

Registered number: 00037822
Charity number: 307921



ST LAWRENCE COLLEGE

THE CORPORATION OF ST LAWRENCE COLLEGE

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

THE CORPORATION OF ST LAWRENCE COLLEGE

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Governors:	Mr J Bolton (1,2,3,5)	(Chairman)
	Mrs G E Page (1,3,4,5)	(Vice-Chair)
	Mrs A G Burgess (2)	
	Mr G Carter (1,4)	
	Mr P Carter	(Resigned 9 January 2020)
	Mr J S Laslett (1,4)	
	Mr N G Marchant (1,5)	
	Mrs M Millin (1)	
	Dr J Neden (2)	
	Rev S Rae (2)	
	Mr J H Tapp (1,4)	
Mr T L Townsend		
Rev G L Warren (1)	(Deceased 16 July 2020)	

Governor Sub-committee Membership Key:

- 1 Member of the Finance Committee
- 2 Member of the Education and Welfare Committee
- 3 Member of the Governance, Development & Remuneration Committee
- 4 Member of the Estates Committee
- 5 Member of the Marketing and Admissions Committee

EXECUTIVE

Head of College:

Mr B G Durrant

Bursar & Clerk to the Governors:

Mr J A Connelly

Head of Junior School:

Mrs E Rowe

ADDRESSES

Senior School:

St Lawrence College
College Road
RAMSGATE
Kent CT11 7AE

Junior School:

St Lawrence College Junior School
College Road
RAMSGATE
Kent CT11 7AF

Website:

www.slccuk.com

Company Registration Number:

00037822

Charity Number:

307921

**ADVISORS:
Auditors:**

UHY Kent LLP
t/a UHY Hacker Young
Chartered Accountants
Statutory Auditors
Thames House
Roman Square
Sittingbourne
Kent ME10 4BJ

Bankers: Barclays Bank plc
Corporate Building
P O Box 104
ASHFORD
Kent TN24 82B

Lloyds TSB Bank plc
3 Queen Street
RAMSGATE
Kent CT11 9DL

The Governors, who are also directors of the company for the purposes of the Companies Act, present their annual report together with the audited financial statements for the year ended 31 August 2020 for the Corporation of St. Lawrence College ("the Corporation" / "the College").

The Governors confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Charities SORP (FRS 102) (second edition), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

OUR CHARITABLE OBJECT, AIMS, OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECT

The Corporation is governed by its Memorandum and Articles of Association dating from 1892, as subsequently amended. It is registered as a charity with the Charity Commission and the Senior School and Junior School are registered separately with the Department for Education.

The main object of the Corporation is "to provide, maintain, and promote sound Public School Education on a religious basis in accordance with the Scriptural and Evangelical doctrines and principles of the Church of England, as declared in the Thirty Nine Articles". The objects include the provision of boarding and/or day schooling for children of both sexes. The Corporation is required to apply all of its income solely towards its objects.

The Corporation's educational aims and activities are further set out below. These indicate that the Corporation is both acting in accordance with its objects and is engaged in the "Advancement of Education" within s.2.2 of The Charities Act 2006.

AIMS

In pursuance of its object the School aims to provide an all-round, high-quality, good value education for pupils aged three to eighteen in a co-educational setting with a mixture of day and boarding pupils, based on Christian principles, in a safe and attractive environment in East Kent. It is committed to:

- developing independent thinkers and knowledgeable young people who have a love for learning that will last throughout their lifetime;
- providing a rich, varied, stimulating and broad education that develops the diverse talents of the pupils;
- encouraging pupils' self-confidence allied to courtesy and graciousness;

- producing compassionate young people who will actively make the world a better place and who will be emotionally intelligent as well as spiritually aware;
- creating a diverse school community from different economic, social and national backgrounds, and
- providing excellent pastoral care.

The Corporation's activities reflect its educational aims. Strong academic performance is central to the achievement of these aims but the College aims to secure this within the context of the overall spiritual, moral and social development of the pupils. This context is one in which:

- pupils are part of a school where they are well known by most staff and very well known by some;
- teaching is in classes that rarely rise above twenty pupils and are often much smaller;
- positive "value added" is the aim in all areas of the academic curriculum with real prospects of high achievement for the most able;
- best practice is applied in Teaching and Learning, within a curriculum which inspires and stretches all pupils of all abilities but is delivered so as to be differentiated to their specific abilities in accordance with the aims and objectives of our strategy to deliver High Performance Learning;
- there is growth in self-reliance, recognition of the importance of thinking and learning skills, and the development of a love of learning;
- a full and rounded education with a balance between academic life and a curriculum providing full scope for sports, activities and the arts;
- Christian values and worship are at the heart of the School's life, together with an understanding of service to others as an intrinsic part of good community living and citizenship; and
- the international nature of the School is celebrated.

HOW THE COLLEGE DELIVERS THE GOVERNORS' STRATEGIC AIM TO WIDEN ACCESS

When considering the College's objectives for the year and when planning activities, the Governors of the College have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity' (PB2). When considering objectives, the Governors have also had due regard to the duties incumbent on them, and set out in Section 172 of the Companies Act, to promote the success of the company.

The School is situated at the heart of the wider community of the Isle of Thanet in East Kent, which has historically suffered from high rates of unemployment and considerable social need. At the core of its mission, the College seeks to offer a wide variety of educational and pastoral opportunities to this disadvantaged community. The situation locally is improving, and as reported previously, much of the growth in day pupil numbers can be attributed to demographic changes and a drift towards the sector of families who would not previously have considered private education. In addition to offering direct placement into the School,

the College offers a range of activities, described below, which benefit local schools and local children directly and indirectly.

The nature of the maintained sector in the area is complex and challenging at secondary level and competitive entry into Grammar School is a feature. In recent years, the College has developed strong links with local maintained sector schools where it is felt that St Lawrence may have skills and resources that could be of benefit. The College also plays an active part in the East Kent Schools Together partnership, which brings together local Independent and State schools, to share best practice and broaden opportunity for all. The College also continues to offer a full Arts scholarship for pupils of the neighbouring Royal Harbour Academy wishing to be considered for a fully-funded Sixth Form place.

Financial planning to ensure affordability

Fee affordability continues to be a challenge for the core day market in Thanet and the College works to address this through its scholarship and Bursary policies. The College also works with financial service providers, including School Fee Plan Ltd, to ensure that parents do not over-commit to the costs of a private education and to enable them to manage the costs of education through monthly instalments. The recent COVID-19 Pandemic has brought into sharp focus, the need for early intervention when fee payment problems are detected and the College has already delivered considerable hardship support to families, whose employment and income have been adversely affected by the ongoing crisis.

Support to Families

As a Christian School with a strong commitment to inclusion, the College aims to provide equal opportunity for all. Generous sibling allowances are offered to promote family attendance. In making these allowances, the Corporation also recognises that, financially, educating more than one child at a time gets progressively burdensome.

Financial Support to Pupils

Bursary awards are means-tested awards. These awards are made in respect of pupils who are new to the College, or those pupils whose families encounter hardship once enrolled. The College continues to offer substantial bursaries to local children to enable them to take full advantage of the education on offer. Local schools also benefit from the opportunity to use the College's facilities for residential revision courses during the holiday periods, although our scope to extend this provision has been limited in the past year due to the impact of COVID-19. The fee-setting policy reflects the strategy of enabling all within the community, whatever their means, to join the College or use its facilities. As a result, approximately 23% of our Gross fee revenue is returned to our pupils in the form of Scholarships, Bursaries and Foundation awards.

Hardship Fund

During the academic year, and in response to the hardship brought about by the COVID-19 Pandemic, the College launched a Bursary Appeal Fund, with a target to reach £250k by the start of the 2020-21 academic year. To date, the fund has raised just over £110k through cash and pledges and £45k of this has already been awarded to the families of pupils facing hardship. As with routine Bursary awards, the funds are allocated, following means test, by the College Awards Group. The College anticipates that the need for more extensive hardship support will continue into the next academic year and beyond and it is the Governors' intention to keep the Bursary Appeal Fund open to donors until the end of the 2021-22 academic year.

PROMOTING HIGH ACADEMIC STANDARDS

Scholarship Policy

Scholarships are awarded to students on the basis of their academic, artistic or sporting abilities. These awards range in scale from 0% (Honorary) to 25%. Academic awards are administered by the College Admissions staff on behalf of the Head of College and Head of the Junior School and are determined by means of testing. Arts and Sporting Scholarships are assessed by Admissions staff and Heads of Department by means of trials, assessments, portfolio review and interview.

Assistance for our teaching staff

Staff Bursaries are offered to all staff and can also be supplemented by scholarships and means-tested bursaries.

OBJECTIVES

The College's objectives for the year were as follows:

In terms of academic achievement, St Lawrence College hoped to:

- Complete the roll out of a programme of High Performance Learning to the Senior and Junior Schools;
- Maintain high positive 'Value Added' scores for pupils at GCSE;
- Improve teaching and learning across every department within the Senior and Junior School;
- Work towards the long-term aim of achieving 65% A*-B grades at A Level, and
- Develop and maintain a thriving co-curricular life.

In terms of the ethos of the School, the College hoped to maintain and strengthen the Christian ethos and strengthen links with the local community;

Pastorally, St Lawrence College committed to maintaining the highest levels of safeguarding and pupil welfare;

In terms of the College's marketing objectives, the College aimed to continue to diversify recruitment markets and to monitor the financial quality of the intake.

In terms of finances and facilities, the College hoped to:

- Develop the residential site for the benefit of the Corporation;
- Develop existing facilities to accommodate a new International Study Centre to open in September 2019;
- Continue to maximise commercial revenues by exploring potential opportunities to extend English Language teaching provision;

- Continue to review the cost base and identify efficiencies to deliver a sustainable annual surplus in the face of increasing financial pressures;
- Continue to review staff pay, terms and conditions, in light of any changes within the Public Sector (with particular regards to Teachers' Pensions Employer contribution increases);
- Continue to work with Thanet District Council to secure approval for a pedestrian bridge over College Road, to link physically the northern and southern sectors of the site and improve the safety and security for pupils and staff, and
- Commence work to replace sports pitches and facilities and accommodation lost as a result of the residential development of land to the north of College Road, to the rear of the Pre-Prep school.

STRATEGIC REPORT

ACTIVITIES AND ACHIEVEMENTS DURING 2019-2020

Pupil Numbers

Average pupil numbers for the 2019-20 academic year were adversely affected by the impact of the COVID-19 pandemic. As a result, average Senior School pupil numbers were slightly down on 2018/19 levels at 457. Junior school average pupil numbers were also down on the previous year at 171 (excluding Nursery). The COVID-19 pandemic has impacted further on September 2020 intake numbers, with the current Senior School roll at 406 and the Junior School roll at 148 (excluding Nursery).

