

**REPORT OF THE TRUSTEE AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021  
FOR  
THE GODOLPHIN SCHOOL**

**THE GODOLPHIN SCHOOL**

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for the year ended 31 August 2021**

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**THE GODOLPHIN SCHOOL**

**GENERAL INFORMATION**  
**for the year ended 31 August 2021**

By virtue of a Scheme made by the Charity Commission on 31 July 2013, the sole trustee of The Godolphin School is The Godolphin School Trustee Limited ("the Trustee"), a company limited by guarantee and incorporated in England and Wales under the Companies Act 2006 on 13 May 2013 with registered number 8527491. The following Governors, who are the members and directors of the Trustee, served in office throughout the year except where indicated:

**GOVERNORS:**

**CO-OPTED GOVERNORS**

General Sir N A W Pope (Chairman)

Mr J C Booker

Mr T F Boughton

Mr R G Franks

Mr G W Green

Dr C A Mannion-Watson

Mrs S C Nolan

Mr M J L Nicholson (resigned 31 March 2021)

Dr Lady J Pope (appointed 1 September 2020)

Dr E Shaw

Mr P Smith

Mrs R Tear (appointed 4 December 2020)

Mr C Thompson

**NOMINATED GOVERNORS**

The Bishop of Salisbury

Mrs R Hawley

The Chapter of Salisbury Cathedral

The Reverend Maggie Guillebaud (appointed 4 December 2020)

The Old Godolphin Association

Mrs A Burchmore

**HEAD:**

Mrs E J F Hattersley BA Dunelm

**SECRETARY AND BUSINESS  
MANAGER:**

Miss A L D'Arcy-Irvine ACA

**ADDRESS:**

Milford Hill  
Salisbury  
SP1 2RA

**CHARITY REGISTRATION  
NUMBER:**

309488

**AUDITORS:**

Crowe UK  
4<sup>th</sup> Floor  
St James House  
St James' Square  
Cheltenham  
GL50 3PR

**THE GODOLPHIN SCHOOL**

**GENERAL INFORMATION - Continued  
for the year ended 31 August 2021**

**BANKERS:**

Lloyds Bank Plc  
38 Blue Boar Row  
Salisbury  
SP1 1DB

**SOLICITORS:**

Wilsons  
4 Lincoln's Inn Fields  
London  
WC2A 2AA

## THE GODOLPHIN SCHOOL

### REPORT OF THE TRUSTEE for the year ended 31 August 2021

The Trustee presents its annual report for the year ended 31 August 2021 under the Charities Act 2011, together with the audited accounts for the year, and confirms that the latter comply with the requirements of the Act, the charity's governing documents and the Charities SORP (FRS102).

#### **THE SCHOOL'S AIMS AND OBJECTIVES**

The charity's governing documents require the School to provide and conduct, in or near Salisbury, a boarding and day school for girls. The following key documents are relevant to the running and governance of the School:

- The Charity Commission Schemes dated 10 February 1986, 17 May 1999 and 31 July 2013
- Articles of Government dated 5 December 2014

The School provides boarding or day education in its Prep School for girls between the ages of 3 (including rising 3) and 11 years and boarding or day education in its Senior School for girls starting between the ages of 11 and 19 years. The Prep School incorporates the Nursery which is able to educate boys. The School aims to educate girls to achieve their full individual potential, both academically and in other spheres, including art, drama, music and sport, and to inspire a passion for learning. It also aims to give them confidence and a sense of responsibility and to make them aware of the needs of others in the wider community beyond the School.

It is equally important to maintain and enhance the academic success of the School whilst ensuring that its commitment to widen public benefit is met. In setting the objectives and planning activities the Trustee has given consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee charging.

This year, the School's objectives were focusing on its Strategic Plan until the global outbreak of coronavirus and subsequent control measures implemented by the UK government. The strategic plan included preparing for the continued achievement of academic performance, widening the scope and breadth of opportunity offered by the School and ensuring that the School's facilities are fully utilised for the benefit of its students and the local community. In particular:

- To enhance and improve the academic curriculum for students.
- To continue to develop the first class pastoral care provided to the School's students.
- To enhance and improve the co-curricular provision for students
- To increase the overall number of day girls and boarders within the School.
- To provide continued support to students already in receipt of fee assistance through bursaries.
- To enhance the facilities and fabric of the School.
- To play its part in the local community.

