a New Governor training course within six months of their appointment. Details of AGBIS seminars for Governors and seminars and conferences offered by professional bodies are circulated to all members of Council.

New and existing Governors have attended a wide range of general and specific external training courses from both AGBIS and the BSA throughout the year. Following AGBIS recommendations training opportunities have been published more prominently to Governors.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from all applicants with protected characteristics and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of financial and economic performance of the School. Communication with

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

employees continues through normal management channels in a variety of forms and through exceptional channels to apprise staff of current issues.

During the 2020/21 year a consultation on Teacher Pensions took place. The resulting decision was to continue to offer the Teacher Pension but to also offer an alternative so as to increase the choice for teachers.

Organisation and Structure

The School's governance structure underpins the Governing Body's work. Committees meet as follows in the year:

- Finance Committee – at least three times.
- Academic Committee – four times.
- Pastoral Committee – three times.
- Investment Committee – once.
- Nominations and Governance Committee – three times.
- Estates and Infrastructure Committee – three times.

During the 2020/21 year the continued global COVID-19 pandemic has had wide-reaching consequences and the independent Schools' sector has felt its share of the impact. The School has had to make extensive changes to the operational norms, and this has necessitated an increase in the frequency of meetings for a number of Governors' Committees.

The full Council meets on a minimum of three occasions per year; the majority of its business will have been scrutinised by one of the six standing committees. The day-to-day running of the School is delegated to the Head, the Bursar and the Senior Leadership Team. Implementation of the Council's decisions is the responsibility of the Head. Remuneration of the School's senior staff is considered by Council annually.

Group Structure and Relationships

The School has a wholly-owned non-charitable subsidiary, Mulliner Trading (Sherborne) Limited (company number 03230791). The principal activity of the company is the management of the trading activities on behalf of Sherborne Girls.

Another wholly-owned charitable trading subsidiary, Sherborne Sports and Leisure Limited (company number 05869779, Charity number 1117024), manages and operates the swimming pool and other sports and leisure facilities for the benefit of the School and the local community.

Another controlled charitable subsidiary is The Sherborne Girls Foundation, which manages the School's fund-raising activity.

PROMOTION OF THE SUCCESS OF THE ORGANISATION TO BENEFIT ITS MEMBERS

The Directors, who are the Governors of the School, confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider most likely to achieve the purposes of the Company. In making this assessment, the Governors consider the relevant actions of the Board described throughout the Report of the Council. Taking the areas required for disclosure in turn:

a. *The likely consequences of any decision in the long term*

The long-term sustainability of the operating model is considered by the Governors as set out in the Going Concern section of the Report of the Council. Specifically, the Governors consider both operating results and financial projections and the key risks that could negatively impact the sustainability of the School. The Finance Committee and the Council review management information, budgets,

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

forecasts, cashflow projections and progress against budget on a regular basis. Risk management and the level of reserves are also discussed further in the report.

b. *The interests of the company's employees*

In relation to employee engagement, the Governors receive regular reports from management on the mood of the employees and speak directly to representatives on a frequent basis. Further details of employee involvement are discussed further in the report.

c. *The need to foster the company's business relationships with suppliers, customers and others*

In relation to key stakeholder engagement, the Governors work closely with the families of the children in the School and a number of Governors are ordinarily parents or former parents. The Governors communicated with families directly through information passed via the SLT and through letters from the Chairman during the pandemic. The Foundation Trustees provide a second link to the community along with the less formal parent task force. The time and resources the School's community of volunteers dedicate to the School and the impact of that generosity is well recognised.

In accordance with the School's standard payment terms, supplier payment is due within 30 days after the School receives the invoice from the supplier.

d. *The impact of the company's operations on the community and the environment*

The Governors have commissioned an independent review of energy use and have provided a review of greenhouse gas emissions later in the report in compliance with the Streamlined Energy and Carbon Reporting (SECR) Report. The Directors are proud of the community service activities of the students which are described in more detail in that section of the Trustees' report.

e. *The desirability of the company maintaining a reputation for high standards of business conduct*

The School takes a zero-tolerance approach towards discrimination, fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to discrimination, fraud, bribery and corruption.

f. *The need to act fairly as between members of the company.*

The Directors understand the Charity Commission requirements and understand the need to avoid and manage potential conflicts of interest. The Company is limited by guarantee so does not have share capital. Issues relating to Director shareholders or relations between majority and minority shareholders therefore do not apply.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The Objects of the Charity are, for the public benefit, to carry on a School in Sherborne in the county of Dorset for providing a sound and systematic education and training for girls and/or boys, wherein shall be taught the duties and doctrines of Christianity as the same are received, understood and taught by the Church of England; and/or such other charitable purposes or ancillary educational activities beneficial to the community consistent with these Objects as the Governors in their absolute discretion determine. These same Objects underlie all aspects of the day-to-day running of the School.

Vision

To be the leading full boarding girls' School for all-round personal development and academic fulfilment, and to create a community of empowered learners who will be an influence for good in a challenging world.

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

Mission

To provide a broad and enriching full boarding education that develops the unique talents of every girl within a supportive community. To send out into the world girls of character, commitment and compassion who are able to think clearly and creatively, choose wisely and have the courage to make a difference.

Strategic Aims

The strategy focuses on **Five Key Aims** which will help ensure that the educational philosophy is embedded throughout the School. These aims also provide a framework to drive the School forward.

Sherborne Girls will:

1. Enhance the Position as a Leading Full-Boarding School
2. Develop the Future Generation of Twenty-First Century Women
3. Cultivate a Culture of Aspiration and Ambition
4. Foster both Collaboration and Communication with the Wider Community
5. Provide Meaningful Opportunities for Leadership and Management

The five key Values of Curious, Courageous, Compassionate, Adaptable and Spiritual underpin and are embedded within all aspects of the School's Strategic Plan and remain at the core of all activity.

The Charity is also committed to academic strength allied to a full boarding ethos. Partly in co-operation with Sherborne School, the Charity maintains a full, balanced curriculum which enables each member of its community to flourish.

The primary medium to long term objectives of the School's strategy are to:

- be nationally and internationally recognised as one of the top girls' boarding schools in the UK, by developing a reputation as a boarding school with excellence in pastoral, academic and co-curricular provision and an industry leader for social and environmental responsibility within a culture of philanthropy key elements of which will be the transformational Candlelight Bursaries and work within the community.
- promote the School's unique offering of 'Separate yet Together' by enhancing further the relationship with Sherborne School.
- develop and promote academic excellence, a challenging, broad and appropriate curriculum where girls learn to be independent thinkers
- develop pupil resilience and equip them with the skills and tools to maintain strong mental and physical health within an uncertain and rapidly evolving landscape.
- in the short-term, develop an Estates Masterplan that will address aspects of sustainability and environmental responsibility and a financial strategy that will reflect the School's ambition to provide pupils with outstanding provision.
- ensure that Members of the Governing Council receive relevant on-going training and that the diversity and skills-set of Members of the Council is appropriate.
- continue to build partnerships, locally, nationally and internationally, for the benefit of the girls, the School, the community and all others involved.
- develop the skills of the staff, particularly in the use of digital technology to support and enhance learning.

The Governors measure the success of the strategy through a comprehensive review of the School's strategic, operational and development plans and through discussion of the Headmistress's termly reports.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

In setting the objectives and planning the activities, the Governors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee-charging.

Objectives

The strategic emphasis for the year 2020 -2021, followed five key themes which support the over-arching pillars of the School strategy.

Performance against Objectives

The emphasis from Governors was on the following key areas:

1. The Admissions Process and the Marketing Strategy

The admissions process was reviewed during the early part of the academic year and additional resources were allocated to ensure that sufficient numbers of quality pupils are attracted to Sherborne Girls. The pupil roll remained ahead of budget throughout the academic year and the numbers for September 2021 equate to pre-pandemic levels. Increased emphasis has been placed on linking with the strategic aim to **enhance the School's position as a leading-full boarding school**. Admissions has been supported by a strong marketing strategy focused on a greater digital presence and more targeted communications. The aim is that boarding should be seen as a lifestyle choice rather than a geographical necessity. To support this a refurbishment process within the boarding houses has begun.

2. Opportunities for Pupils to have their voices heard

The Diverse Voices initiative, #SherborneGirlsVoice, which was started in 2019, gained further momentum in this academic year, with excellent participation from pupils, culminating in impressive end of year speeches from the Head Girls. This project enabled opportunities for pupils within the School to have their voices heard and be directly involved in shaping and achieving the School's vision. The initiative included various channels of debate and discussion including Ask the Head sessions, Debating Matters competitions, LGBTQ+ surveys and activities for Black History month. The objective of *Empowering the girls to voice their opinions and share ideas*, directly feeds into the strategic aim to **Cultivate a Culture of Aspiration and Ambition** and also facilitates the aim to **Provide Meaningful Opportunities for Leadership and Management**.

3. Pupil and Staff Wellbeing

The objective of *Reviewing and refining the Structure of the Boarding House Teams* as stated in the strategic aim of **enhancing the School's position as a leading-full boarding School** was not possible in the 2020/21 academic year due to the restrictions required to operate a full boarding School within the COVID guidelines. However, it was possible to assess the impact of single-year-group boarding houses as this was a control measure implemented for the Michaelmas term to support the 'educational bubbles'. Despite some positive outcomes, the varied community of the vertical house structure remains the preference for Sherborne Girls, where older girls can support and guide the younger members of the boarding house.

There have been widespread reports of the pastoral impact of the pandemic on young people and Sherborne Girls has not been immune to this. The School continues to focus on pupil support, striving to create an environment of pastoral excellence.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

Staff development has been enhanced through the introduction of the Middle-Leaders programme. The opportunities to engage with staff through online sessions has increased the reach and scope of training opportunities.

4. Digital Strategy

Following the outstanding remote learning response during the first term of lockdown, this year digital learning was embedded in all aspects of the School's teaching and learning. The curriculum provided an enhanced learning experience for each girl with increased engagement, stretch and challenge supporting the aim to **develop the future generation of 21st century women** through the specific objective of '*Ensuring every girl is comfortable and competent with Digital Technology*'. Blended learning was developed allowing seamless access for each pupil to participate in the curriculum regardless of whether remotely or in person.

5. Community Outreach

Strengthening the School's community outreach programme and enhancing the School's offering as part of the Charitable status remains an important objective for Sherborne Girls. The social distancing rules and the limits on gatherings curtailed much of the usual activity during the 2020/21 year. The aim to **Foster both Collaboration and Communication with the Wider Community** has had to have a digital focus. Some very creative and imaginative initiatives helped to forge new links and enhance those that already existed. Examples included the 'Caring Call Campaign' with over 400 phone calls to Old Girls made by recent leavers. Sherborne Girls continues to work very effectively with the other schools in the local area and has been a vital source of support and shared experience during the pandemic.