Fees

In response to affordability concerns, the Governors have agreed to freeze school fees at 2019/20 levels, subject to termly review during the 2020/21 academic year.

Academic Achievements

The College's main achievements during the year with respect to the Curriculum have been as follows:

- The College has continued to develop Teaching and Learning in line with the High Performance Learning framework and has confirmed its status as belonging to the Fellowship of World Class Schools
- Through an on-going focus on aspiration and teaching and learning, the School has continued to build upon its high academic standards. The result was a record-breaking year at GCSE, once again with a positive 'value added' per exam entry at GCSE, meaning that pupils on average exceeded the results they would be expected to achieve. Given that year groups are only medium sized, the results of individual pupils have a larger effect and can distort aggregate results, which is why the focus is on how well each pupil achieves his or her potential. Even so, external exam results were record-breaking in 2020, reflecting, at GCSE, a stronger cohort as well as improving teaching and aspiration in the School.

- At GCSE 47% of all grades were at 9-7 (the equivalent of A*-A), and 68% at grades 9-6. For a mixed ability school these aggregate results are very good indeed. Results were particularly strong in a number of core academic subjects, with grades 9-7 (A*-A equivalent) of 81% in Biology, 73% in Physics, and 78% in Chemistry.
- This was a record-breaking set of results and students were rewarded for their hard work over the two-year courses. At A Level, top students achieved highly with A* and A grades: overall 12% of grades were at A*, 30% were at A* to A and 53% at A* to B, with a 100% pass rate. The vast majority of St Lawrence College pupils applied to university and achieved a place at the university of their choice. One of our Old Lawrentian students will start at Cambridge this year and others went off to top universities including UCL, Durham and Exeter.

Co-curricular Achievements

Co-curricular activities continue to play an important part in the School. Years 3 to 8 have Saturday morning activities and an extensive activity programme takes place on two afternoons per week in Years 9 upwards, supported by some weekend outings, whilst Years 7 and 8 have Saturday morning activities. The activity programme involves a wide range of activities from physically challenging tasks such as climbing, to domestic skills such as cookery and intellectually challenging games such as Chess. Thriving debating clubs, and academic and co-curricular extension facilitated through the East Kent Schools Together partnership have also developed essential life skills. At least one year is spent in the College's CCF. This provides opportunities for leadership training and also supports the College's successful Duke of Edinburgh Award scheme. This year, the College again had a substantial number of candidates involved at Gold level.

Sporting Achievements

The Games programme is also extensive with all pupils involved in physical activity, at least three times per week. Much of this involves team sport but also individual programmes available in the School's fitness suite, as well as sports such as badminton and squash. The Sports Excellence Programme continues to develop the high achievers and the College's teams once again enjoyed a great deal of success both in inter-school fixtures and country/regional tournaments until these were cut short by COVID-19. A large number of pupils represent Kent in a variety of sports (Hockey, Cricket, Rugby, Netball and Cross-Country) at different age groups. The School has particular strength in Hockey, building on the success of the U13 Boys who became National Champions in May 2017.

Music Achievements

Music has been popular again this year with more pupils playing instruments individually and in concerts. The House Music competition sees almost every child in School singing on the stage; the standards increase year by year. The Cabaret evenings also proved to be a huge success, though it has not been possible to hold this event this year. The Choirs (Chapel Choir, Chamber Choir and Kirby Choir) have again attracted large numbers of pupils and continue to go from strength to strength, with around 20% of all pupils involved.

Drama Achievements

Drama has been well supported this year with two wonderful nights of House plays. Although, normally, a high proportion of the School has been on stage or directly involved in a play, at some stage, during the year, no whole school or middle school (Kirby) production has been possible this year due to COVID-19.

Furthering the Christian ethos of the School

Governors and staff continue to build on an already strong Christian ethos in both the Senior and Junior Schools and have continued to develop the Corporation's links with the local community. The Junior School's 'Prayer Space' and Lighthouse programmes have continued to build spiritual awareness and understanding, while the Senior School's programme of Staff and Parent Breakfast Prayer groups has continued to strengthen the College's spiritual community. Relations with the congregation of the neighbouring St Luke's Church have remained strong, although they were unable to host this year's Speech Day event due to Pandemic restrictions. Virtual Chapel services were a strong feature of the school's online offer during the period of school closure and continue to be a success while it is not possible to gather physically in large numbers.

Developments in our Pastoral care Systems

The School has continued to invest in high quality pastoral and safeguarding training for staff and Governors. Outside speakers have been engaged to cover issues like social media and drugs with staff, parents and pupils. The free provision of independent listeners in school has been expanded with greater availability for pupils, and may need to expand further to meet growing demand. A number of staff within the College have received Mental Health First Aid training and the College has continued to provide Pastoral training, through the Boarding Schools Association, for a number of staff working in boarding. AS Tracking has been rolled out to almost all pupils and is a key tool in informing staff of the possible pastoral needs of pupils.

Finance and Facilities

During the year, the worsening economic situation brought about by the COVID-19 pandemic prompted a review of priorities in respect of our finances and our development projects, which resulted in the following outcomes:

- Whilst discussions continue with a national house builder, regarding a potential joint venture to develop our residential site for retention and rental, governors have revisited the option of straight disposal of the site, with sale proceeds being used to consolidate the Corporation's Balance Sheet, post COVID-19;
- Given potential restrictions to international travel, again brought about by the Pandemic, Governors decided to defer plans to open an international study centre, until the global outlook improves and international travel restrictions are eased;

- We continue to seek to maximise commercial revenues by exploring potential opportunities to extend English Language teaching provision. However the impact of the Pandemic has been to extinguish any opportunity to raise commercial revenue during the 2020 summer holiday period. Our focus in 2020-21 has therefore shifted to that of restoring our commercial revenues to pre-COVID levels as quickly as possible;
- Again, as a consequence of the Pandemic, we have been forced to look very carefully at our costs, to reduce to a minimum the cash shortfall associated with lost revenue due to school closure from late March;
- During the year, the College completed its withdrawal for the Teachers' Pension Scheme and has enrolled all teaching staff in an alternative defined contribution scheme with effect from 1 September 2020;
- The decision to defer plans to launch an international study centre has obviated the requirement in the short term for a pedestrian bridge to link the northern and southern parts of the site. These plans will however be kept under review; and finally
- We continue to plan to redevelop land to the north of the College site, known as Newlands Playing Fields, to replace the facilities likely to be lost with the disposal of the residential development site. The first step will be to relocate the northern boundary and this work is planned to take place during the 2020/21 academic year.

FINANCIAL AWARDS MADE IN 2019-2020

Bursary Awards

Bursary awards totalled £1,616,147 during the year which represented 15% of our gross fees. A total of 365 pupils also benefitted from bursary support are included in the Bursary figures above. For the year ended 31 August 2019 Bursary awards totalled £1,833,517 which represented 14% of our gross fee income. 364 pupils benefitted from this support.

Scholarship Awards

Scholarship awards totalled £859,589 during the year which represented 8% of our gross fees. A total of 252 of pupils benefitted from financial support and 3 pupils benefitted from full fee remission for the whole of the academic year. In addition to this, a number of pupils received full fee remission for the Summer Term to provide support to parents experiencing financial difficulties during the COVID-19 outbreak. For the year ended 31 August 2019 Scholarship awards totalled £1,050,158 which represented 8% of our gross fee income. 262 pupils were in receipt of a scholarship.

Review of Awards

The performance of scholarship and Bursary recipients is reviewed annually and taken into consideration when making subsequent awards. Two scholarships were withdrawn temporarily during the year as a result of these reviews.

Scholarship Policy Review

The College Scholarship Policy is currently under review with the aim of maximising equality of opportunity for all candidates who wish to be considered. The College hopes to implement the new policy with effect from September 2021.

Foundation Awards

Foundation Awards offer financial assistance in addition to a full Academic Scholarship award and Bursary award, to those children whose parents would otherwise be unable to accept a place at the College. The awards are 'composite' in nature and are always means-tested. Foundation Awards are made up of three components as follows:

- 1) Full Scholarship Award;
- 2) Bursary award; and
- 3) Foundation Award 'top-up'.

During the year, foundation awards totalling £38,783 were made which represented 0.36% of Gross fee revenue. A total of 14 pupils benefitted from these awards. For the year ended 31 August 2019, foundation awards totalled £50,408, representing 0.39% of gross fees and 16 pupils benefitted.

Review of Key Performance Indicators (KPIs)

The table below sets out the College's performance against our KPIs over the past 4 years:

KPI	2016-17	2017-18	2018-19	2019-20
Pupil Numbers including nursery	625	659	657	646
Pupil / Teacher Ratio based on headcount	1:5	1:5	1:5	1:4
Teaching Staff Costs as % of Gross Fee Income	38%	36%	32%	45%
Bursaries as % of Gross Fee Income	15%	15%	14%	15%

EMPLOYEE ENGAGEMENT IN 2019-2020

Governors engage on a termly basis with employees through the College Staff Consultation Committee, which comprises a cross-section of all employees in the College and is overseen by a Governor with delegated oversight of safeguarding and staff welfare. The work of the Staff Consultation Committee is further overseen by the Governors' Education and Welfare Committee and, where appropriate, the Governance, Development and Remuneration Committee (on issues regarding pay, terms and conditions).

During the academic year, the College also undertook three formal mass consultations with staff. The first consultation involved teaching staff and the proposal by the College to withdraw from the Teachers' Pension Scheme. This consultation concluded with agreement to withdraw from the Scheme and transfer to a defined contribution scheme for teaching staff with effect from 1 September 2020. The new scheme is now in place. The second consultation considered a proposal to reduce pay temporarily, to mitigate the financial impact of COVID-19 on the fourth quarter financial performance of the College. This consultation

concluded with agreement not to reduce pay temporarily. The third consultation considered a review of structure and staffing necessary to mitigate in the longer term, the effects of reduced fee revenue as a result of the COVID-19 Pandemic. This final consultation resulted in a number of structural changes, voluntary and compulsory redundancies, and the removal of a number of previously gapped posts. All three mass consultations were notified in advance to the Secretary of State for Business, Enterprise, Industry and Skills.