Response to the Pandemic

Much of the summer of 2020 was spent in preparation for opening the School in September 2020. A very thorough risk assessment was undertaken and a plethora of control measures was put in place to keep the School community safe. Measures included the move to single-aged boarding houses, the creation of academic zones, the use of a one-way systems, and new delivery and collection systems. Quarantine arrangements were put in place as well. All control measures were conveyed to parents and pupils in comprehensive communications. Academic and pastoral staff received training in an extended INSET period.

Return to School went very smoothly and measures were reviewed periodically and relaxed as appropriate. Many Day Girls converted to boarding for the period in order to be with their peers. Some bursarial support was offered in a few cases where boarding was related to pastoral need. The School purchased a SAMBA II PCR testing machine to carry out on-site tests, thus reducing the isolation period for pupils. During the full academic year there were no cases of COVID in the School within the pupil body.

In December 2020 the Government introduced regular testing for Schools which meant a new set of guidelines and procedures for which to prepare, occupying a substantial period of the Christmas break. Unfortunately, January 2021 saw the second period of School closure and so the testing regime focused initially on staff. During this period some staff were furloughed although the proportion was much smaller than in April 2020, and many undertook a portion of work through the flexi-furlough option.

Parents were asked to pay the full Lent fee with a decision on any adjustment delayed until the costs and savings could be assessed. Following a number of Finance committee meetings, the Governors opted to provide a credit on the Trinity term fees to reflect the adjustment for the Lent term. The adjustment was calculated such that savings balanced the reduction in fee revenue. Communication with parents and pupils was well-planned and executed in a timely fashion. The clarity of the decision-making processes was very much appreciated by parents.

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

The activities of the trading subsidiaries, Mulliner Trading and Sherborne Sports and Leisure were, once again, affected by the pandemic. The Oxley Sports Centre was closed intermittently throughout the year and there were no summer lets. Income in both cases has been substantially reduced for the year.

Bursary Policy

The School's grant-making policy is to make awards on the basis of their educational value and the potential of the recipient. This is overlaid by an assessment of the means and circumstances of the individual, subject to any particular conditions laid down in the Trust deeds.

In line with the objectives of the Charity, the Governors of Sherborne Girls are committed to offering to eligible parents/guardians means-tested financial support with the payment of School fees to enable a pupil to attend Sherborne Girls who otherwise would not be able to do so. Such support is known as a Bursary and may be awarded in the form of a discount of up to 100% of School fees depending on the financial, compassionate or other pertinent circumstances of applicants.

The Governors are committed to the principle of public benefit and to broadening access to the School through the application of bursary funds and, in particular, through the Candlelight Bursary scheme. Bursaries are also available to scholars and other award holders and for existing pupils where a change in parents'/guardians' circumstances has resulted in difficulty in meeting termly fees and may result in the pupil being withdrawn part way through a stage of education.

At the heart of the School's Bursary Awards Policy is the need to ensure that pupils from families who would otherwise not be able to afford the fees can access the education offered at the School. The value of means tested awards totalled £784,458 (2020: £682,452) and represented 5% of the School's gross fees. These awards provided assistance to 88 (2020: 110) pupils.

The School does not have a large endowment from which to make awards; indeed, the majority of bursary awards are funded from fee income. In its Bursary Policy, therefore, the School is mindful of a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from such awards. To underline the value the School places on continuity for families, the School offers small discounts where parents have more than two children at the Sherborne Schools (Sherborne Girls, Sherborne School and Sherborne Preparatory School).

Candlelight Bursaries are awarded to candidates for whom the experience of boarding will be transformational and who qualify for 100% support. Candidates are usually identified via the Royal National Springboard Foundation. The School is committed to supporting additional Candlelight pupils and to that end, from 2019, the Foundation has been focusing on fundraising for Candlelight Bursaries.

Admissions and Equal Opportunities

Pupils are welcomed to Sherborne Girls from all backgrounds. Before admitting a prospective pupil, the School needs to be satisfied that it will be able to educate and provide the development opportunities for that pupil that will allow her to flourish and maximise her potential in line with the general standards achieved by her peers. Entrance interviews and assessments are undertaken to satisfy not only the School, but also parents, providing the assurance that their child will be able to cope with the pace of learning and will benefit from the education provided. An individual's economic status, ethnicity, race, religion, gender identity or physical disability do not form part of the School's assessment process.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on grounds of colour, race, religion, sex, sexual orientation or physical disability. The School makes reasonable adjustments to meet the needs of staff or pupils who are or become disabled or undergo gender reassignment.

Public Benefit Statement

The Governors are mindful of the long-standing need to provide public benefit and the requirements of the Charity Act 2011 and, in setting the School aims and objectives and planning the School's activities, the Governors have given careful consideration to the Charity Commission's guidance on public benefit. The Board confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

PUBLIC BENEFIT

The School provides benefit to the public in accordance with its widely drawn Objects clause and has paid due regard to the Charity Commission guidance in deciding what activities the charity should undertake. In advancing education, the School relieves public funds of considerable expense and provides means-tested awards that allow attendance by those who would otherwise not be able to benefit from the outstanding educational opportunities offered by the School. In terms of ancillary and educational activities and other associated activities for the benefit of the community, the School is proactive and during the reporting year has again sought to make a significant contribution to the benefit of the public.

The effects of the pandemic have been wide-reaching and have curtailed many areas of community outreach during the 2020/21 year. Nevertheless, Sherborne Girls has remained true to the values and ideals upon which the School was established and the promotion of education and community are central to its philosophy. Many staff took the opportunity to volunteer for work within the vaccination initiative or in community support groups such as the Royal Voluntary Service (NHS responders), Sherborne Community Kitchen and Friends of Sherborne Hospital.

Bursary Support

In 2013 Sherborne Girls established a new bursary scheme to support pupils for whom boarding would be a life-changing experience. The scheme is known as the Candlelight Bursary scheme and offers 100% bursary support. The School works with the Royal National Springboard Foundation to identify suitable 100% bursary candidates. Three Candlelight bursary recipients have now completed their studies at Sherborne Girls. One of the Head Girls for the 2020/21 year was a Candlelight Bursary recipient.

The Sherborne Girls Foundation reviewed its terms of reference in 2017 placing more emphasis on the promotion of social responsibility and supporting the fundraising efforts towards increasing the number of Candlelight bursaries on offer within the School. It aims to find new ways for Sherborne Girls to provide active support to the community. For the 2020/21 year, the Sherborne Girls Foundation supported three girls within the School, each of whom received Candlelight bursaries. This number is intended to grow over time.

In addition to the Candlelight bursary scheme, a number of bursary awards are made each year by the School to support both hardship and pastoral needs. Bursary support was increased during the pandemic to reflect the changing circumstances of the Sherborne Girls community. In particular, a number of Day Girls were offered the opportunity to board to promote social inclusion.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

Established Partnerships

Sherborne Girls works closely with the Sherborne Area Multi-Academy Trust and has developed strong links to deliver a range of shared programmes and experiences. Although much of the normal activity was impossible due to restrictions, communication and support between the Schools reduced the impact of the challenges faced when implementing Government COVID guidelines for education. Some joint activity was possible online, including Latin lessons, Japanese conversation, the Thinkers' Society, and Mini Medical Interview practise sessions.

The Head acts as a trustee of the Sherborne Area Multi-Academy Trust. There are also links with numerous other local Schools and many Sherborne Girls staff members give their time acting as Governors and Trustees.

Science outreach has formed an important pillar of the Sherborne Girls community offering in recent years. Two contributions were possible in 2020/21 with a Gases in Air talk arranged for Sherborne Primary School and some Science Week activities for Milbourne Port Primary School.

Community Collaboration

Sherborne Girls has a long tradition of support for Music, Sport and other community events. Whilst most of these were not possible during the pandemic, planning for new initiatives for 2021/22 has continued. It is expected that the Merritt Centre will play an important part in supporting community events.

Energy and Emissions Report

Environmental sustainability has become increasingly important and it is now included as a standing agenda item in Governors committee meetings. In 2020/21, Sherborne Girls took a number of energy efficiency actions. These included replacement of lightbulbs with LED bulbs, new low emissions vehicles and electric vehicles replacing ageing high emission vehicles, and a number of smaller boilers being replaced by more energy efficient versions. The Merritt Centre's ground source heat pump was in use, and the Oxley Sports Centre continues to use PV thermal to heat the swimming pool. Smart meters are installed across all sites and the increased use of video conferencing technology for staff has reduced the requirement for travel.

Usage:

Fuel	2021	2020
Gas (kwh)	3,260,380	4,536,247
Electric (kwh)	1,265,212	1,813,114
Transport (kwh)	21,658	24,824
Total consumption	4,547,250	6,374,185

Emissions 2021:

Fuel	tCO2e	tCO2e per pupil
Gas	599.49	1.25
Electric	294.97	0.62
Transport	6.08	0.01
Total	900.54	1.88

The tonnes of CO2 emissions per pupil have been calculated using 479 pupils. Approximately 30 members of staff live on campus, and including these within the calculation would significantly reduce the tonnes of CO2 emissions to 1.77 per person. It is impossible to draw meaningful conclusions from the data for 2020/21 as the School was closed during January and February which are high usage months.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

Managing COVID protocols across the School, specifically year group academic zones, single age boarding houses and cleaning protocols, have been additional challenges this year. Despite this, the staff committed to ensuring outstanding provision and education. Pupils continued to be exceptionally well supported by all at Sherborne Girls. Despite the strategic challenges of managing the pandemic, the School has continued to make great strides in other areas of strategic development.

Staff Development

This academic year a revised Staff Development Review (SDR) system was launched supporting all staff across the School. The main change was to ensure that staff receive a focused discussion with their line managers to ensure engagement, reflection, appropriate support, development and clear objectives for every role in the School. Staff have continued to engage with professional development opportunities. Providers have used online platforms and provided recordings which has enabled greater engagement in many areas. The School subscribed to the National College of Teaching, a provider of a wide range of recorded webinars.

A programme of training for Middle Leaders across Academic, Boarding and Support staff sectors of the School was launched and, whilst on a smaller scale than originally planned pre-pandemic, training sessions focused on: Social Media/Twitter; supporting Staff Wellbeing; Effective use of Data; and Understanding Team Dynamics. This programme will continue into the next academic year with sessions on Recruitment, Interviews and Selection, Cultural Leadership, Strategic Planning, Effective Budgeting and Taking Responsibility. A whole School approach to staff training and support has been very well received and 84 staff members have joined the middle leader training programme.