WIDENING ACCESS TO WHAT WE HAVE TO OFFER IN 2019-20

Opportunities to widen access to our facilities have been greatly curtailed this year by the effects and consequences of the COVID-19 Pandemic. Nevertheless, we continue to promote the College and its facilities to our local base.

Peer Support

College senior management and staff have continued to play a very active role in supporting other local state secondary schools. Both the former Principal and the Bursar of the College have provided direct support to the Board of a local State secondary school, the Royal Harbour Academy, in the areas of academic improvement, finance and Pupil Premium Grant. The Academy also continues to use the College's Theatre and Drama facilities free of charge to host their school productions, although events this year have been subject to considerable disruption due to COVID-19 restrictions.

Curriculum Enrichment

St Lawrence College continued to host its annual Science Challenge Day this year, which typically draws children from 25 local schools. COVID restrictions notwithstanding, the College continues to work with other Independent Preparatory schools to extend access to the College's state-of-the-art teaching and learning facilities. Other teaching and non-teaching staff also serve as governors at local state secondary and primary schools.

Community Outreach

Our excellent and extensive sports facilities continue to benefit the local community with local clubs such as Cliftonville Hockey Club, Canterbury Hockey Club and Thanet Wanderers Rugby Club, enjoying access to our coaching staff and facilities. Conversely, the Clubs introduce children to the College who might otherwise never have felt able to access our education. The community of Thanet lacks the high-end facilities the College has to offer, but by reaching out to the Community, the College seeks to share some of the opportunities offered by a St Lawrence education with our neighbours and in part fulfill its charitable remit.

Sharing of Facilities

College facilities are also made available for other local secondary and primary schools to use where possible. In addition to this, many local clubs and societies are encouraged to use the facilities. St Lawrence College has a very close and long-standing relationship with Cliftonville Hockey Club (a major club in the area) and the all-weather surfaces are used by a number of smaller community football clubs, who benefit throughout the year from our secure and well-managed floodlit facilities. These clubs include Ramsgate Youth FC, Broadstairs FC, Hugin Viking and Trinity FC. Once again this year, the Theatre and Drama facilities have continued to be very much in demand and they are frequently used by local performing arts and music groups. The Sports Centre also provides a winter training venue for Thanet Roadrunners and the School has – for a number of years - provided dedicated facilities on site for use by Thanet Archery Club. Finally, local businesses take full

advantage of the facilities the School has to offer and the College continues to host two dance schools and three swim schools on the site, although opportunities have been greatly curtailed this year due to COVID-19. As ever, the School continues to look at ways in which it can extend its outreach into the local community, in order to fulfill its obligations as a charity. One such example would be the College's support to KCC during the Easter holiday period, when the College organised and ran a very successful Key Worker Camp for pupils of a number of local Primary schools, who could not be accommodated within their own schools during the period. The Camp provided places for up to 30 children of key workers during Lockdown, at the height of the first wave of the COVID Pandemic.

Our Commitment to the Environment and Energy Conservation

During the year, the College switched to an energy supplier who guarantees a carbon neutral supply. We also continue to look at ways to reduce our energy consumption and are currently evaluating an initiative to replace much of the traditional lighting in the College with LEDs, which could reduce consumption by as much as 80%. During the year, our Grounds department has also undertaken to increase biodiversity on the site and enhance opportunities for our pupils to enhance their knowledge of the ecosystem and our impact on it. During the year, the second of our two forest schools has continued to flourish and is beginning to provide an excellent backdrop for our Prep School outdoor learning activities.

Support to and from Our Alumni

Until the outbreak of COVID-19, which severely curtailed its planned schedule, the College was operating a very comprehensive and popular programme of alumni activities for the benefit of the entire community. Not only had the schedule in 2019-20 grown in size, particularly following the School's 140th Anniversary in 2019, but so had levels of engagement from the entire alumni community. New initiatives included the development of careers events such as virtual networking for current pupils; opportunities for alumni to connect with others e.g. the first overseas alumni event in Kuala Lumpur, Malaysia; a better coordinated and enhanced social media presence; and a GDPR compliant online OL Directory of former pupils.

FINANCIAL REVIEW AND RESULTS FOR 2019-20

The Corporation's deficit for the year ended 31st August 2020 was £832,748 (2019: deficit of £289,217).

The College's wholly-owned trading subsidiary, St Lawrence College Enterprises, continued to trade well. The Governors are pleased with the commercial success of the venture which operates the AstroTurf and the Coffee Shop and the profits generated from these activities have assisted us in meeting the College's objectives. The College's subsidiary company generated a contribution of £26,387 for the year ended 31st August 2020 (2019: £17,315) which will be donated to the College.

Fixed assets

Capital expenditure during the year amounted to £117,344 (2019: £831,529). This expenditure continues to reflect the Board of Governors policy of ensuring that the College facilities continue to be improved. The implementation of the Short-to-medium-term Development Plan will ensure that these funds are allocated coherently to those projects

which best meet this policy aim. Much of the expenditure incurred in the last 12 months was compliance-related.

Freehold properties are now shown in the balance sheet at £18,889,275 (2019: £19,557,430)

Grant funds

The College received Government funding from the Coronavirus Job Retention Scheme totaling £986,277 for the period April to August 2020.

Volunteer contribution

During the financial year, a total of 17 volunteers assisted the College with reading and playtime supervision. It is estimated that the volunteers contributed a total of 534 hours to the College during the year worth an estimated value of £4.6k (based on a typical hourly rate of £8.72). This is reduced from previous years as the school was closed during Summer term due to the COVID-19 pandemic.

Cash flow

In the opinion of the Governors, the Corporation has adequate funds to fulfil its obligations.

Review of Development and Fundraising Activity

The College's Development Director has focused his efforts in recent months on fundraising initiatives for key priorities such as scholarships and bursaries. Governors are pleased to report that the Development Office's Annual Fund programme has continued to grow throughout 2019-2020, including the numbers of donors supporting the College. The 'Quod sumus Laurentes' commemorative tiles project has received its highest levels of participation to date from current and former parents and pupils. The Bursary Appeal which was undertaken in June 2020 to assist parents experiencing financial hardship and whose children were most at risk of losing their place at the College, generated donations and pledges of nearly £110,000. The Governors of the College have delegated the allocation of these funds to the College Awards Group. Prior to the start of the 20/21 academic year, £45k of the Fund had been allocated to families in hardship. The School has also received a number of major gifts and pledges over the last twelve months.

Review of Commercial Activity

Commercial revenues were severely disrupted by COVID-19, as our summer residential letting partner was no longer able to run its annual residential camp at the College. The College was also unable to operate our own Summer Holiday Camp, for similar reasons, although the College did organise a very popular 'Key Worker Camp', in support of Kent County Council, over the Easter Holiday period, which welcomed the children of key workers from a number of local primary schools into the College. The College is also looking at opportunities to support school children locally with 'catch up' learning and our commercial department is in the early stages of planning a series of revision courses for the Easter 2021 holiday period.

Review of Marketing Activity

We have recently restructured our Marketing, Admissions and Development function and will shortly launch a revised strategy focussed on driving up Boarding pupil numbers. Efforts to recruit international boarders have been severely frustrated by COVID-19 related travel restrictions and our Admissions Department has had to adapt to virtual recruitment techniques and reliance on technology, which is proving less fruitful than more traditional recruitment techniques. Governors are confident however that the changes within the Marketing and Admissions team will ensure that the School becomes even more effective in attracting the best international candidates.

Reserves policy

The College holds reserves to mitigate the principal risks it faces, which would include a fall in income and the financial effects of an emergency or business interruption. The Reserves policy is informed by:

- the College's assessment of risk;
- potential for loss of income;
- development plans;
- the need to maintain a contingency to cover unexpected expenditure
- the structure and composition of the College's assets;
- current levels of borrowing, and
- the need to improve access through financial assistance.

The Governors acknowledge that the difficult global economic and security situation could adversely impact recruitment of pupils and reduce or interrupt revenue streams going forward. This risk is mitigated where practicable by strengthening the UK market position, particularly for Boarding, and by diversifying the nationalities of pupils recruited into the Boarding department.

Our Current Reserves

Reserves are set out in note 25. These finance the tangible fixed assets and working capital requirements of the Corporation. COVID-19 has had a significant impact on the College's reserves. The College holds reserves of £11.8m, of which:

- a. £269k are held as Restricted funds
- b. £1.63m are held as Designated funds
- c. £1.3m are held as liquid current assets
- d. £1m (approx.) are in the form of capital assets which could be disposed of immediately without impacting materially on the Charity's ability to discharge its objects.

The balance of these reserves could only be realised in cash through disposal of tangible fixed assets necessary to enable the Charity to deliver its objects.

After deduction of Restricted funds, Designated funds, commitments and allowances for functional assets, the College does not technically hold any 'free reserves'. The liquid position is however, much stronger than this because of the £1.2m school fees received in advance. These advance fees are held as cash in the bank at the year end and are also shown as deferred income on the face of the Balance Sheet, since these will not be recognised as income and reflected in the fund until future years. The Governors are comfortable with this approach and therefore the target level of Reserves for the College has

been set at £2.5m, which represents one term's worth of expenditure. The Governors and Executive will aim to build reserves to this level over successive financial years.

As reported previously, the figure detailed above for the Charity's reserves does not include the windfall value of a planning approval obtained for the construction of 166 residential units on a 10-acre site owned by the College. This asset is currently expected to generate £6.3m funding for the school.

IMPACT OF COVID-19

Impact on Revenue

Following the National Lockdown in late March 2020, the College was forced to close its doors to pupils and it remained completely closed to pupils until they were allowed to return in June. Following closure, The College switched immediately to online learning in both the Senior and Junior Schools and was able to maintain a full timetable of online teaching based on the Easter and Summer term timetables for our pupils. With the transition to online learning, the College reduced its tuition fees to 70% of the published tuition fees, and boarding fees were waived. The effect of these fee reductions, combined with the loss of commercial revenue following cancellation of summer residential and day camp bookings, was to reduce the College's revenue by £2m. The College acted immediately to reduce costs and shore up revenues and, as a result managed to reduce the overall revenue shortfall due to COVID-19 in the 2019/20 academic year to approximately £120k. Towards the end of the 2019 academic year, the College undertook a review of structure and staffing that realised initial savings in the 2020/21 budget of approximately £910k.

More recently, a second National Lockdown has been announced in January 2021 with schools expected to be closed until the end of February half term. The College has again switched to online learning in both the Senior and Junior schools whilst maintaining a full Lent term timetable for our students. Fees have again been reduced for the period of the lockdown. The College will again furlough staff where possible under the extended Covid Job Retention Scheme arrangements. We have also taken steps to reduce expenditure during the lockdown period to essential items only to minimise the impact of reduced revenue.

Longer-term risks to the Corporation

Looking to the future, the Governors recognise that the College faces very uncertain trading conditions that could result in a sustained reduction in boarding pupil numbers. The impact of COVID-19, together with potential uncertainty surrounding BREXIT, our charitable status and the benefits it attracts, and the future tax regime facing the College and our UK-based customers, has been factored into the College's medium-term planning. The focus of the organisation now will be to 'rebalance' the College to ensure that our operations are sufficiently profitable to deliver a sustainable accounting surplus.

Mitigating Actions Taken to Secure Our Longer-term Position

The key aim of the mitigation strategy put in place by the Governors has been to 'lean' up the organisation, to enable it to succeed in the challenging times ahead. Governors and the Executive have achieved this by reducing costs, acting to 'rebalance' the College and reducing the College's debt gearing. Internally, College budgets have been revised to reflect reduced forecasts. The College Marketing strategy has been revised, with key new appointments, to focus recruitment activity on the boarding market. Major capital expenditure projects have also been deferred pending a review of priorities post COVID-19. Longer-term plans to develop the residential site owned by the College for retention and

rental are under review and other options for disposal of the asset are under consideration. Finally, a further review of curriculum and staffing has been commissioned. Externally, a full review of the business has been conducted and measures have been agreed with Barclays Bank, to ensure that the College has the liquidity to continue trading during what will be a difficult 2020/21 academic year.

Investment policy and performance

The Corporation holds shares which were donated to The College during the year ended 31 August 2020.

Pension schemes

As detailed in Note 28, during the year the College operated a defined benefit pension scheme for teaching staff and does not presently face any liabilities arising from the Scheme. The scheme was closed on 31 August 2020 and College adopted a new defined contribution scheme for teaching staff.

The College continues to operate a separate defined contribution scheme for support staff, in addition to our 'baseline' auto-enrolment scheme.

Going concern

The Governors have considered the financial uncertainty facing the College due to the effects of COVID-19 and, in reaching their judgement, have taken into account the following:

- The immediate actions successfully taken to mitigate losses associated with school closure in March 2020;
- The subsequent cost saving measures put in place to mitigate the effects of the COVID-19 Pandemic on the 2020-21 budget;
- The continuing support of Barclays Bank and the Charity's ability to continue to pay its debts as they fall due;
- The terms of existing financing facilities;
- The advanced plans in hand to dispose of a land asset during the 2020-21 financial year;
- Revised financial forecasts to September 2022, based on conservative post-COVID-19 assumptions;
- The Governors' strategic focus on re-balancing the school and returning it to surplus,
- The appointment of new senior staff to drive boarding recruitment.

Taking the above factors into account, the Governors are satisfied that they can continue to adopt the going concern basis of accounting in the future.

FUTURE STRATEGIC OBJECTIVES FOR 2020-2021 AND BEYOND

The Governing Body of the College has set a strategy for the Executive to deliver that will ensure that we continue to meet our charitable objectives, particularly in light of the COVID-19 pandemic, by:

Improving academic standards

The Head of the College and his academic management team will continue to look at opportunities to improve academic performance (and in particular, 'value added').

Reviewing structure, staffing and curriculum

During the year, the Governors and Executive aim to complete a comprehensive review of organisational structure and teaching and non-teaching staff, together with a review of the curriculum, to ensure that they meet the current needs of our pupils.

Returning to financial surplus

The Governors and Executive aim to return the College Accounts to historical levels of accounting surplus, by revising the marketing strategy for the College, restoring Boarding pupil numbers, reviewing and reducing costs, and developing commercial opportunities where possible.

Realising the potential benefits available from development of the College's land assets

Governors will decide this year how to dispose of the College's windfall residential development site, for which the College has received detailed planning approval, in such a way as to generate maximum value for the College.

Widening access

During the year, the Governors and Executive will continue to explore how they can make a St Lawrence education more accessible to all, especially those on the lowest incomes, and how it might work with the local community to further widen access to our facilities. This will include a review and re-launch of the College's Scholarship Policy, prior to commencement of the September 2021 intake process.

Reviewing and Developing the Christian Ethos of the College

Our Christian ethos and foundations are at the heart of what we do and Governors hope to consider further in the coming year how this ethos can best be promoted and developed, both within the College and the wider community.

The Executive of the College has further developed a series of strategies, aims and objectives to begin to deliver the Governors' aims over the course of the next academic year, whilst trying to manage the ongoing effects and consequences of the COVID-19 pandemic on revenues, operational effectiveness and employee wellbeing.

PRINCIPAL RISKS AND UNCERTAINTIES

The Council is responsible for the management of the risks faced by the Corporation and delegates this to the Governance, Development and Remuneration Committee, which reviews the risk register termly and assesses new risks as they arise. Risks are identified and assessed and controls are established to minimise the effects of possible adverse outcomes. Day-to-day risk assessment and management are conducted by the senior management of both schools and where appropriate the College Health and Safety Committee.

The key risks and uncertainties facing the Charity are considered to be as follows:

- loss of revenue and increased operating costs as a result of COVID-19 Pandemic
- physical loss as a result of fire or natural disaster resulting in business interruption.
- the consequences of regulatory non-compliance.
- failure to provide adequate pastoral care.
- failure to recruit sufficient pupil numbers on a long-term basis in order to cover costs incurred.
- reputational damage.
- loss of strategic direction.
- material fraudulent loss and conflict of interest.
- political uncertainty.

The key controls used by the Corporation include:

- formal agendas for all Council and Committee activity;
- detailed review of risks as a standing agenda item at Council meetings
- detailed Terms of Reference for all Committees;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structure and lines of reporting;
- formal written policies;
- clear authorisation and approval levels, and
- vetting procedures as required by law for the protection of the vulnerable.
- effective critical incident management planning.

Through the risk management processes established in the Corporation, the Council is satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed.

The Governors also pay due regard to the Charity Governance Code and has recently satisfactorily conducts periodic audits of its governance against the Code.

COVID-19 RISK MITIGATION STRATEGY AND BUSINESS RESPONSE PLAN

During the year the risks associated with a Pandemic outbreak were realised with the outbreak of COVID-19 and the subsequent enforced closure of the College in March 2020. Whilst the College had a Pandemic Response plan in place, the speed of onset and scale of the COVID-19 Pandemic challenged the existing mitigation measures in place and a review of the plan was quickly conducted and the following actions, among others, were taken:

Prior to Government-enforced closure of the College:

- Prepared a dedicated risk assessment to mitigate the risk of infection within the College;
- Introduced dedicated policies and procedures to reduce the spread of infection;
- Identified and supported the shielding of staff considered high risk or especially vulnerable to COVID-19;
- Followed Government advice in relation to educational settings;
- Engaged the College's insurers to pursue our suppliers in the event of COVID-related cancellation of school trips and other activities and services, and
- Prepared a comprehensive online curriculum for delivery to students remotely, in the event that the College was required to close.

Following the Government's instruction to close in March 2020:

- Switched to an online curriculum to enable pupils to continue to study uninterrupted until the end of the Lent term;
- Encouraged maximum working from home for all staff, supported by detailed working from home arrangements, risk assessments and specialist equipment where necessary;
- Revised our fee structure for the Summer term and notified parents accordingly;
- Notified our insurers of our intent to submit a claim for denial of access to premises;
- Engaged our parents to establish potential requirements for financial support;
- Reviewed our costs to minimise expenditure where possible;
- Engaged our Bank to discuss options and strategies to mitigate potential loss of income;
- Identified sources of Government financial support and submitted claims as appropriate to the CJRS;
- Commenced consultation with our staff to review the structure and staffing of the College;
- Revised our 20-21 budget to reflect anticipated reduction in pupil numbers;
- Revised our longer-term financial plans to reflect potential longer-term impacts on the Independent Education Sector and the College specifically, and
- Developed detailed risk assessments and action plans to ensure that both the Senior School and Junior School could re-open safely in September 2020 and June 2020 respectively.

Ongoing COVID-19 Risk Management

The Governors will continue to review the control measures in place to mitigate the risk of COVID-19, in light of Government advice and staff experience with the Church once again hosting the College Speech Day ceremony this year and will continue to update the existing risk assessments, response plans and procedures accordingly.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing body

The structure of the Corporation remains unchanged and consists of a Council of Members of the Corporation which acts as the Governing Body for both the Senior and Junior Schools. Members of the Council are also Directors of the Corporation and act as Governors of the Charitable Corporation. The details of the individual Council Members are set out on page 1.

The Council is supported by five Governors' Sub-committees, namely: the Governance, Development & Remuneration Committee; the Finance Committee; the Education & Welfare Committee, the Estates Committee, and the Marketing and Admissions Committee. In addition to these sub-committees, two working groups have been established to deal with College awards (bursaries and scholarships) and the future development of the Junior School. These groups are chaired by members of the Executive.

Governors

The Corporation's Governors are appointed at a Council Meeting and the appointments are ratified by the Council at the Spring Council Meeting. Potential Governors are nominated by reference to eligibility, experience, specialist skills and local availability.

Governor Induction

New Governors are inducted into the workings of the Corporation via a structured induction programme, which includes individual meetings with the Principal, Head of the Junior School and the Bursar, who organise tours and meetings as required. The Corporation is a member of the Association of Governing Bodies of Independent Schools and as such the Council Members attend scheduled training days relevant to their specific roles and duties within the Council. The Clerk to the Governors also organises regular internal Governors' training days.

The present and past Governors of the Corporation of St Lawrence College who served during the year are set out on Page 2. Specifically:

- there are no arrangements to enable Governors to acquire benefits by acquisition of debentures;
- each Governor holds one honorary share. No governor holds any ordinary shares or is debentured beneficially;
- the Governor receive no emoluments in respect of their position in the Charity, and
- there were no contracts in which the Governors have or had a material interest except for those disclosed in note 29 to the accounts.

All Governors give their time freely and no remuneration was paid in the year.

Related party transactions

During the year, a scholarship and bursary were awarded to two College Students who are the children of a Governor. These were awarded on academic merit under normal award conditions.

Organisational management

The day-to-day running of the College is delegated to the Head of College, supported by senior staff. The Head of College undertakes the key leadership role overseeing educational, pastoral and administrative functions, in consultation with the senior staff. The Head of the Junior School has a similar role in the Junior School. The day-to-day administration of the Senior and Junior school is undertaken within the policies and procedures approved by the Governors, which require significant non-budgeted expenditure decisions and capital projects to be referred to the Finance Committee (and full Council where appropriate) for prior approval. The Principal and Head of the Junior School oversee the recruitment of all educational staff, whilst the Bursar oversees the recruitment of administrative and non-teaching support staff.