The digital strategy continued to provide training and support to teaching staff. In particular, the strategic approach focused on supporting teachers in providing 'hybrid classrooms' as they catered for pupils both present in the classroom and learning from home, across the world. The School developed resources, encouraged collaboration, and adapted lesson observation practice and feedback to enable virtual lesson observations by line managers and peer professionals. The School carried through the application for Microsoft Showcase status and were successful in this first stage being awarded Incubation Status.

Academic

The focus was to continue to support staff with their digital expertise and development, enhancing the creative use of software to improve learning experiences, despite the challenges of hybrid classrooms and further periods of School closure enforced by the Government.

The School year began with the academic areas divided into year group zones in order to protect pupils as much as possible from the spread of the virus. This required more blended learning than we had anticipated, and the staff worked collaboratively to make adjustments and support pupils and each other. Teachers worked diligently refining schemes of work and preparing material to engage pupils online and to also provide tasks that would take pupils away from devices.

Pupils were unable to return to School for the start of the Lent term 2021 as the Government announced, at very short notice, that Schools would remain closed from January 2021. Teachers provided online lessons during this period. Separate questionnaires were sent to parents and pupils to assess the quality of remote learning during the first half of the Lent term. Feedback was extremely positive and responding to specific feedback enabled the School to continue to improve the learning experience. One hundred percent of parents who provided feedback felt that 'the quality of the remote lessons provided by the teachers' was excellent, very good or good. Eighty-two percent of pupils agreed or strongly agreed that 'I am happy with the style of

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

teaching that the School has provided'. Responses from the pupil questionnaire established that teachers and tutors were helpful and supportive and that lessons were engaging. Pupil feedback also confirmed that the use of additional Microsoft features such as 'breakout rooms' had improved teaching and learning by providing greater opportunities for group discussion and collaboration.

Pupils returned to School on 8 March 2021 for face-to-face teaching although 63 girls who were unable to return continued to access lessons remotely. By cleverly crafting experiences for pupils to engage with each other, teachers aimed to build a strong sense of community and belonging amongst each class, irrespective of the pupil's location, whilst utilising the benefits of most pupils being back in the classroom.

Teaching and learning continued to be monitored and supported throughout the academic year. Remote peer and line manager lesson observations were possible with the use of technologies. The lesson observation process and form were revised to encourage collaboration amongst teachers and support with teaching strategies. All Heads of Department observed those they line manage and all teachers observed a colleague during remote Schooling. This proved to be a good opportunity for collaboration and the sharing of best practices, resources and digital experiences.

Staff engaged with parents and all Parents' Meetings during the last academic year were conducted online. Additional Parents' Meetings were arranged for parents and pupils in U6 and U5 in order to ensure transparency on progress and achievement during the period of internal assessments that replaced external examinations.

Examinations Summer 2021

With the cancellation of External Examinations, schools were required to consider internal procedures for awarding evidenced grades for GCSE, A Level and AS courses for awards summer 2021, and to produce a school policy on how the process was being handled for JCQ approval (TAG Policy). Preparation for Alternative Grade Assessments required much time and consideration by the academic SLT team and Heads of Department.

Teachers were instrumental in creating and setting regular assessments, and marking, moderating, and retaining evidence for each pupil in each subject. Pupils and parents were informed of the assessment procedures via a series of Q&A sessions. Further information from subject leads ensured pupils were aware of the assessment opportunities and how the School would collate the evidence of performance. Class time and additional internal assessment windows provided opportunities for a variety of assessments to support pupils in demonstrating their knowledge and understanding of various topics.

Pastoral Care

The School year began very differently with year group boarding houses, leading to girls and staff forming a range of new relationships. Most pupils opted to be full boarders, temporarily, in order to limit the movement between home and School, and thus keep the School community COVID free. Although this positively helped to keep everyone safe, it resulted in abnormally large numbers in each house, and without the usual inter-house competitions, sports matches, socials, town trips or any concerts and performances, the School felt very different to 'normal'. It was a challenging time for girls and staff.

Following the second national lockdown in November, all boarding houses remained open over the November exeat. Many pupils also chose to remain at School for the September exeat and October half term. The School invested heavily in the quarantine provision for girls to return to School after the Christmas holiday, hiring twenty-three purpose built, bespoke, single cabins. However, responding at short notice to the third national lockdown, and the closure of all Schools in England resulted in the investment going unused.

During the third national lockdown, the School supported ten key workers' children and vulnerable pupils, who lived together in one boarding house and received a mixture of face-to-face teaching and remote lessons. The

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

School was also able to offer quarantine for international pupils returning for Schools to re-open on 8 March. For those pupils who could not return until April, quarantine facilities were offered for the last ten days of the Easter holiday.

As the end of the Lent term approached, the School actively planned for a return to mixed age houses for the start of the Trinity term. This included creating a number of mixed age house events and leadership challenges for the end of the Lent term. The staff and pupils were keen to return to their 'normal' house setup and although the Trinity term operated under strict COVID protocols, the girls benefitted from being back with their original HMs.

The pupils were keen to talk about the #everyonesinvited website and Instagram page which grew in prominence following the murder of Sarah Everard. Each year group had an age-appropriate open discussion with the Head and Deputy Head. The School put together a programme of resources to support further conversations in houses and reviewed the weekend socials programme.

The LGBT+ surveys, PSHEE lessons and Parents' Pastoral Seminar were well received by pupils and the majority of parents. Three members of the Diverse Voices group presented at the Parents' Pastoral Seminar and they enjoyed this experience.

Sherborne Girls was shortlisted as a finalist in the BSA Wellbeing award, and as a result Mrs Jessica Briggs, Deputy Head (Pastoral), was asked to present at the BSA Health and Wellbeing Conference in July, on the topic of supporting pupil wellbeing during the pandemic. She gave examples of how enhancing the pupil voice and supporting parents throughout lockdowns and remote learning kept the School together as a community.

Co-Curricular Provision

The co-curricular programme has thrived during a busy, creative and productive year, despite Covid. The School enjoyed three productions: the senior play, *Fahrenheit 451*, was a binaural sound and film installation; *Miles Apart* was a combination of playwriting, recording and live performance; and the junior play was a lively promenade production of *Alice in Wonderland*. A range of online opportunities to engage with drama were also enjoyed by the pupils. Despite musical activities being severely curtailed this year, lessons continued remotely and resumed in person as soon as possible, as did choirs and ensembles. A number of smaller-scale, year group concerts were able to take place during the year and it was much appreciated by parents of performers that they were able to attend the three end of year concerts and access recordings of these.

Given the challenges presented by constant changes to restrictions and guidance this year, the sport provision has been outstanding, with a range of summer and winter sports being offered alongside fitness classes and a very successful 30-day online fitness challenge during the third lockdown. A whole-School team challenge provided excellent leadership opportunities, as did the Duke of Edinburgh's Award expeditions, which took place after much rescheduling. The newly formed CCF contingent has also been extremely successful; as the only joint activity sustained with Sherborne School this year, it has been an important part of Sherborne Girls' offering.

Around 50 clubs and societies operated at various points during the year, though there was understandably less interest in engaging with these online during lockdown. Debating, in particular, has never been so popular. Although very few off-site trips were able to take place, including the annual exchange programmes to Australia, South Africa and Qatar, pupils were able to engage with online opportunities to get to know their counterparts in the Schools usually visited and hosted. Likewise, although members of the School were unable to mix with the local community, charity and outreach projects continued, for example, writing letters to residents of local care homes and fundraising for organisations the School regularly supports, such as ASHA.

Pupils and staff have enjoyed a range of thought-provoking Friday lectures this year, mostly via Teams, though some live attendance in year group bubbles was possible. Speakers included: Ayla Holdom, transgender

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

activist and former RAF pilot; photographer and publisher Jay Armstrong; Alex Lewis, who spoke about living with a life-changing illness; Paul Robbens, a props and special effects designer; Sonia Meggie, who spoke about race and inclusion; the BBC's Europe Editor Katya Adler; Jenny Morisetti, trustee of the Sambhali Trust, Rajasthan; and Lucia Gore, who spoke to the pupils about exciting opportunities in the rapidly growing tech industry.

The School's weekend programme, though largely house-based throughout the year, saw the girls enjoying a range of active, creative and social activities, which helped to sustain and challenge them and, importantly, to enable them to have fun and mix safely with each other. A number of outdoor activities were able to take place, including a fossil hunting trip to Charmouth, big tree climbing, tag archery, and a falconry display. Towards the end of the year it was possible to organise some joint socials with Sherborne School, which were very well received. The chaplaincy team continued to foster and enrich the spiritual life of the School, through inclusive and engaging online services, and the School was delighted to be able to hold a rescheduled Confirmation and Leavers' services in Sherborne Abbey. Even though restrictions did not lift in time for the School to enjoy the end of year celebrations in full, the School was able to record the Leavers' Service and livestream the Prizegiving on Commemoration Day to parents.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The results for the year are shown in the attached financial statements. The Group made a net surplus for the year of £512,000 (2020: a surplus of £128,986), the operating surplus for the group was £20,183 (2020: £169,601). In spite of the difficult economic circumstances, pupil numbers remain stable and the School continues to invest in capital projects and existing infrastructure. Governors are satisfied with this year's financial performance. They closely monitor the School's cash flow projections and are also satisfied that the School will continue to generate sufficient cash to meet requirements. The School continues to identify more efficient ways to operate in order to enable it to further improve its academic and pastoral standards and facilities, and to increase its operational surplus.

Trading Companies

A wholly-owned trading subsidiary, Mulliner Trading (Sherborne) Limited, continues to operate the School Shop and hire of the School's facilities throughout the year. The Company has contributed £nil (2020: £nil) to the School's operating surplus due to making a surplus this year of £29,245 which has been used to offset the loss of £64,230 in the previous year.

A further wholly-owned subsidiary, Sherborne Sports and Leisure Limited (SLL), provides sports and leisure facilities for the School and local community. SLL made a small profit for the year of £2,682 (2020: £55,594 loss).

The Sherborne Girls Foundation, a controlled entity of Sherborne Girls, manages the School's fundraising. The Foundation made a net loss for the year of £13,825 (2020: net loss £40,910).

Reserves Policy

As stated in note 17 to the accounts, the funds are split as follows: unrestricted fund £18,958,536 (2020: £18,696,076), restricted fund £1,310,128 (2020: £1,129,639) and endowed funds £730,879 (2020: £661,828). Sherborne Girls does not hold any free reserves; all operating surpluses are invested in fixed assets in order to ensure the continued development of the School. Investment in the School's infrastructure and facilities remains essential to ensure momentum is maintained in the recruitment of healthy pupil numbers. A general reserve has been retained to provide a buffer against fluctuations in income resultant from any significant adverse variations in pupil numbers. This fund was not required during the challenges of the 2020/2021 year.