The pay and remuneration of senior management is determined annually by the Remuneration Committee. The Committee considers benchmarking data provided by The Association of Governing Bodies of Independent Schools (AGBIS) when determining the pay of senior staff. Individual awards take into account the performance of the College as a whole and individual appraisals.

During the year the Charity employed the wives and children of two members of the Key Management Team. All were paid a salary under an employment contract for their role. The members of the Key Management Team had no involvement in the appointment process and the Board of Governors are comfortable that the salaries paid are not set at a preferential rate.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also the directors of The Corporation of St. Lawrence College for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Under company law, the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Corporation and the group and of the surplus or deficit of the group for that period. In preparing those financial statements, the governors are required to:

- select suitable accounting policies and 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 Corporation will continue in business.

The Governors are responsible for ensuring adequate accounting records are maintained that are sufficient to show and explain the Corporation's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the Corporation and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Corporation and the group and ensuring their proper application in accordance with charity law, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

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

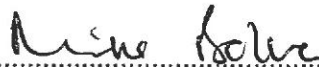
- there is no relevant audit information of which the Corporation's auditors are unaware, and
- the Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, UHY Hacker Young, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

In approving the annual report, the Governors are also approving the Strategic Report included herein their capacity as company directors.

Approved by the Governors and signed on their behalf by:

..........(Chairman)
(M J Bolton)

..........(Secretary)
(J A Connelly)

Dated: 21 January 2021

The Corporation of St Lawrence College

Independent Auditors' Report to the Shareholders of The Corporation of St Lawrence College

Opinion

We have audited the financial statements of The Corporation of St Lawrence College (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 August 2020, set out on pages 26 to 48. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2020 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

The Corporation of St Lawrence College

Independent Auditors' Report to the Shareholders of The Corporation of St Lawrence College

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' report including the Group Strategic Report for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report including the Group Strategic Report.

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

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

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement, the directors 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 directors 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 directors are responsible for assessing the group's and the parent 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 directors either intend to liquidate the group's or the parent charitable company's or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial statements

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

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

The Corporation of St Lawrence College

Independent Auditors' Report to the Shareholders of The Corporation of St Lawrence College

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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Allan Hickie BSc FCA (Senior statutory auditor)
For and on behalf of

UHY Kent LLP
Chartered Accountants and Statutory Auditors

Thames House
Roman Square
Sittingbourne
Kent. ME10 4BJ

Date: 4/2/2021

THE CORPORATION OF ST LAWRENCE COLLEGE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income:					
Donations and gifts	4	12,386	1,097,360	1,109,746	190,342
Charitable activities	6	8,675,131	-	8,675,131	10,894,280
Commercial trading operations	7	123,472	-	123,472	177,600
Investment income	8	18,856	-	18,856	26,276
Total income		8,829,845	1,097,360	9,927,205	11,288,498
Expenditure:					
Commercial trading operations		66,710	-	66,710	102,457
Charitable activities		10,716,318	-	10,716,318	11,458,008
Total expenditure	11	10,783,028	-	10,783,028	11,560,465
Net (expenditure)/income before transfers		(1,953,183)	1,097,360	(855,823)	(271,967)
Net gain/(loss) on investments	15,16	23,075	-	23,075	(17,250)
Net (expenditure)/income before other gains and losses		(1,930,108)	1,097,360	(832,748)	(289,217)
Transfers between funds		1,005,691	(1,005,691)	-	-
Net movement in funds for the year		(924,417)	91,669	(832,748)	(289,217)
Reconciliation of funds:					
Total funds brought forward		12,447,967	177,294	12,625,261	12,914,478
Total funds carried forward	25	11,523,550	268,963	11,792,513	12,625,261

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 30 to 48 form part of these financial statements.

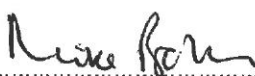
THE CORPORATION OF ST LAWRENCE COLLEGE

CONSOLIDATED BALANCE SHEET
AS AT 31 AUGUST 2020

Company number: 00037822

	Note	2020 £	2020 £	2019 £	2019 £
FIXED ASSETS					
Tangible assets	14		19,471,414		20,244,095
Investment property	15		527,500		477,500
Investments	16		32,825		59,750
			<u>20,031,739</u>		<u>20,781,345</u>
CURRENT ASSETS					
Asset held for resale	17	207,212			
Stocks	18	148,740		180,020	
Debtors	19	610,473		904,859	
Cash at bank and in hand		<u>325,697</u>		<u>778,248</u>	
		<u>1,292,122</u>		<u>1,863,127</u>	
CREDITORS: amounts falling due within one year	20	<u>(505,269)</u>		<u>(840,132)</u>	
NET CURRENT ASSETS			<u>786,853</u>		<u>1,022,995</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>20,818,592</u>		<u>21,804,340</u>
CREDITORS: amounts falling due after more than one year	21		<u>(7,780,709)</u>		<u>(7,019,617)</u>
DEFERRED INCOME	23		<u>(1,245,370)</u>		<u>(2,159,462)</u>
NET ASSETS			<u>11,792,513</u>		<u>12,625,261</u>
FUNDS OF THE GROUP					
Restricted funds			268,963		177,294
Unrestricted funds:					
Share capital	24	170		170	
Unrestricted income funds		<u>11,523,380</u>		<u>12,447,797</u>	
Total unrestricted funds			<u>11,523,550</u>		<u>12,447,967</u>
TOTAL GROUP FUNDS	25		<u>11,792,513</u>		<u>12,625,261</u>

The financial statements were approved by the Governors on 21 January 2021 and signed on their behalf, by:


.....
M Bolton
(Governor and Chairman of the Board of Governors)

The notes on pages 30 to 48 form part of these financial statements.


THE CORPORATION OF ST LAWRENCE COLLEGE

CHARITY BALANCE SHEET
AS AT 31 AUGUST 2020

Company Number: 00037822

		2020		2019	
	Note	£	£	£	£
FIXED ASSETS					
Tangible assets	14		19,471,414		20,244,095
Investment Property	15		527,500		477,500
Investments	16		32,925		59,850
			<u>20,031,839</u>		<u>20,781,445</u>
CURRENT ASSETS					
Asset held for resale	17	207,212		-	
Stocks	18	146,786		178,938	
Debtors	19	676,933		999,421	
Cash at bank and in hand		245,508		668,867	
		<u>1,276,439</u>		<u>1,847,226</u>	
CREDITORS: amounts falling due within one year	20	<u>(504,309)</u>		<u>(839,172)</u>	
NET CURRENT ASSETS			<u>772,130</u>		<u>1,008,054</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>20,803,969</u>		<u>21,789,499</u>
CREDITORS: amounts falling due after more than one year	21		<u>(7,780,709)</u>		<u>(7,019,617)</u>
DEFERRED INCOME	23		<u>(1,245,370)</u>		<u>(2,159,462)</u>
NET ASSETS			<u>11,777,890</u>		<u>12,610,420</u>
FUNDS OF THE CHARITY					
Restricted funds			268,963		177,294
Unrestricted funds:					
Share capital	24	170		170	
Unrestricted income funds		11,508,757		12,432,956	
Total unrestricted funds			<u>11,508,927</u>		<u>12,433,126</u>
TOTAL CHARITY FUNDS	25		<u>11,777,890</u>		<u>12,610,420</u>

The financial statements were approved by the Governors on 21 January 2021 and signed on their behalf, by:


.....
M Bolton
(Governor and Chairman of the Board of Governors)

The notes on pages 30 to 48 form part of these financial statements.

THE CORPORATION OF ST LAWRENCE COLLEGE

CONSOLIDATED STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Group 2020 £	Group (Restated) 2019 £
Net cash (used in) provided by operating activities	31	<u>(1,388,940)</u>	<u>855,420</u>
Cash flows from investing activities			
Dividends, interest and rents from investments		18,856	20,762
Purchase of tangible fixed assets		(117,344)	(831,529)
Cash used in investment activities		<u>(98,488)</u>	<u>(810,767)</u>
Cash flows from financing activities			
Cash inflows from new borrowing		1,065,000	303,699
Repayments of borrowing		(30,123)	(63,504)
Cash provided by financing activities		<u>1,034,877</u>	<u>240,195</u>
Change in cash and cash equivalents in the year		(452,551)	284,848
Cash and cash equivalents at the beginning of the year		778,248	493,400
Cash and cash equivalents at the end of the year	(a)	<u>325,697</u>	<u>778,248</u>

(a) Analysis of cash and cash equivalents

Cash in hand	325,697	778,248
Total cash and cash equivalents	<u>325,697</u>	<u>778,248</u>

Analysis of changes in net debt

	At 1 Sep 2019	Cash flows	New finance leases	Fair value movements	Other non-cash changes	At 31 Aug 2020
Cash at bank and in hand	<u>778,248</u>	<u>(452,551)</u>	-	-	-	<u>325,697</u>
Debt:						
Loans falling due within one year	-	-	-	-	-	-
Loans falling due after more than one year	(5,950,000)	(1,065,000)	-	-	-	(7,015,000)
Finance lease obligation	(87,890)	30,123	-	-	-	(57,767)
Net debt	<u>(6,037,890)</u>	<u>(1,034,877)</u>	-	-	-	<u>(7,072,767)</u>

The notes on pages 30 to 48 form part of these financial statements.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

1 CHARITY INFORMATION

The Corporation of St Lawrence College is a limited company limited by shares. It is incorporated in England and Wales and is registered as a charity with the Charity Commission and as a school with the Department of Education.

The Charity's registered office is College Road, Ramsgate, Kent, CT11 7AE.

The charitable activities of the Corporation, as stated in its Memorandum of Association, are "to provide, maintain and promote sound Public School Education on a religious basis in accordance with Scriptural and Evangelical doctrines and principles of the Church of England". The objects include the provision of boarding and/or day schooling for children of both sexes. The Corporation is required to apply all of its income solely towards its objects.

2 ACCOUNTING POLICIES

A summary of the principal accounting policies adopted (which have been consistently applied, except where noted), judgements and key sources of estimation uncertainty, are set out below:

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective March 2018) - (Charities SORP (FRS 102 (2nd edition))), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Corporation of St Lawrence College 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.

The financial statements are presented in Sterling (£) and are presented to the nearest pound.

The statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Basis of consolidation

The financial statements consolidate the accounts of The Corporation of St Lawrence College and all of its subsidiary undertakings ('subsidiaries').

The Charity has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own income and expenditure account. The results of the Charity for the year ended 31 August 2020 are included in note 33.

Exemption from the requirement to disclose transactions between the Charity and its subsidiary company has been taken under section 33.1A of FRS 102 as transactions occur between wholly owned members.

The Charity has taken advantage of the disclosure exemption permitted by FRS102 of the requirement of section 7, "Statement of Cash Flows" to not disclose a charity only Statement of Cash Flows.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

2.3 Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Donated goods and services

Donated goods are recognised as income when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the Charity of the item is probable and that the economic benefit can be measured reliably.

On receipt, donated goods are recognised on the value of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain the good on an open market, a corresponding amount is then recognised in expenditure in the period of the receipt.

In accordance with the Charities SORP (FRS 102) , the general volunteer time received from volunteers at the school is not recognised. Please refer to the Governors' Annual Report for more information about their contribution.

Fees

Fees receivable consist of charges billed for the School Year ended 31 August 2020 less bursaries and allowances. Fees received for education to be provided in future years are carried forward as deferred income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity. This is normally upon notification of the interest paid or payable by the bank.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

2.5 Allocation of support costs

Support costs are those functions that assist in the work of the Charity but do not directly undertake charitable activities. Support costs include bursary department costs, finance, personnel, maintenance of property, payroll and governance costs.

2.6 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge has arisen in the year.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Buildings	- 50 years
Groundworks/ improvements to property	- 25 years
Water based Astro	- 15 years
Roads and sports surfaces	- 10 years
Computer equipment	- 4 years
Other equipment	- 7 years

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that carrying value may not be recoverable.

Assets under construction are not depreciated until such time they are brought into use.

2.8 Investment Property

Investment Property includes land held which generates rental income. All income derived from the investment property is used for charitable purposes.

Investment Property is measured initially at cost and subsequently revalued at fair value at the Balance Sheet date.

2.9 Investments

Fixed Asset Investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

2.10 Assets held for sale

Tangible fixed assets that are classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell.

2.11 Financial instruments

The Charity only has financial instruments that qualify as basic financial instruments that result in the recognition of financial assets and liabilities such as trade and other accounts receivable and payable are accounted on the following basis:

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, where applicable, are included within current liabilities.

Debtors and Creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Bank Borrowings

Liabilities for borrowings which are subject to a market rate of interest are measured at the value of the amount advanced, less capital repayments.

Advance Fees

The Charity has an advance fees scheme whereby parents and others make advance payments which together with the discount accruing thereon, provide for a set contribution each term towards the pupils' fees. The capital portion outstanding is recognised as a liability and the amount of discount crystallised in the year is included in the Statement of Financial Activities.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.13 Pensions

Pensions relating to current and past service are funded by contributors to one of two pension plans. The amounts of such contributions are determined:

- (a) Teaching staff
as prescribed by the Department for Education or as determined by the Board of Governors.
- (b) Non-teaching staff
in respect of the Stakeholder Pension Scheme as decided by the Board of Governors.

In respect of non-teaching staff the Charity operates a defined contribution scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

In respect of teaching staff, the Charity operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by Section 28 of FRS 102 'Employee Benefits', the charity accounts for this scheme as if it were a defined contribution scheme. The amount charged to the Statement of Financial Activities represents contributions payable to the scheme in respect of the accounting period.

2.14 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by hire purchase are depreciated over their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.15 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.16 Going Concern

The Governors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast doubt on the ability of the Charity to continue as a going concern. The Governors make this assessment in respect of a period of at least one year from the date of authorisation of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

2.16 Going Concern (continued)

Following the impact of Covid-19 from March 2020, the Governors have put a mitigation strategy in place to enable the College to succeed during challenging times ahead. Costs have been reviewed during Summer 2020 and savings identified for the following academic year; The Bank has provided its support by extending the Rolling Credit Facility in place; we have revised our Marketing Strategy and made key appointments to focus on recruitment activity on the boarding market; Longer term plans to develop the residential site owned by the College for retention and rental are under review and options regarding disposing this asset are under discussion. Notwithstanding the second National Lockdown announcement, Governors remain confident that the College can continue to operate and take the measures necessary to ensure it remains a going concern.

3 SIGNIFICANT JUDGEMENTS AND ESTIMATES

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

3.1 Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined benefit pension scheme with other schools in the region. In the judgement of the Governors, the charity does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme, see note 28 for further details.

3.2 Investment properties

The Charity holds investment property with fair value of £527,500 at the year end (see note 15). In order to determine the fair value of investment property the Charity has engaged independent valuation specialists with experience in the location and nature of the property being valued. They have used a valuation technique based on comparable market data. The determined fair value of the investment property is most sensitive to fluctuations in the property market.

4 DONATIONS AND GIFTS

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Total 2019 £
Coronavirus Job Retention Scheme Grant		986,277	986,277	-
Donations and gifts	12,386	111,083	123,469	190,342
	<u>12,386</u>	<u>1,097,360</u>	<u>1,109,746</u>	<u>190,342</u>

In 2019, £68,078 of donations and gifts income was attributable to restricted funds with the remaining £134,951 to unrestricted funds

5 FEES

(a) The schools' fees income comprised:

Fees receivable during the year are in respect of the Autumn 2019, Lent 2020 and Summer 2020 terms net of scholarships and bursaries.

	2020 £	2019 £
Gross Fees	10,775,580	12,843,903
Optional extras	153,006	173,408
Scholarships	(859,589)	(1,050,158)
Bursaries	(1,616,147)	(1,833,517)
Net fees	<u>8,452,850</u>	<u>10,133,636</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

5 FEES (continued)

Fees receivable analysed by geographical location:

	2020	2019
	£	£
United Kingdom and Europe	6,399,960	7,672,544
Rest of the World	2,052,890	2,461,092
Total	<u>8,452,850</u>	<u>10,133,636</u>

(b) Grants, awards and prizes paid for by unrestricted funds numbered:

Scholarships	252	262
Bursaries	365	364
Total	<u>617</u>	<u>626</u>

The above educational awards were made to 460 individuals (2019: 473).

6 CHARITABLE INCOME

	2020	2019
	£	£
Income from school fees (note 5)	8,452,850	10,133,636
Income from lets connected to education	44,509	589,249
Other charitable services	1,164,049	171,395
Total	<u>9,661,408</u>	<u>10,894,280</u>

The Charitable income shown above for 2020 is unrestricted (2019: unrestricted).

7 TRADING INCOME

	2020	2019
	£	£
Income from trading subsidiary	123,472	177,600
Total	<u>123,472</u>	<u>177,600</u>

The income from trading subsidiary shown above for 2019 is unrestricted (2018: unrestricted).

8 INVESTMENT INCOME

	2020	2019
	£	£
Rent receivable	14,864	20,760
Interest receivable	3,992	5,516
Total	<u>18,856</u>	<u>26,276</u>

The investment income shown above for 2020 is unrestricted (2019: unrestricted)

9 STAFF COSTS

Staff costs were as follows:

	2020	2019
	£	£
Wages and salaries	6,016,413	6,193,430
Social security costs	528,804	535,933
Other pension costs	902,453	676,719
Total	<u>7,447,670</u>	<u>7,406,082</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

9 STAFF COSTS (continued)

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

	Head count 2020 No.	Head count 2019 No.
Teaching and support Full time	78	81
Teaching and support Part time	69	62
Non-teaching Full time	56	59
Non-teaching Part time	85	93
	<u>288</u>	<u>295</u>

The number of higher paid employees was:

	2020 No.	2019 No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	2	2
In the band £80,001 - £90,000	1	-
In the band £110,001 - £120,000	1	1
In the band £120,001 - £130,000	-	1
	<u>4</u>	<u>5</u>

	2020 No.	2019 No.
The number of retirement benefits accruing in:		
- Final salary schemes was	3	5
for which the contributions amounted to	£51,431	£61,567
- Personal pension schemes was	1	1
for which the contributions amounted to	£16,035	£14,931

The key management personnel of the Charity comprise the Governors and the members of the Senior Management Team. The total employee benefits, including social security and employer pension contributions, of the key management personnel of the Charity were £528,734 (2019: £579,907).

10 GOVERNORS REMUNERATION

No Governor has received any remuneration in the year (2019: nil. 10 (2019: 10) governors were paid a total of £3,908 (2019: £4,633) to reimburse actual travelling costs and expenses incurred in attending meetings on Charity business. The Charity maintains Professional Indemnity and Governors' Liability insurance which is included in the Charity's Public Liability insurance. No Governors received any benefits in kind during the year.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

11 EXPENDITURE

	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total 2020 £	Total 2019 £
Charitable activities					
Teaching costs	4,851,872	-	553,276	5,405,148	5,370,671
Welfare costs	1,038,719	-	323,292	1,362,011	1,576,672
Premises	719,262	890,025	861,115	2,470,402	2,814,131
Support costs	779,872	-	659,310	1,439,182	1,567,993
Educational lets	34,999	-	4,576	39,575	128,541
	<u>7,424,724</u>	<u>890,025</u>	<u>2,401,569</u>	<u>10,716,318</u>	<u>11,458,008</u>
Trading activities					
Trading subsidiary expenses	22,942	-	43,768	66,710	102,457
	<u>22,942</u>	<u>-</u>	<u>43,768</u>	<u>66,710</u>	<u>102,457</u>
Total expenditure	<u>7,447,666</u>	<u>890,025</u>	<u>2,445,337</u>	<u>10,783,028</u>	<u>11,560,465</u>

Of the expenditure shown above for 2020, £nil was from restricted funds (2019: £nil was from restricted funds). The balance was paid from unrestricted funds for both years.