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

Investment Policy

The School's investment powers are governed by the Memorandum and Articles of Association, which permits the Charity's funds to be invested in any security listed on the London Stock Exchange.

- **General Fund.** The School also has a General Fund held within investments which represents a reserve to be called upon in case of emergency. The Governors have deemed a suitable level for this reserve to be no less than £1.8m and this value will be preserved over time in real terms. It is possible that sums will be added to the fund should the School produce a surplus for a number of years, but withdrawals could then subsequently be made to fund capital projects. Income from this portfolio is not required therefore the investment objective is to provide capital growth.
- **Restricted Funds.** There are five funds set up to provide bursaries and scholarships:
 - Sherborne School for Girls Scholarship Fund.
 - The Verdon-Smith Sixth Form Bursary Fund (Endowed).
 - Sherborne School for Girls Prize Fund.
 - Mary Boughey's Leaving Scholarship Fund (Endowed).
 - The Bursaries and Scholarship Fund.

The aim of these portfolios is to produce sufficient income each year to allow bursaries, scholarships, and prizes to be awarded in line with the underlying restricted purposes of each trust. There are no specific income targets and income will not necessarily be distributed each year, but the real value of the income generated should be maintained over time. The Investment Committee has adopted a prudent approach and aims to withdraw 3% per annum from these portfolios. The assets within the Restricted Funds are invested in the Charity Multi-Asset Fund managed by Cazenove Capital Management. This fund has a target of RPI plus 4% and to accord with the desire to withdraw only 3%, the Restricted Fund portfolios are invested 75% in the income units and 25% in the accumulation units. The income units pay out 4% per annum. This aligns with the requirement for these portfolios to produce a prudent level of income each year to fund bursaries, scholarships, and prizes.

- **Development Funds.** Other funds include:
 - Where the School needs it most.
 - Scholarship & Bursaries.
 - Annual Fund.
 - Art Centre Fund.
 - The Harriet Tory Fund.
 - Buildings and Facilities.
 - Candlelight Fund, for bursaries.

FUTURE PLANS

Mindful of the continuing impact the pandemic has on the global economy as well as national and local businesses, the education sector and specifically the independent education sector, Sherborne Girls' focus for the coming academic year (2021-2022), will be to strengthen the School's educational offering, in turn increasing the pupil roll and generating greater financial stability, employee security and improved future-proofing. This will be achieved with a particular focus on:

1. **supporting and promoting staff wellbeing** so that all employees feel the School is a true investor in people, where they are heard and listened to and where a more consultative approach is adopted. The School aims to equip staff with the skills and the environment in which to make informed

Sherborne School for Girls

REPORT OF THE COUNCIL (*continued*)

For the year ended 31 August 2021

decisions to help support their wellbeing. A positive and engaged staff body will enhance the pupil experience and **develop the School's reputation and increase recruitment** of both excellent staff and pupils.

2. continuing to enhance **the School's position as a leading-full boarding School**. Last year the School focused on securing a pupil roll of 475 by September 2021 which was achieved. For September 2022, this figure has been set at 490 of whom the School aims for at least 88% to be full boarders. The estates development plan will focus on the refurbishment of boarding accommodation to enhance the experience and provide purposeful spaces to live and work. The provision for Sixth Form boarders will be reviewed to reflect the increased demand for places and the altered study experience created by the digital revolution.
3. **empowering the School's pupils** by increasing the opportunities for them to engage in meaningful discussions, ask difficult and often contentious questions, lead sessions and explore their own understanding of issues facing young people today. This will be done by developing the pupil voice through the Diverse Voices Group which this year will tackle issues related to, but not limited to, #everyonesinvited, Black Lives Matter, and LGBTQ+ awareness.
4. rebuilding the School's community outreach programme following the restrictions imposed by the pandemic. Opening the School's doors and events to the local community, especially those in sheltered housing and care homes will **Foster both Collaboration and Communication with the Wider Community**. This will provide meaningful opportunities and experiences for pupils and enhance the School's reputation as one that lives by its values.
5. building upon the School's digital strategy foundations and movement closer towards achieving Microsoft Showcase School status. Last year, a digital strategy was embedded within the School. This year, the aim is that digital technology is used throughout the School and, where appropriate, for all events and activities. For pupils this will help the School **develop the future generation of 21st Century women** and for staff this should allow timesaving with marking and feedback, parent meetings and resource planning. In turn, the School's reputation would strengthen and the wellbeing of our staff would improve as more time is available for life-balance activities.

Risk Management

The Council has ultimate responsibility for the management of risk faced by Sherborne Girls. Detailed consideration of risk is delegated to the various sub-committees and the Senior Leadership Team. Risks are identified and assessed, and controls established; this process is continuous throughout the year. The Governors have reviewed the principal areas of the School's operations and considered the major risks faced in each area. The School believes the principal risks are a failure to meet the pastoral duties to pupils; a failure to recruit pupils in sufficient numbers; and a failure to develop staff, facilities and systems in such a way as to enable the School to remain a leading independent School. These risks are considered in detail by sub-committees each term and by the full Council at least once a year. The key controls used by the Charity include:

- formal agendas for all Committee and Council activity;
- detailed terms of reference for all Committees;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structures and clearly recognised lines of reporting;
- formal written policies;
- clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable; and

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

- appointment of persons with special responsibilities relating to the safeguarding and pastoral care of pupils and staff.

A specific risk assessment was prepared to assess the risks posed by the COVID-19 pandemic across all areas of the School. Prior to re-opening in September 2020, the School's assessment of risk was reviewed by an external consultant.

In the opinion of the Governors, the School has established resources and a review system which should allow risks to be mitigated to an acceptable level.

Statement of Governors' Responsibilities

The purpose of this statement is to distinguish the responsibilities of the Members of the Council for the accounts from those of the auditor as stated in their report.

The Members of the Council (who are also directors of Sherborne Girls for the purposes of company law), are responsible for preparing the Report of the Council, including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Members of the Council to prepare financial statements for each financial year. Under company law the Members of the Council must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the Members of the Council required to:

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

The Members of the Council are responsible for keeping proper accounting records that are sufficient to show and explain the charitable group transactions, disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Members of the Council confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Relevant audit information

In so far as each of the Members of the Council of the charitable group at the date of approval of this report is aware, there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charitable group's auditor is unaware. Each Council member has taken all the steps that they should have taken as a Council member to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Sherborne School for Girls

REPORT OF THE COUNCIL *(continued)*

For the year ended 31 August 2021

CHARITY GOVERNANCE CODE

Sherborne School for Girls is a not for profit organisation which aims to follow charity sector best practice; the Members of the Council are familiarising themselves with the updated version of the Charity Governance Code (the "Code") published in July 2017 and updated 2020. The Member of the Council, who are the Trustees of the Charity, consider that Sherborne School for Girls governance framework does align with the Code. A consideration of the Code was undertaken by the Governance and Nominations Committee. The Members of the Council have noted that increasing the diversity of the Council of Governors will be an objective. However, the Members of the Council believe Sherborne School for Girls is fully compliant with the Code.

FUND RAISING STANDARDS

Sherborne School for Girls does not currently subscribe to any specific fundraising standards or schemes for fundraising regulation but considers that it has set appropriate standards for the operation and management of its fundraising activities. In particular, Sherborne School for Girls considers that its processes and controls should ensure that vulnerable people and other members of the public are protected from any unreasonable intrusion on a person's privacy and that no fundraising activities would be unreasonably persistent or place undue pressure on a person to give money or other property. During the year there were no complaints recorded.

AUDITOR

A resolution will be proposed at the annual general meeting to reappoint Crowe U.K. LLP, who have indicated their willingness to continue in office.

The Report of the Council was approved by the board of Sherborne School for Girls on 26 November 2021 in their capacity as company directors, approving the Report of the Council and the Strategic Report contained therein, and signed on its behalf by:



.....

R W Strang
Chairman

Sherborne School for Girls

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

Opinion

We have audited the financial statements of Sherborne School for Girls for the year ended 31 August 2021 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council Members' 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 group's or 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 Members of the Council with respect to going concern are described in the relevant sections of this report.

Other information

The Members of the Council are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 this gives rise to a material misstatement in the financial

Sherborne School for Girls

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

statements themselves. 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 our audit

- the information given in the Annual report of Council and Strategic Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Annual report of Council and Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Annual report of Council and Strategic Report.

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Report of the Council.

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:

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of the Members of the Council remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement on page 18 the Governors/Members of the Council (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 Members of the Council 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 Members of the Council 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 Members of the Council 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

Sherborne School for Girls

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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:

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, health and safety and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of Members of the Council and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, the Bursar and the Finance & General Purposes Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over income, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Sherborne School for Girls

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

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.



Guy Biggin

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

4th Floor, St James House

St James Square

Cheltenham

Gloucestershire

GL50 3PR

Date: 19 January 2022

Sherborne School for Girls

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating the consolidated income and expenditure account and total recognised gains and losses)

for the year ended 31 August 2021

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2021 £	Total 2020 £
Income from:						
Charitable activities						
School fees receivable	1	13,987,431	-	-	13,987,431	13,064,229
Ancillary trading income	2	1,057,598	-	-	1,057,598	1,084,192
Other trading activities						
Non-Ancillary Trading income	3	899,401	-	-	899,401	1,582,327
Investments						
Investment income and interest	5	105,395	95,869	-	201,264	197,954
Voluntary Sources						
Donations and Legacies	4	16,361	32,327	-	48,688	204,829
Total income		16,066,186	128,196	-	16,194,382	16,133,531
Expenditure on						
Raising funds						
Fundraising costs		28,607	-	-	28,607	54,606
Non-Ancillary Trading		1,015,127	-	-	1,015,127	1,253,774
Financing costs		394,720	-	-	394,720	427,246
Investment management costs		6,957	3,180	2,132	12,269	11,180
Share of Joint Venture loss		9,554	-	-	9,554	15,542
Charitable activities						
Education and grant making		14,607,702	106,220	-	14,713,922	14,201,582
Total expenditure	6	16,062,667	109,400	2,132	16,174,199	15,963,930
Net income/(deficit) from operations before investments gains or losses						
		3,519	18,796	(2,132)	20,183	169,601
Net (loss)/gains on investments	11	241,220	179,414	71,183	491,817	(40,615)
Net income/(expenditure) for year						
Transfers		244,739	198,210	69,051	512,000	128,986
		17,721	(17,721)	-	-	-
Net movement in funds		262,460	180,489	69,051	512,000	128,986
Reconciliation of funds:						
Total funds brought forward		18,696,076	1,129,639	661,828	20,487,543	20,358,557
Total funds carried forward	17	18,958,536	1,310,128	730,879	20,999,543	20,487,543

All of the group's activities are classed as continuing.