12 NET EXPENDITURE / (INCOME) FOR THE YEAR

This is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets: owned assets	862,638	868,082
Depreciation of tangible fixed assets: assets acquired under Hire Purchase	27,387	11,462
Auditor's remuneration: auditors services	10,146	11,178
Auditor's remuneration: non-audit services	1,014	3,536
Operating lease rentals : Equipment	82,736	71,357
	<u>983,921</u>	<u>975,615</u>

13 BANK INTEREST

	2020 £	2019 £
Loan interest	108,900	119,141
Hire purchase interest	4,078	2,224
	<u>112,978</u>	<u>121,365</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

14 TANGIBLE FIXED ASSETS

Group	Freehold land, buildings, sports surfaces & roads £	Assets under construction £	Equipment £	Total £
Cost				
At 1 September 2019	26,615,946	133,993	4,222,625	30,972,564
Additions	54,240	2,000	61,104	117,344
Disposals	-	-	(7,519)	(7,519)
Assets completed	-	-	-	-
At 31 August 2020	<u>26,670,186</u>	<u>135,993</u>	<u>4,276,210</u>	<u>31,082,389</u>
Depreciation				
At 1 September 2019	7,058,516	-	3,669,953	10,728,469
Charge for the year:				
owned assets	722,395	-	140,243	862,638
acquired by hire purchase	-	-	27,387	27,387
Disposals	-	-	(7,519)	(7,519)
At 31 August 2020	<u>7,780,911</u>	<u>-</u>	<u>3,830,064</u>	<u>11,610,975</u>
Net Book Value				
At 31 August 2020	<u>18,889,275</u>	<u>135,993</u>	<u>446,146</u>	<u>19,471,414</u>
At 31 August 2019	<u>19,557,430</u>	<u>133,993</u>	<u>552,672</u>	<u>20,244,095</u>

Included in land and buildings is freehold land valued at £58,684 (2019 - £58,684) which is not depreciated.

Included in assets under construction are costs of £135,993 (2019 - £133,993) relating to a pavilion. No depreciation has been charged.

Included in equipment are items with a net book value £80,935 (2019: £108,322) which was acquired under hire purchase agreements.

Charity	Freehold land, buildings, sports surfaces & roads £	Assets under construction £	Equipment £	Total £
Cost				
At 1 September 2019	26,615,946	133,993	4,163,078	30,913,017
Additions	54,240	2,000	61,104	117,344
Disposals	-	-	(7,519)	(7,519)
Assets completed	-	-	-	-
At 31 August 2020	<u>26,670,186</u>	<u>135,993</u>	<u>4,216,663</u>	<u>31,022,842</u>
Depreciation				
At 1 September 2019	7,058,516	-	3,610,406	10,668,922
Charge for the year:				
owned assets	722,395	-	140,243	862,638
acquired by hire purchase	-	-	27,387	27,387
Disposals	-	-	(7,519)	(7,519)
At 31 August 2020	<u>7,780,911</u>	<u>-</u>	<u>3,770,517</u>	<u>11,551,428</u>
Net Book Value				
At 31 August 2020	<u>18,889,275</u>	<u>135,993</u>	<u>446,146</u>	<u>19,471,414</u>
At 31 August 2019	<u>19,557,430</u>	<u>133,993</u>	<u>552,672</u>	<u>20,244,095</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

14 TANGIBLE FIXED ASSETS (Continued)

Included in land and buildings is freehold land valued at £58,684 (2019 - £58,684) which is not depreciated.

Included in assets under construction are costs of £135,993 (2019 - £133,993) relating to a pavillion. No depreciation has been charged.

Included in equipment are items with a net book value £80,935 (2019: £108,322) which was acquired under hire purchase agreements.

15 INVESTMENT PROPERTY

		Group & Charity
		Total
		£
Group and Charity		
Cost		524,000
Annual revaluation surplus/(deficit)		
	2015	(30,000)
	2016	3,000
	2019	(19,500)
Value as at 1 September 2019		477,500
Revaluation		50,000
Value as at 31 August 2020		527,500

Investment property has been valued by Mr Martin Allen MRICS, FAAV from Elgars, a firm of Chartered Surveyors independent to The Corporation of St Lawrence College. The surveyor holds the relevant professional qualification and has experience in the class of land held. The land has been valued on the basis it could be exchanged at an arms length transaction and takes into account the value of rent received.

16 FIXED ASSET INVESTMENTS

		Listed	
		Investments	
		£	
Group			
Market value			
At 1 September 2019			59,750
Additions			-
Gain/(loss) on revaluation			(26,925)
At 31 August 2020			32,825
		Listed	Unlisted
		Investments	Investments
		£	£
Charity			
Market value			
At 1 September 2019		59,750	100
Additions		-	-
Gain/(loss) on revaluation		(26,925)	-
At 31 August 2020		32,825	100
		32,825	32,925

Unlisted investments comprise:

- The Charity owns 100 £1 Ordinary Shares representing 100% of the issued share capital conferring 100% of the voting rights at St Lawrence College Enterprise Ltd.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17	ASSET HELD FOR RESALE	Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	Land held for resale	<u>207,212</u>	<u>-</u>	<u>207,212</u>	<u>-</u>
18	STOCKS	Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	School shop and catering supplies	<u>148,740</u>	<u>180,020</u>	<u>146,786</u>	<u>178,938</u>
19	DEBTORS	Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	Trade debtors	202,441	481,387	183,346	448,562
	Amounts owed by group undertakings	-	-	90,366	132,395
	Other debtors	4,811	5,008	-	-
	Prepayments and accrued income	403,221	418,464	403,221	418,464
		<u>610,473</u>	<u>904,859</u>	<u>676,933</u>	<u>999,421</u>
20	CREDITORS				
	AMOUNTS FALLING DUE WITHIN ONE YEAR				
		Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	Hire purchase	19,658	31,008	19,658	31,008
	Trade creditors	161,690	268,091	161,690	268,091
	Other taxation and social security costs	137,983	151,181	137,983	151,181
	Other creditors	82,507	131,618	82,507	131,618
	Accruals	28,431	73,734	27,471	72,774
	Pupil deposits	75,000	184,500	75,000	184,500
		<u>505,269</u>	<u>840,132</u>	<u>504,309</u>	<u>839,172</u>

The hire purchase balances are secured on the fixed assets they relate to.

21	CREDITORS:				
	AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR				
		Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	Bank loans	7,015,000	5,950,000	7,015,000	5,950,000
	Pupil deposits	727,600	1,012,735	727,600	1,012,735
	Hire purchase	38,109	56,882	38,109	56,882
		<u>7,780,709</u>	<u>7,019,617</u>	<u>7,780,709</u>	<u>7,019,617</u>

The hire purchase balances are secured on the fixed assets they relate to.

Included within the above are amounts falling due as follows:

		Group	Group	Charity	Charity
		2020	2019	2020	2019
		£	£	£	£
	Between one and two years				
	Other loan	<u>-</u>	<u>5,950,000</u>	<u>-</u>	<u>5,950,000</u>
	Between two and five years				
	Bank loan	<u>7,015,000</u>	<u>-</u>	<u>7,015,000</u>	<u>-</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

21 **CREDITORS:**
AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (continued)

Creditors include amounts wholly repayable within 5 years as follows:

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Repayable by instalments	-	-	-	-
Not repayable by instalments	<u>7,015,000</u>	<u>5,950,000</u>	<u>7,015,000</u>	<u>5,950,000</u>

The bank loan is secured by way of a legal charge over land and buildings comprising St Lawrence College, College Road, Ramsgate. On 21 September 2017 the maximum facility available to draw down under our RCF arrangement was extended to £6,750,000 repayable by 21 September 2020. Interest is charged at a rate of 1.3% above base rate. On 1 October 2020 the facility was extended until 31 December 2021 and increased to a maximum facility of £9,000,000. Interest is payable at a rate of 1.75% pa.

22 **FINANCIAL INSTRUMENTS**

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Financial assets at fair value through profit or loss	<u>560,325</u>	<u>537,250</u>	<u>560,325</u>	<u>537,250</u>

Financial assets measured at fair value comprise of listed investments and investment property.

23 **DEFERRED INCOME**

	Group and Charity	
	2020 £	2019 £
Fees in advance	1,233,107	2,131,510
Trip income received in advance	12,263	27,952
	<u>1,245,370</u>	<u>2,159,462</u>
Group and Charity		
Deferred income at 1 September 2019	2,159,462	1,931,449
Resources deferred during the year	1,245,370	2,159,462
Amounts released from previous years	(2,159,462)	(1,931,449)
Deferred income at 31 August 2020	<u>1,245,370</u>	<u>2,159,462</u>

Fees in advance relates to cash received in respect of school fees where the school term to which they relate falls after the balance sheet date as well as funds received in advance for school trips.

24 **SHARE CAPITAL**

	2020 £	2019 £
Allotted, called up and fully paid 17 Ordinary shares of £10 each	<u>170</u>	<u>170</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

25 STATEMENT OF FUNDS

Statement of Funds - current year

	At 1 Sep 19 £	Income £	Expenditure £	Transfers in/(out) £	Gains/ (Losses) £	At 31 Aug 20 £
Designated Funds						
Revaluation reserve	2,250	-	-	(2,250)	-	-
Investment Property	477,500	-	-	-	50,000	527,500
The Sir Kirby Laing Sports Hall Fund	129,000	-	-	(3,000)	-	126,000
The Sir Kirby Laing Kirby House Fund	739,312	-	-	(20,086)	-	719,226
Prizes Fund	11,403	-	-	-	-	11,403
Buildings and equipment fund	145,000	-	-	-	-	145,000
Development fund	72,452	10,824	-	-	-	83,276
Scholarship funds	2,520	-	-	-	-	2,520
Bursary funds	2,920	-	-	-	-	2,920
CCF fund	5,372	-	-	4,567	-	9,939
D of E fund	6,032	-	-	(2,885)	-	3,147
	<u>1,593,761</u>	<u>10,824</u>	<u>-</u>	<u>(23,634)</u>	<u>50,000</u>	<u>1,630,951</u>
General Funds						
Unrestricted general reserve	10,854,036	8,819,021	(10,783,025)	1,029,325	(26,925)	9,892,432
Share capital	170	-	-	-	-	170
	<u>10,854,206</u>	<u>8,819,021</u>	<u>(10,783,025)</u>	<u>1,029,325</u>	<u>(26,925)</u>	<u>9,892,602</u>
Total Unrestricted Funds	<u>12,447,967</u>	<u>8,829,845</u>	<u>(10,783,025)</u>	<u>1,005,691</u>	<u>23,075</u>	<u>11,523,553</u>
Restricted Funds						
Bursaries and Scholarship Funds	161,574	66,269	-	(50)	-	227,793
Inspiring Teaching and Learning Fund	500	1,921	-	(1,864)	-	557
Building and Equipment Fund	2,233	42,894	-	(14,565)	-	30,562
Development Fund	12,987	-	-	(2,935)	-	10,052
Coronavirus Job Retention Scheme	-	986,277	-	(986,277)	-	-
	<u>177,294</u>	<u>1,097,361</u>	<u>-</u>	<u>(1,005,691)</u>	<u>-</u>	<u>268,964</u>
Total Funds	<u>12,625,261</u>	<u>9,927,206</u>	<u>(10,783,025)</u>	<u>-</u>	<u>23,075</u>	<u>11,792,517</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

25 STATEMENT OF FUNDS (Continued)

Statement of Funds - prior year

	At 1 Sep 18 £	Income £	Expenditure £	Transfers in/(out) £	Gains/ (Losses) £	At 31 Aug 19 £
Designated Funds						
Revaluation reserve	-	-	-	-	2,250	2,250
Investment Property	497,000	-	-	-	(19,500)	477,500
The Sir Kirby Laing Sports Hall Fund	132,000	-	-	(3,000)	-	129,000
The Sir Kirby Laing Kirby House Fund	759,398	-	-	(20,086)	-	739,312
Prizes Fund	11,403	-	-	-	-	11,403
Buildings and equipment fund	145,000	110,233	(110,233)	-	-	145,000
Development fund	58,745	13,707	-	-	-	72,452
Scholarship funds	2,520	-	-	-	-	2,520
Bursary funds	2,920	-	-	-	-	2,920
CCF fund	6,872	-	-	(1,500)	-	5,372
D of E fund	511	-	-	5,521	-	6,032
	<u>1,616,369</u>	<u>123,940</u>	<u>- 110,233</u>	<u>- 19,065</u>	<u>- 17,250</u>	<u>1,593,761</u>
General Funds						
Unrestricted general reserve	11,109,757	11,096,480	(11,450,232)	98,031	-	10,854,036
Share capital	170	-	-	-	-	170
	<u>11,109,927</u>	<u>11,096,480</u>	<u>(11,450,232)</u>	<u>98,031</u>	<u>-</u>	<u>10,854,206</u>
Total Unrestricted Funds	<u>12,726,296</u>	<u>11,220,420</u>	<u>(11,560,465)</u>	<u>78,966</u>	<u>(17,250)</u>	<u>12,447,967</u>
Restricted Funds						
Bursaries and Scholarship Funds	148,474	13,250	-	(150)	-	161,574
Inspiring Teaching and Learning Fund	-	500	-	0.00	-	500
Building and Equipment Fund	1,833	2,936	-	(2,536)	-	2,233
Development Fund	37,875	51,392	-	(76,280)	-	12,987
	<u>188,182</u>	<u>68,078</u>	<u>-</u>	<u>(78,966)</u>	<u>-</u>	<u>177,294</u>
Total Funds	<u>12,914,478</u>	<u>11,288,498</u>	<u>(11,560,465)</u>	<u>-</u>	<u>(17,250)</u>	<u>12,625,261</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

25 STATEMENT OF FUNDS (Continued)

The following funds have been established by the Governors:

Designated Funds:

The Revaluation Reserve represents the unrealised gains on investments.

The Investment Property Revaluation Reserve represents the unrealised gains on investment properties.

The Sir Kirby Laing Fund re Sports Hall represents a grant from The Sir Kirby Laing Foundation to assist in the building of the sports hall.

The Sir Kirby Laing Fund re Kirby House represents a grant from The Sir Kirby Laing Foundation to assist in the building of Kirby House.

The Prizes Fund represents funds set aside for prizes.

The buildings and equipment fund represents funds set aside for building work and investment in equipment.

The Development Fund represents monies generated by the Development Committee which are to be set aside to be used on future developments.

The Scholarship Fund represents funds set aside to be used to fund scholarships.

The Bursary Fund represent funds set aside to be used to fund bursaries.

The Combined Cadet Force (CCF) Fund and the Duke of Edinburgh (D of E) funds represent funds set aside and not previously expended by the CCF and D of E departments within St Lawrence College. These funds are set aside to be spent in future periods.

Restricted Funds:

The Bursaries and Scholarships Fund represents donations made to St Lawrence College to be used for funding scholarships, bursaries and prizes for students.

The Inspiring Teaching and Learning Fund represents donations made to St Lawrence College to be used to enhance the learning experience of students.

The Building and Equipment Fund represents funds donated to St Lawrence College to fund future building projects and purchases of equipment.

The Development Fund represents funds received during the year specified to be used for the Development at The College.

Transfer between Funds:

During the year, £986,277 has been transferred from Restricted to Unrestricted funds. This represents the income from the Coronavirus Job Retention Scheme now being fully utilised against staff costs already incurred by the College.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

26 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of net assets between funds - current year

Group	Unrestricted	Restricted	Total
	funds	funds	funds
	2020	2020	2020
	£	£	£
Tangible fixed assets	19,471,414	-	19,471,414
Investments	32,825	-	32,825
Investment Properties	527,500	-	527,500
Assets for resale	207,212	-	207,212
Current assets	815,947	268,963	1,084,910
Creditors falling due within one year	(505,269)	-	(505,269)
Creditors falling due in more than 1 year	(7,780,709)	-	(7,780,709)
Deferred income	(1,245,370)	-	(1,245,370)
	<u>11,523,550</u>	<u>268,963</u>	<u>11,792,513</u>

Analysis of net assets between funds - prior year

	Unrestricted	Restricted	Total
	funds	funds	funds
	2019	2019	2019
	£	£	£
Tangible fixed assets	20,244,095	-	20,244,095
Investments	59,750	-	59,750
Investment Properties	477,500	-	477,500
Current assets	1,685,833	177,294	£1,863,127
Creditors falling due within one year	(840,132)	-	(840,132)
Creditors falling due in more than 1 year	(7,019,617)	-	(7,019,617)
Deferred income	(2,159,462)	-	(2,159,462)
	<u>12,447,967</u>	<u>177,294</u>	<u>12,625,261</u>

Charity

	Unrestricted	Restricted	Total
	funds	funds	funds
	2020	2020	2020
	£	£	£
Tangible fixed assets	19,471,414	-	19,471,414
Investments	527,500	-	527,500
Investment Properties	32,925	-	32,925
Assets for resale	207,212	-	207,212
Current assets	800,264	268,963	1,069,227
Creditors falling due within one year	(504,309)	-	(504,309)
Creditors falling due in more than 1 year	(7,780,709)	-	(7,780,709)
Deferred income	(1,245,370)	-	(1,245,370)
	<u>11,508,927</u>	<u>268,963</u>	<u>11,777,890</u>

Analysis of net assets between funds - prior year

	Unrestricted	Restricted	Total
	funds	funds	funds
	2019	2019	2019
	£	£	£
Tangible fixed assets	20,244,095	-	20,244,095
Investments	477,500	-	477,500
Investment Properties	59,850	-	59,850
Current assets	1,669,932	177,294	£1,847,226
Creditors falling due within one year	(839,172)	-	(839,172)
Creditors falling due in more than 1 year	(7,019,617)	-	(7,019,617)
Deferred income	(2,159,462)	-	(2,159,462)
	<u>12,433,126</u>	<u>177,294</u>	<u>12,610,420</u>

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

27 OPERATING LEASE COMMITMENTS

At 31 August 2020 the total of the group's future minimum lease payments under non-cancellable operating leases as follows:

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Amounts due:				
Within one year	54,642	59,638	43,478	48,474
Between 1 and 5 years	48,045	41,344	48,045	30,181

28 PENSION COMMITMENTS

The Charity makes contributions towards pension schemes.

(a) Teaching staff

Up to 31 August 2020, the College participated in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £731,410 (2019: £516,108) and at the year end £nil (2019:£nil) was accrued in respect of contributions to this scheme.

The Teachers' Pension Scheme (TPS) is an unfunded multi-employer defined benefits pension governed by the Teachers' Pension Scheme 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 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 Teacher Pensions.

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

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

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

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

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

28 PENSION COMMITMENTS (Continued)

From 1 September 2020 the College has withdrawn from the scheme and offered teaching staff the option to contribute to a defined contribution scheme.

(b) Non teaching staff

The Charity operates a stakeholder and occupational pension scheme offered by Peoples Pension, Scottish Widows and Aviva. The pension charge for the period was £171,043 (2019: £163,735).

29 RELATED PARTY TRANSACTIONS

i) During the year, a scholarship and bursary were awarded to two College Students who are the children of a Governor. These were awarded on academic merit under normal award conditions. The awards were made initially at a time prior to the Governorship commencing.

ii) During the year under review the wives of two members of the Key Management Team were employed by the charity. Both were paid a salary under an employment contract for their role. Both wives have been employed by the charity for a number of years and were not considered a related party at the time of their appointment. The members of the Key Management Team had no involvement and the Board of Governors are comfortable that their salary is not at a preferential rate.

iii) During the year the wife of a Governor was employed by the charity. She was paid a salary under an employment contract for her role. The Governor had no involvement in her appointment. The remaining Board of Trustees are comfortable that her salary is not at a preferential rate.

30 RECONCILIATION OF NET EXPENDITURE IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Net expenditure for the year (as per Statement of Financial Activities)	(832,748)	(289,217)	(832,748)	(289,217)
Gains/(losses) on investments	(23,075)	17,250	(23,075)	17,250
Donation of shares	-	(57,500)	-	(57,500)
Dividends, interest and rents from investments	(18,856) -	20,762	(18,856) -	20,762
Depreciation charges	890,025	879,544	890,025	879,544
Decrease/(Increase) in stocks	31,280	(18,152)	31,280	(18,152)
Increase in debtors	87,174	55,036	87,174	55,036
(Decrease)/Increase in creditors	(1,522,740)	289,221	(1,522,740)	289,221
	<u>(1,388,940)</u>	<u>855,420</u>	<u>(1,388,940)</u>	<u>855,420</u>

31 CONTROLLING PARTY

In the opinion of the Governors there is no controlling party.

THE CORPORATION OF ST LAWRENCE COLLEGE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

32 PRINCIPAL SUBSIDIARY

Company name	Country	Percentage shareholding	Description
St Lawrence College Enterprises Ltd	England	100%	The operation of sports facilities made available to local schools and sports clubs, the provision of a coffee shop and the provision of hire for events
Company Registration number 03100304			

Results for the year ended 31 August 2020

	2020 £	2019 £
Total assets	106,049	148,296
Total liabilities	(91,326)	(133,355)
Total equity	<u>14,723</u>	<u>14,941</u>
Turnover	182,013	256,527
Expenditure	(155,626)	(239,212)
Result for the year	<u>26,387</u>	<u>17,315</u>

33 RESULTS OF THE CHARITY

	2020 £	2019 £
Total Income	9,944,869	11,241,608
Total Expenditure	(10,800,471)	(11,493,930)
Net Income before Gains on Investments	<u>(855,602)</u>	<u>(252,322)</u>
Net gains/(losses) on investments	23,075	(17,250)
Net movement in funds	<u>(832,527)</u>	<u>(269,572)</u>