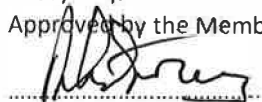
The notes on pages 27 to 52 form part of these financial statements.

Sherborne School for Girls
CONSOLIDATED AND CHARITY BALANCE SHEET
as at 31 August 2021 – Company Number 00306828

	Notes	Group*		Charity	
		2021 £	2020 £	2021 £	2020 £
FIXED ASSETS					
Intangible assets	9	19,744	23,692	19,744	23,692
Tangible assets	10	27,433,525	28,219,463	25,321,971	26,037,038
Investments	11	4,663,790	4,052,400	4,663,890	4,052,500
TOTAL FIXED ASSETS		32,117,059	32,295,555	30,005,605	30,113,230
CURRENT ASSETS					
Stocks	12	140,322	153,429	89,791	89,707
Debtors	13	131,098	364,518	2,160,736	2,457,809
Short term cash deposits		-	-	-	-
Cash at bank and in hand		2,784,632	170,476	2,657,784	22,999
TOTAL CURRENT ASSETS		3,056,052	688,423	4,908,311	2,570,515
CURRENT LIABILITIES: amounts payable in less than one year	14	(6,624,671)	(5,425,959)	(6,611,099)	(5,353,243)
NET CURRENT (LIABILITIES)		(3,568,619)	(4,737,536)	(1,702,788)	(2,782,728)
TOTAL ASSETS LESS CURRENT LIABILITIES		28,548,440	27,558,019	28,302,817	27,330,502
CREDITORS: Amounts payable in more than one year	15	(7,548,897)	(7,070,476)	(7,548,897)	(7,070,476)
NET ASSETS		20,999,543	20,487,543	20,753,920	20,260,026
TOTAL FUNDS					
Restricted funds	17	1,310,128	1,129,639	1,285,864	1,091,549
Unrestricted funds	17	18,958,536	18,696,076	18,737,177	18,506,649
Endowed funds		730,879	661,828	730,879	661,828
TOTAL FUNDS	17	20,999,543	20,487,543	20,753,920	20,260,026

The parent charity's income was £15,654,858 (2020: 15,422,567) and expenditure was £15,652,779 (2020: £15,132,846) which with unrealised gains on investments of £491,815 results in a surplus of £493,894 (2020: £289,721).

Approved by the Members of the Council and authorised for issue on 26 November 2021.


 R W Strang


 J S Blanch

The notes on pages 27 to 52 form part of these financial statements.

Sherborne School for Girls
CONSOLIDATED CASH FLOW STATEMENT
for the year ended 31 August 2021

	Notes	2021 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash provided by operating activities	22	<u>2,874,122</u>	<u>1,164,323</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for tangible fixed assets		(426,321)	(465,323)
Disposals of tangible fixed assets		-	9,287
Additions to securities investments portfolio		(125,774)	(138,958)
Withdrawals from securities investments portfolio		17,527	54,721
Investment income and bank interest received		201,264	197,954
Transfer in cash with investment manager		(11,162)	(2,077)
		<u>(344,466)</u>	<u>(344,396)</u>
Net cash used in investing activities			
CASH FLOWS FROM FINANCING ACTIVITIES			
New loans		1,380,000	-
Repayment of loans		(241,371)	(219,151)
New Hire Purchase		-	-
Repayment of hire purchase		(92,479)	(93,944)
Finance costs paid		(394,720)	(427,246)
Investment manager charges		(12,269)	(11,180)
		<u>639,161</u>	<u>(751,521)</u>
Net cash provided by/(used in) financing activities			
Reconciliation of net cash flow to movement in net funds:			
	22		
Change in cash and cash equivalents in the year		3,168,817	68,406
Cash and cash equivalents at the beginning of the year		(384,185)	(452,591)
Cash and cash equivalents at the end of the year		<u><u>2,784,632</u></u>	<u><u>(384,185)</u></u>

The notes on pages 27 to 52 form part of these financial statements.

Sherborne School for Girls

ACCOUNTING POLICIES

for the year ended 31 August 2021

CHARITY INFORMATION

Sherborne School for Girls ('the School') is a private charitable company limited by guarantee. The School is registered with the Charity Commission England and Wales (registered no: 307427). The charity was incorporated as a company limited by guarantee with Companies House England and Wales (registered no: 00306828). Its registered and principal office is Bradford Road, Sherborne, Dorset, DT9 3QN. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, liability in respect of the guarantee is limited to £1 per member of the Charity.

BASIS OF PREPARATION AND CONSOLIDATION

The consolidated financial statements have been prepared in sterling, which is the functional currency of the group, under the historical cost convention in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The statement of financial activities and balance sheet consolidate the financial statements of the School and its subsidiary undertakings, Mulliner Trading (Sherborne) Limited, Sherborne Sports and Leisure Limited and The Sherborne Girls Foundation. The results of the subsidiary undertakings are consolidated on a line by line basis.

No separate statement of financial activities has been presented for the School alone as permitted by Section 408 of the Companies Act 2006 and paragraph 1.12 (c) of the SORP. The net result of the parent (the charity) is shown on the balance sheet.

The School has entered into a joint venture arrangement with Sherborne School. Each school owns 50% interest in Sherborne Schools Worldwide limited. Further information on this joint venture is detailed in note 20.

GOING CONCERN

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

The governors have prepared a number of scenarios that consider our cash position, sources of income and planned expenditure. This includes the impact of the pandemic on operations together with assumptions around recovery thereafter. These scenarios consider reduced pupil numbers, delayed fee payment, reduced fees and potential bad debts as well as impact on costs from the measures taken so far. Sensitivity around these assumptions has also been considered in our forecasting. Results of this cash flow and sensitivity analysis indicate that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due.

Having regard to the above, the governors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Sherborne School for Girls

ACCOUNTING POLICIES

for the year ended 31 August 2021

DONATIONS AND FUND ACCOUNTING

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school/group is considered probable. For legacies, entitlement is the earliest of the school being notified of an impending distribution or the legacy being received.

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the School and which have not been designed for other purposes.

Donations received for the general purposes of the School are included as unrestricted funds. Donations for activities restricted by the wishes of the donor are taken to "restricted funds" when these wishes are legally binding on the Governors.

Endowed funds generate income from two Trust Funds, the incoming resources from endowed funds are restricted.

INCOME

All income is included in the SOFA when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Gross School fees comprises gross fees receivable and fees for extra tuition etc. after deducting introductory commission.

All other incoming resources are accounted for on an accruals basis.

ADVANCE FEES SCHEME

The School offers parents the opportunity to pay for up to seven years tuition fees in advance in accordance with a written contract. The amount received is invested and interest is accrued to contracts. This is treated as deferred income until the pupil joins the School whereupon the fees for each School term are charged against the remaining balance and taken to income. Any shortfall is treated as a deduction from School fee income and any excess accrued is treated as additional School income.

EXPENDITURE

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

All costs associated with the provision of education are allocated to Charitable Activities. Only the costs directly associated with, or incurred solely in, Charitable Activities are allocated to this category. Support and governance costs comprise the costs of running the School, including strategic planning for its future development, external audit, and all other costs of complying with constitutional and statutory requirements. Trading costs are costs that link directly to the generation of trading income.

Sherborne School for Girls

ACCOUNTING POLICIES

for the year ended 31 August 2021

INTANGIBLE FIXED ASSETS

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Trademarks	10% of cost
------------	-------------

FIXED ASSETS AND DEPRECIATION

Fixed assets are held for charitable purposes and are shown in the balance sheet at cost less accumulated depreciation and accumulated impairment losses. All assets costing more than £1,000 are capitalised, those costing less are written off in the year of acquisition unless they form part of a larger project.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Buildings, including swimming pool	2-10% of cost
Fire precautions*	5% of cost
Boilers*	10% of cost
Furniture, machinery and equipment	10% of cost
Vehicles*	20-25% of cost
Computer and office equipment*	33.3% of cost

**included within furniture, machinery and equipment*

No depreciation is provided on freehold land or assets in the course of construction.

Fixed assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable or as otherwise required by relevant accounting standards.

STOCKS

Stocks are valued at the lower of cost and net realisable value. Stock consists of goods held for sale and other consumables.

INVESTMENTS AND INVESTMENT INCOME

Investments listed on a recognised stock exchange are valued at the market value at the balance sheet date. Any gain or loss on revaluation is taken to the SOFA. Investment income is accounted for in the period in which the charity is entitled to receipt.

Provision is made for any permanent diminution in the value of fixed asset investments.

Investments in subsidiaries are stated at cost.

PENSION CONTRIBUTIONS

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The Scheme is a multi-employer pension Scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The Charity also contributes to individual personal pension schemes for non-teaching staff.

Sherborne School for Girls

ACCOUNTING POLICIES

for the year ended 31 August 2021

FINANCE AND OPERATING LEASES

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred. Assets purchased under finance lease are capitalised as fixed assets. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. Finance charges are written-off to the SOFA over the period of the lease so as to produce a constant periodic rate of charge.

EMPLOYEE BENEFITS

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

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when committed to terminate the employment of an employee or to provide termination benefits.

DEBTORS

Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount which is measured at amortised cost less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts due.

CASH AND CASH EQUIVALENTS

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

CREDITORS AND PROVISIONS

Creditors and Provisions are recognised when the charity has a present obligation as a result of a past event, these are measured at amortised cost less any impairment, it is probable that a transfer of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

BASIC FINANCIAL INSTRUMENTS

The School has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value (see note 16).

JOINT VENTURE

The School has a 50% share in a jointly controlled entity, Sherborne School Worldwide Limited. The school recognises its interest in the joint venture using the equity method. Further information is provided in note 19.

JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The items on the financial statements where these estimates and judgements have been made include the following:

Sherborne School for Girls

ACCOUNTING POLICIES

for the year ended 31 August 2021

Useful economic lives

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of assets. See note 10 for the carrying amount and useful economic life of each class of asset.

Recoverable value of fee debtors

The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 13 for the carrying amount for fee debtors.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

1	CHARITABLE ACTIVITIES – FEES RECEIVABLE	2021 £	2020 £
	Fees receivable consist of:		
	School Fees	16,809,343	16,582,230
	Reduction: amended Trinity term fees	-	(2,101,085)
	amended Lent term fees	(1,108,539)	-
	Less: Bursaries, Scholarships & allowances	(1,781,064)	(1,522,765)
		<u>13,919,740</u>	<u>12,958,380</u>
	Add back bursaries and other awards paid for by restricted funds	67,691	105,849
		<u>13,987,431</u>	<u>13,064,229</u>

Scholarships, bursaries and other awards were paid to 240 pupils (2020: 252). Within this, means-tested bursaries totalling £784,458 were paid to 88 pupils (2020: £682,452 to 110 pupils).

2	CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME	2021 £	2020 £
	Extras	858,158	865,946
	Trips	142,382	169,395
	Registration fees	57,058	48,851
		<u>1,057,598</u>	<u>1,084,192</u>

3	OTHER TRADING ACTIVITIES	2021 £	2020 £
	Non-Ancillary Trading Income		
	Sherborne School for Girls	319,046	831,689
	Sherborne Sports & Leisure Ltd	510,135	668,262
	Mulliner Trading (Sherborne) Ltd	70,220	82,376
		<u>899,401</u>	<u>1,582,327</u>

4	VOLUNTARY SOURCES	2021 £	2020 £
	Donations	48,688	204,829
		<u>48,688</u>	<u>204,829</u>

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

5 INVESTMENT INCOME

	2021	2020
	£	£
Dividends received	113,256	91,710
Interest	88,008	106,244
Total	201,264	197,954

6 (a) ANALYSIS OF EXPENDITURE

	Staff costs	Other	Depreciation	2021 Total	2020 Total
	£	£	£	£	£
Charitable expenditure					
Teaching costs	5,592,546	509,287	78,987	6,180,820	6,379,475
Support and governance costs	2,144,409	881,479	180,542	3,206,430	3,157,643
Establishment costs	546,419	1,365,740	868,860	2,781,019	2,474,259
Commission on fees	-	28,475	-	28,475	37,427
House expenses	430,884	2,018,604	-	2,449,488	2,046,928
Grants and awards	-	67,691	-	67,691	105,850
Expenditure on raising funds					
Fundraising costs	-	28,607	-	28,607	54,606
Joint Venture	-	9,554	-	9,554	15,542
Financing costs	-	394,720	-	394,720	427,246
Investment management costs	-	12,269	-	12,269	11,180
	<u>8,714,258</u>	<u>5,316,426</u>	<u>1,128,389</u>	<u>15,159,073</u>	<u>14,710,156</u>
Subsidiary expenditure	594,148	333,159	87,819	1,015,126	1,253,774
Group	<u>9,308,406</u>	<u>5,649,585</u>	<u>1,216,208</u>	<u>16,174,199</u>	<u>15,963,930</u>

6 (b) GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	£	£	£	£
Auditor's remuneration	20,300	22,080	15,010	16,780
Auditor's remuneration – additional services	1,000	1,000	1,000	1,000
Reimbursement of personal expenses to Trustees	95	1,214	95	1,214
	<u>21,395</u>	<u>24,294</u>	<u>16,105</u>	<u>18,994</u>

Travel expenses were reclaimed by 1 members (2020: 6) of the governing body.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

7 STAFF COSTS

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	£	£	£	£
Wages and salaries	7,296,018	7,423,806	6,824,680	6,786,272
Social security costs	669,771	685,212	649,021	656,354
Teachers' pension costs	929,985	968,440	929,985	968,440
Other pension costs	343,184	297,460	310,572	255,174
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	9,238,958	9,374,918	8,714,258	8,666,240
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The average weekly number of employees during the year was as follows:

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	No.	No.	No.	No.
Teaching staff	118	112	118	112
Administrative and domestic staff etc.	199	217	144	139
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	317	329	262	251
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2021	2020
	No.	No.
£60,001 - £70,000	3	2
£70,001 - £80,000	-	-
£80,001 - £90,000	1	2
£90,001 - £100,000	1	-
£130,001 - £140,000	-	-
£140,001 - £150,000	1	1
	<u> </u>	<u> </u>

Contributions amounting to £106,709 (2020: £112,445) were made to the Teachers' Superannuation Scheme, which is a defined benefit scheme, for five higher paid employees (2020: five employees). Contributions amounting to £31,085 (2020: £Nil) were made to an alternative defined contribution scheme for one higher paid employee (2020: nil employee).

No emoluments were paid to the trustees in respect of their services to the School during the year, nor have they received any other form of disclosable trustee benefit (2020: £Nil).

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

	2021	2020
	£	£
Aggregate employee benefits of key management personnel	717,748	616,099
	<u> </u>	<u> </u>

The Key Management Personnel – Headmistress, Bursar, Deputy Head – Teaching and Learning, Deputy Head – Co-curricular and planning, Deputy Head - Pastoral and Director of Studies.

During the year there were 2 termination payments made which amounted to £14,092 (2020: £15,384). These amounts relate to agreements made with employees to end employment contracts. There was £Nil amount outstanding at the year-end (2020: £Nil)

8 PENSIONS

TEACHING STAFF - TEACHERS' PENSION SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £929,985 (2020: £968,440) and at the year-end £109,216 (2020 - £114,819) 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.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

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.

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 revision 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

NON TEACHING STAFF

The group operates a defined contribution scheme for non-teaching staff. The assets are held separately from those of the group in an independently administered fund.

The pension charge for the period represents contributions payable by the group and amounted to £343,184 (2020: £297,460). At the year end the group had a non-teaching staff pension creditor of £36,315 (2020: £29,296).

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

9 INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	2021 £	2020 £
Cost:		
1 September 2020	39,486	39,486
Amortisation		
1 September 2020	15,794	-
Charge for Year	3,948	15,794
	<u> </u>	<u> </u>
31 August 2021 Net Book Value	19,742	15,794
	<u> </u>	<u> </u>
31 August 2021	19,744	23,692
	<u> </u>	<u> </u>

10 TANGIBLE FIXED ASSETS

GROUP	Freehold land £	Buildings £	Swimming pool £	Furniture, machinery and equipment £	Assets in the course of construction £	Total £
Cost:						
1 September 2020	17,256	36,717,621	2,222,675	6,312,644	123,109	45,393,305
Additions						
Transfers into use	-	280,608	-	50,999	94,714	426,321
	-	22,528	-	47,986	(70,514)	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
31 August 2021	17,256	37,020,757	2,222,675	6,411,629	147,309	45,819,626
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Depreciation:						
1 September 2020	-	(11,368,613)	(587,148)	(5,218,081)	-	(17,173,842)
Charge for year	-	(867,669)	(45,412)	(299,178)	-	(1,212,259)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
31 August 2021	-	(12,236,282)	(632,560)	(5,517,259)	-	(18,386,101)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net book values:						
31 August 2021	17,256	24,784,475	1,590,115	894,370	147,309	27,433,525
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
31 August 2020	17,256	25,349,008	1,635,527	1,094,593	123,109	28,219,463
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

At 31 August 2021 the group was contracted to future expenditure of £Nil (2020: £Nil).

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

Included in the above are assets with a total net book value of £744,597 (2020: £795,917) that are held under hire purchase contracts. Depreciation charged on these assets in the year amounted to £53,609 (2020: £52,614).

10 TANGIBLE FIXED ASSETS (continued)

CHARITY	Freehold land £	Buildings £	Swimming pool £	Furniture, machinery equipment £	Assets in the course of construction £	Total £
Cost:						
1 September 2020	17,256	36,191,054	188,014	5,848,983	123,109	42,368,416
Disposals	-	-	-	-	-	-
Additions	-	280,608	-	34,051	94,714	409,373
Transfers into use	-	22,528	-	47,986	(70,514)	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
31 August 2021	17,256	36,494,190	188,014	5,931,020	147,309	42,777,789
Depreciation:						
1 September 2020	-	(11,308,488)	(61,313)	(4,961,577)	-	(16,331,378)
Disposals	-	-	-	-	-	-
Charge for year	-	(857,137)	(4,719)	(262,584)	-	(1,124,440)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
31 August 2021	-	(12,165,625)	(66,032)	(5,224,161)	-	(17,455,818)
Net Book values:						
31 August 2021	<u>17,256</u>	<u>24,328,565</u>	<u>121,982</u>	<u>706,859</u>	<u>147,309</u>	<u>25,321,971</u>
31 August 2020	<u>17,256</u>	<u>24,882,566</u>	<u>126,701</u>	<u>887,406</u>	<u>123,109</u>	<u>26,037,038</u>

At 31 August 2020 the Charity was contracted to future capital expenditure of £Nil (2020: £Nil).

Included in the above are assets with a total net book value of £724,543 (2020: £766,666) that are held under hire purchase contracts. Depreciation charged on these assets in the year amounted to £44,411 (2020: £43,416).

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

11 INVESTMENTS

Group	2021 £	2020 £
Listed Investments at market value		
Brought forward	4,010,523	3,957,687
Acquisitions at cost	125,772	138,958
Increase/(decrease) in market value	491,817	(31,401)
Disposals at market value	(17,527)	(54,721)
	<hr/>	<hr/>
Carried forward	4,610,585	4,010,523
Cash held by investment manager	53,205	41,877
	<hr/>	<hr/>
Total investments (excluding subsidiary shares)	4,663,790	4,052,400
Charity		
Shares in subsidiary trading company at cost	100	100
	<hr/>	<hr/>
Total Fixed Asset Investments	4,663,890	4,052,500
	<hr/> <hr/>	<hr/> <hr/>
Summary	2021 £	2020 £
Unrestricted:		
General investments	2,654,082	2,302,828
Restricted funds:		
Other specific funds (Scholarship & Prizes)	523,581	463,935
Bouhey Trust	49,591	33,919
Verdon-Smith	17,400	12,613
Bursaries & Scholarships	490,806	437,639
Tory fund	197,451	139,638
Endowed funds:		
Bouhey Trust	400,909	365,140
Verdon-Smith	329,970	296,688
	<hr/>	<hr/>
	4,663,790	4,052,400
	<hr/> <hr/>	<hr/> <hr/>

Restricted Investments are held in respect of specific restricted funds. For full analysis of funds please refer to Note 17.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

12 STOCK

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	£	£	£	£
Finished goods	140,322	153,429	89,791	89,707
	=====	=====	=====	=====

13 DEBTORS

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	£	£	£	£
Fees and extras less provision for doubtful Debts	43,062	102,395	43,062	102,395
Other debtors	65,856	90,376	49,990	46,733
Prepayments and accrued income	22,180	171,747	8,129	161,972
Amounts owed by subsidiaries	-	-	2,059,555	2,146,709
	=====	=====	=====	=====
	131,098	364,518	2,160,736	2,457,809
	=====	=====	=====	=====

At the year end the school loan to its subsidiary, Sherborne Sports and Leisure Limited, amounted to £1,908,945 (2020: £1,948,945). The loan is secured over the property and assets of the company, with interest being charged at 1.25% above the base rate. The whole debtor is due greater than one year.

14 CREDITORS

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
Amounts payable within one year:	£	£	£	£
Bank overdraft	-	554,661	-	554,661
Advanced fees scheme	828,142	626,892	828,142	626,892
Bank loan	744,557	321,228	744,557	321,228
Social security and other taxes	297,852	359,882	263,325	314,399
Other creditors and accruals	823,429	435,522	831,753	405,260
Fees received in advance	2,258,383	1,816,349	2,258,383	1,816,349
Fee deposits	1,553,946	1,197,883	1,553,946	1,197,883
Hire purchase creditor	95,410	93,944	95,410	93,944
Owed to joint venture	22,952	19,598	22,952	19,598
Owed to group undertakings	-	-	12,631	3,029
	=====	=====	=====	=====
	6,624,671	5,425,959	6,611,099	5,353,243
	=====	=====	=====	=====

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

15	CREDITORS (continued)	<i>Group</i>		<i>Charity</i>	
		2021	2020	2021	2020
		£	£	£	£
	Amounts payable in more than one year:				
	Advanced fees scheme	1,205,297	1,348,232	1,205,297	1,348,232
	Bank loan	5,939,587	5,224,287	5,939,587	5,224,287
	Hire purchase creditor	404,013	497,957	404,013	497,957
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
		7,548,897	7,070,476	7,548,897	7,070,476
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
	Repayable by instalments			2021	2020
				£	£
	Bank loan:				
	within one year			744,557	321,228
	between two and five years			2,328,912	1,284,912
	after five years			3,610,675	3,939,375
				<u> </u>	<u> </u>
				<u>6,684,144</u>	<u>5,545,515</u>
	Hire purchase:				
	within one year			95,410	93,944
	between two and five years			404,013	375,776
	after five years			-	122,181
				<u> </u>	<u> </u>
				<u>499,423</u>	<u>591,901</u>

At the year end all borrowings are at a fixed rate and are secured with a fixed charge over the property of the School in favour of the bank. Borrowings have fixed interest rates ranging from 3.45% - 6.24% and capital repayment profiles of 5-25 years. Interest and other similar charges on bank loans and overdrafts totalling £246,401 (2020: £268,480) were incurred in the year. This includes a Covid Business Interruption Loan raised in 2020 for £1,308,000. The loan is repayable over 5 years after the Business Interruption Period (BIP) has passed. During BIP (12 months from the draw down date) the interest is paid by the UK Government. The loan is repayable monthly and the interest rate is fixed at 4.24%

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

(a) ADVANCED FEES SCHEME

Advance fees scheme represents amounts paid in advance to the School which will be credited to incoming resources in more than one year. In the event of a pupil not being offered a place, or who leaves early, a repayment of the advanced fee will fall due upon notice by the parent.

Assuming pupils will remain in the School advanced fees will be applied as follows:

	2021	2020
	£	£
After more than five years	-	137,293
Within two to five years	644,754	791,472
Within one to two years	560,543	419,467
	<u>1,205,297</u>	<u>1,348,232</u>
Over more than one year	1,205,297	1,348,232
Within one year (see note 13)	828,142	626,892
	<u>2,033,439</u>	<u>1,975,124</u>
Balance at 31 August 2020	<u>2,033,439</u>	<u>1,975,124</u>

Summary in movements in liability

	2021	2020
	£	£
Balance at 1 September 2020	1,975,124	2,010,251
New contracts	811,004	811,883
Returned payments	-	(33,399)
Amounts used to pay fees	(803,259)	(866,381)
Amounts accrued to contract as debt financing cost	50,570	52,770
	<u>2,033,439</u>	<u>1,975,124</u>
Balance at 31 August 2021	<u>2,033,439</u>	<u>1,975,124</u>

16 FINANCIAL INSTRUMENTS

	<i>Group</i>		<i>Charity</i>	
	2021	2020	2021	2020
	£	£	£	£
Financial assets measured at Fair Value	4,663,790	4,052,400	4,663,790	4,052,500
Financial assets measured at amortised cost	2,893,550	481,785	4,810,391	2,437,372
Financial liabilities measured at amortised cost	9,583,894	8,345,080	9,604,849	8,317,847

Financial assets measured at fair value includes assets held as investments.

Financial assets measured at amortised cost comprise of trade and other debtors, accrued income, amounts owed from subsidiary undertakings, bad debt write off and movement in bad debt provision.

Financial liabilities measured at amortised cost comprise of cash, trade creditors, pension contributions due, obligations under finance leases, accruals, fee deposits, amounts owed to group undertakings and bank overdrafts and loans.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

17 STATEMENT OF FUNDS

	At 1 September 2020	Incoming resources	Resources expended	Investment Gains/ Transfers	At 31 August 2021
	£	£	£	£	£
Unrestricted funds:					
General	18,696,076	16,044,931	(16,044,590)	258,941	18,955,358
Where the School Needs It Most	-	21,255	(18,077)	-	3,178
	<u>18,696,076</u>	<u>16,066,186</u>	<u>(16,062,667)</u>	<u>258,941</u>	<u>18,958,536</u>
Restricted Funds:					
Verdon-Smith	12,613	12,917	(8,130)	-	17,400
Bouhey Trust	33,919	15,673	-	-	49,592
Scholarship Fund	364,617	15,198	(10,701)	40,319	409,433
Prize Fund	99,318	4,148	(303)	10,985	114,148
Bursaries & Scholarships	437,639	18,101	(12,839)	47,906	490,807
Development funds:					
Scholarship & Bursaries	34,732	2,145	(25,000)	-	11,877
Annual Fund	1,600	-	-	-	1,600
Arts Centre Fund	-	17,721	(13,529)	-	4,192
Tory Masterclass	139,638	2,204	(469)	62,483	203,856
Buildings and Facilities	2,205	-	-	-	2,205
Candlelight Fund	3,358	40,089	(38,429)	-	5,018
	<u>1,129,639</u>	<u>128,196</u>	<u>(109,400)</u>	<u>161,693</u>	<u>1,310,128</u>
Total Restricted Funds					
Endowed funds:					
Verdon-Smith	296,688	-	(929)	34,211	329,970
Bouhey Trust	365,140	-	(1,203)	36,972	400,909
	<u>661,828</u>	<u>-</u>	<u>(2,132)</u>	<u>71,183</u>	<u>730,879</u>
Total Endowed Funds					
Total funds	<u><u>20,487,543</u></u>	<u><u>16,194,382</u></u>	<u><u>(16,174,199)</u></u>	<u><u>491,817</u></u>	<u><u>20,999,543</u></u>

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

17 STATEMENT OF FUNDS (Continued)

	At 1 September 2019	Incoming resources	Resources expended	Investment Gains/ Transfers	At 31 August 2020
	£	£	£	£	£
Unrestricted funds:					
General	18,530,365	15,865,156	(15,830,558)	131,113	18,696,076
Where the School Needs It Most	2,755	13,589	(16,344)	-	-
	<u>18,533,120</u>	<u>15,878,745</u>	<u>(15,846,902)</u>	<u>131,113</u>	<u>18,696,076</u>
Restricted Funds:					
Verdon-Smith	8,024	12,812	(8,223)	-	12,613
Bouhey Trust	20,850	15,569	(2,500)	-	33,919
Scholarship Fund	365,629	15,103	(13,227)	(2,888)	364,617
Prize Fund	98,930	4,114	(2,938)	(788)	99,318
Bursaries & Scholarships	438,994	17,960	(15,869)	(3,446)	437,639
Development funds:					
Scholarship & Bursaries Annual Fund	32,903	1,829	-	-	34,732
Arts Centre Fund	1,600	-	-	-	1,600
Tory Masterclass	-	131,399	-	(131,399)	-
Buildings and Facilities	165,563	3,117	(1,255)	(27,787)	139,638
Candlelight Fund	2,205	-	-	-	2,205
	21,389	52,883	(70,914)	-	3,358
	<u>1,156,087</u>	<u>254,786</u>	<u>(114,926)</u>	<u>(166,308)</u>	<u>1,129,639</u>
Total Restricted Funds					
Endowed funds:					
Verdon-Smith	300,059	-	(922)	(2,449)	296,688
Bouhey Trust	369,291	-	(1,180)	(2,971)	365,140
	<u>669,350</u>	<u>-</u>	<u>(2,102)</u>	<u>(5,420)</u>	<u>661,828</u>
Total Endowed Funds					
Total funds	<u><u>20,358,557</u></u>	<u><u>16,133,531</u></u>	<u><u>(15,963,930)</u></u>	<u><u>(40,615)</u></u>	<u><u>20,487,543</u></u>

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

17 STATEMENT OF FUNDS (Continued)

The Where the School Needs It Most fund is the accumulation of donations for the School's development with no other specific restrictions.

Differences between the fund balances and the corresponding investment accounts are represented by cash held in the School's bank accounts.

The restricted funds comprise Bursaries & Scholarships, Prizes and Development funds.

The Endowed funds comprise of The Verdon-Smith and Boughey funds.

The Bursaries & Scholarships, Verdon-Smith and Boughey Trust funds provide bursaries and scholarships for girls attending the School. The Prize Fund provides prizes in recognition of either academic or artistic excellence.

The Development Funds were set up to receive donations from individuals. The donors select an option on how the money can be spent. The various funds are as follows:

- The Scholarship and Bursaries Fund is used to pay out scholarship and bursaries.
- The Annual Fund provides relatively small, every day, enhancements to the pastoral and/or academic functions of the School.
- The Arts Centre Fund has been used to finance a high quality performance venue covering the needs of music and drama, therefore these funds have been transferred to unrestricted funds.
- The purpose of the Tory Masterclass fund is to establish an annual Music Masterclass and Concert at the School in memory of Harriet Tory.
- The Buildings and Facilities fund is for capital expenditure and maintenance of the School's buildings.
- The purpose of the Candlelight Fund is to support socially disadvantaged children (with the promise and character to thrive at Sherborne Girls) in order to give them a greater chance in life.

a) ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Endowed funds</i>	<i>Total</i>
	£	£	£	£
Fund balances at 31 August 2021 are represented by:				
Intangible fixed assets	19,744	-	-	19,744
Tangible fixed assets	27,433,525	-	-	27,433,525
Investments	2,622,783	1,310,128	730,879	4,663,790
Current assets	3,083,826	-	-	3,083,826
Current liabilities	(6,652,445)	-	-	(6,652,445)
Long term liabilities	(7,548,897)	-	-	(7,548,897)
	=====	=====	=====	=====
Total funds	18,958,536	1,310,128	730,879	20,999,543
	=====	=====	=====	=====

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

b) ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS - COMPARATIVE

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Endowed funds</i>	<i>Total</i>
	£	£	£	£
Fund balances at 31 August 2020 are represented by:				
Intangible fixed assets	23,692	-	-	23,692
Tangible fixed assets	28,219,463	-	-	28,219,463
Investments	2,260,933	1,129,639	661,828	4,052,400
Current assets	688,423	-	-	688,423
Current liabilities	(5,425,959)	-	-	(5,425,959)
Long term liabilities	(7,070,476)	-	-	(7,070,476)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total funds	18,696,076	1,129,639	661,828	20,487,543
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

18 RECONCILIATION IN NET DEBT

	<i>At 1 Sept 2020</i>	<i>Cash Flow</i>	<i>Other non cash changes</i>	<i>At 31 Aug 2021</i>
	£	£	£	£
Reconciliation in net debt				
Cash at bank and in hand	170,476	2,614,156	-	2,784,632
Short term cash deposits	-	-	-	-
Bank overdraft	(554,661)	554,661	-	-
Debt due within one year	(415,172)	415,172	(839,967)	(839,967)
Debt due over one year	(5,722,244)	(1,461,323)	839,967	(6,343,600)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total funds	(6,521,601)	2,122,666	-	(4,398,935)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

19 NET INCOME FROM ACTIVITIES OF THE SUBSIDIARIES

All subsidiary entities have the same registered office as the school which is detailed on page 1 of these financial statements. The charity has three wholly owned subsidiaries, Mulliner Trading (Sherborne) Limited (Company Registration Number: 03230791), Sherborne Sports and Leisure Limited (Company Registration Number: 05869779, Charity Registration Number: 1117024), and The Sherborne Girls Foundations (Company Registration Number: 09637231, Charity Registration Number: 1164053), which are all incorporated in England and Wales. Mulliner Trading (Sherborne) Limited manages the trading activities of the School, Sherborne Sports and Leisure Limited manages the School Sports Centre and The Sherborne Girls Foundation controls fundraising activity for the school. A summary of the trading position is shown below. Audited accounts have been filed with the Registrar of Companies.

(i) Mulliner Trading (Sherborne) Limited	2021	2020
	£	£
Profit and loss account		
Turnover	314,253	243,671
Cost of sales	(277,134)	(299,963)
	—	—
Gross profit	37,119	(56,292)
Administration	(7,874)	(7,938)
Investment income	-	-
	—	—
Net profit	29,245	(64,230)
	—	—
Distribution to Parent Company	-	-
	—	—
Retained in subsidiary	29,245	(64,230)
	====	====
The aggregate of assets, liabilities and funds was:		
Assets	169,692	107,927
Liabilities	(187,260)	(154,740)
	—	—
	(17,568)	(46,813)
	====	====
Representing:		
Share capital (100 ordinary shares of £1 each)	100	100
Profit and loss account	(17,668)	(46,913)
	—	—
	(17,568)	(46,813)
	====	====

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

19	NET INCOME FROM ACTIVITIES OF THE SUBSIDIARIES <i>(continued)</i>		
	(ii) Sherborne Sports and Leisure Limited	2021 £	2020 £
	Incoming resources	820,270	952,095
	Cost of charitable activities	(817,588)	(1,007,689)
		-----	-----
	Net movement in funds	2,682	(55,594)
		=====	=====
	The aggregate of assets, liabilities and funds was:		
	Assets	2,219,661	2,262,550
	Liabilities	(1,980,636)	(2,026,207)
		-----	-----
		239,025	236,343
		=====	=====
	Represented by:		
	General funds	239,025	236,343
		=====	=====
	(iii) The Sherborne Girls Foundation	2021 £	2020 £
	Incoming resources	109,953	227,677
	Cost of charitable activities	(123,778)	(268,587)
		-----	-----
	Net movement in funds	(13,825)	(40,910)
		=====	=====
	The aggregate of assets, liabilities and funds was:		
	Assets	25,015	79,595
	Liabilities	(750)	(41,505)
		-----	-----
		24,265	38,090
		=====	=====
	Represented by:		
	Restricted funds	24,265	38,090
		=====	=====

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

20 JOINT VENTURE INTEREST

The School owns 50% of the share capital of Sherborne Schools Worldwide Limited (company no. 10730155), which was incorporated on 19 April 2017, and commenced trading on 1 May 2017. The company is jointly owned with Sherborne School, and has been incorporated to identify international opportunities, select, market to and enter into arrangements with third parties on behalf of the two Schools jointly, to generate income, increase the value of the School's brands and enhance the Schools' reputations.

Sherborne Schools Worldwide Limited's trading results for the 12 month period to 30 June 2021, are summarised below:

	2021	2020
	£	£
Turnover	-	50,000
Cost of sales	-	-
	_____	_____
Gross profit	-	50,000
Administration	(19,108)	(81,084)
	_____	_____
Net (loss)	(19,108)	(31,084)
	_____	_____
50% share of loss	(9,554)	(15,542)
	=====	=====
The aggregate of assets, liabilities and funds was:		
Assets	1,008	15,248
Liabilities	(487,864)	(482,996)
	_____	_____
	(486,856)	(467,748)
	=====	=====
Representing:		
Share capital (2 ordinary shares of £1 each)	2	2
Profit and loss account	(486,858)	(467,750)
	_____	_____
	(486,856)	(467,748)
	=====	=====
50% share of shareholder's deficit	(243,428)	(233,874)
	=====	=====

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

21 RELATED PARTY TRANSACTIONS

a) Transactions with Governors

During the year the company paid no remuneration to Governors. Travel expenses were paid to 1 (2020: 6) Governors of £95 (2020: £1,214).

b) Related Parties

Sherborne School for Girls wholly own Sherborne Sports and Leisure Limited.

The company was owed £12,602 to (2020: £37,008, owed to) its subsidiary for services and goods throughout the year which is repayable on demand.

The company was owed £1,908,945 (2020: £1,948,945) from its subsidiary for a loan. However, assurance has been given and this is not repayable for at least 12 months from the signing of these accounts.

The company has sold £56,815 (2020: £62,092) worth of services and goods to its subsidiary during the year.

The company has purchased £310,135 (2020: £283,833) worth of services and goods from its subsidiary during the year.

Sherborne School for Girls wholly own Mulliner Trading (Sherborne) Limited.

Sherborne School for Girls owed £79,318 (2020: £3,029) to Mulliner Trading (Sherborne) Limited for services and goods throughout the year which is repayable on demand.

The company was owed £150,000 (2020: £120,000) from its subsidiary, for a loan made during the year.

The company has purchased £240,386 (2020: £161,295) worth of services and goods from its subsidiary during the year.

The Sherborne Girls Foundation is a controlled entity of Sherborne School for Girls. During the year the company gifted £28,743 (2020: £27,977) of services to The Sherborne Girls Foundation.

The company is owed £nil (2020: £40,755) from The Sherborne Girls Foundation.

The company received donations of £93,299 (2020: £239,375) from The Sherborne Girls Foundation during the year.

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

22 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH FLOW FROM OPERATIONS

	2021	2020
	£	£
Net incoming resources	512,000	128,986
Investment income	(201,264)	(197,954)
Finance Costs	394,720	427,246
Investment (gains)/losses	(491,883)	31,401
Investment management charges	12,269	11,180
Depreciation charges	1,212,259	1,242,449
Amortisation of intangible asset	3,948	15,794
(Increase)/decrease in stock	13,107	(3,529)
(Increase)/decrease in debtors	233,420	89,737
(Increase)/decrease in creditors (excluding fees in advance scheme and deposit)	329,134	(25,953)
Increase in fees in advance scheme creditors	500,349	(783,869)
(Increase)/decrease in parents deposits	356,063	228,835
	<u>2,874,122</u>	<u>1,164,323</u>

Analysis of changes in net funds

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank	170,476	2,614,156	2,784,632
Overdraft	(554,661)	554,661	-
Short term cash deposits	-	-	-
	<u> </u>	<u> </u>	<u> </u>
Total funds	(384,185)	3,168,817	2,784,632
	<u> </u>	<u> </u>	<u> </u>

Sherborne School for Girls

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 August 2021

23 CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2020 £	Total 2019 £
Income from:						
Charitable activities						
School fees receivable	1	13,064,229	-	-	13,064,229	14,473,926
Ancillary trading income	2	1,084,192	-	-	1,084,192	1,200,892
Other trading activities						
Non-Ancillary Trading income	3	1,582,327	-	-	1,582,327	1,131,105
Investments						
Investment income and interest	5	129,279	68,675	-	197,954	191,834
Voluntary Sources						
Donations and Legacies	4	18,718	186,111	-	204,829	721,220
Total income		<u>15,878,745</u>	<u>254,786</u>	<u>-</u>	<u>16,133,531</u>	<u>17,718,977</u>
Expenditure on						
Raising funds						
Fundraising costs		54,606	-	-	54,606	70,411
Non-Ancillary Trading		1,253,774	-	-	1,253,774	1,540,737
Financing costs		427,246	-	-	427,246	384,448
Investment management costs		5,234	3,844	2,102	11,180	8,589
Share of Joint Venture loss		15,542	-	-	15,542	69,497
Charitable activities						
Education and grant making		14,090,500	111,082	-	14,201,582	15,012,943
Total expenditure	6	<u>15,846,902</u>	<u>114,926</u>	<u>2,102</u>	<u>15,963,930</u>	<u>17,086,623</u>
Net income/(deficit) from operations before investments gains or losses						
		<u>31,843</u>	<u>139,860</u>	<u>(2,102)</u>	<u>169,601</u>	<u>632,354</u>
Net gains on investments	11	(286)	(34,909)	(5,420)	(40,615)	(80,803)
Net income for year		<u>31,557</u>	<u>104,951</u>	<u>(7,522)</u>	<u>128,986</u>	<u>551,551</u>
Transfers		131,399	(131,399)	-	-	-
Net movement in funds		<u>162,956</u>	<u>(26,448)</u>	<u>(7,522)</u>	<u>128,986</u>	<u>551,551</u>
Reconciliation of funds:						
Total funds brought forward		18,533,120	1,156,087	669,350	20,358,557	19,807,006
Total funds carried forward	17	<u>18,696,076</u>	<u>1,129,639</u>	<u>661,828</u>	<u>20,487,543</u>	<u>20,358,557</u>