#### **Impact of Covid 19**

In September 2020 the School physical site reopened with some blended learning as some students and staff self-isolated in line with government guidelines where necessary. In January 2021, following a government announcement early in the new year, the senior school site was closed whilst the Prep School remained partially open to accommodate children of key workers. The continued development and consolidation of the Digital Strategy meant the School was able to readily move to on-line learning for the term for all other students, utilising Microsoft Teams to replicate the school day (teaching and pastoral) as far as possible.

The Governors reviewed the fees for the Spring Term as a direct result of the closure of the site, with all boarding fees removed, and emergency bursaries were granted for families severely impacted as a result of the pandemic. The total loss of fee income resulting from these measures was approximately £441k (2020: £946k). The lettings programme remained impacted by restrictions in place. To mitigate the loss of income the Governors continued to review the cost base to make savings where possible, and made use of the Coronavirus Job Retention Scheme for those employees who qualified (primarily staff whose roles were specific to the closed school site as the teaching staff and some support staff worked throughout, wherever possible staff were flexibly furloughed). The total CJRS claim was £82k (2020: £234k).

The combined impact of lost income and cost savings, with lower unrealised gains on investments, resulted in a deficit of £384k (2020 – deficit £54k). The Governors successfully applied for a Coronavirus Business Interruption Loan of £700k to mitigate the impact of lost income on cash balances over the two years affected by the pandemic.

Looking forward to the next financial year (ending 31 August 2022), although the physical site has reopened income remains impacted by the delayed return of some international students, the deferral of new international students to September 2022, and domestic students moving temporarily from boarding to day. Requests for financial support are higher than in normal years, and that is expected to continue for a while. Lettings income remains lower than normal which will continue until the relaxation of restrictions both domestically and internationally. The Governors continue to review the cost base to ensure the school is as efficient as possible.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Recruitment and appointment of Governors**

Governors, who act in their capacity as directors of the Trustee, are recruited through the Appointments Sub-Committee and then nominated by the Chairman of Governors in consultation with the Head, before being elected as Co-Opted Governors by the Board. Together they balance the needs of the School to the skills of potential members of the Board. In meeting this task they are assisted by other Governors and through liaison with the various independent school bodies which maintain lists of potential governors. Other avenues of recruitment are through individuals who express an interest in joining the Board, through the Old Godolphin Association and through the parents of students at the School.

In addition, the Board of Governors includes three Nominated Governors nominated by the following:

- The Bishop of Salisbury
- The Chapter of Salisbury Cathedral
- The Old Godolphin Association

Governor training is usually undertaken by in-house and external courses run by the various independent schools' professional bodies. Further training is often offered by firms of solicitors and accountants who support the school sector. On appointment, each Governor also receives the Association of Governing Bodies of Independent Schools' Guidelines for Governors and is inducted into the workings of the School including its policies and procedures.

### **Organisational structure**

The Governors determine the strategy of the School and delegate day-to-day management to the School's Senior Management Team. The full Board meets at least termly with appropriate members of the Senior Management Team in attendance. Reports are received from the Board's six committees which also meet termly. Their titles and roles are as follows:

**The Finance Committee:** Oversees the financial performance of the School, including setting budgets that are affordable, undertaking longer term financial planning and monitoring expenditure to ensure that it is appropriate. Includes oversight of the School's estates strategy.

**The Education Committee:** Oversees the all-round education of the students and acts on the authority of the Governing Body in a monitoring and advisory role. Its findings and recommendations are reported to the Governing Body for ratification or further consideration.

**The Governance Committee (which incorporates the Appointments Sub-Committee):** Oversees appointments to and the governance of the Governing Body, reviews the maintenance and implementation of all School policies and reviews and advises on any constitutional or other legal issues referred to the committee.

**The Philanthropy, Admissions and Marketing Committee:** Oversees the development, marketing, admissions and fundraising policies and performance of the School.

**The Education Committee:** Oversees the all-round education of the students (pastorally and academically) and management issues in School

**The Strategy Committee:** The role of this committee, in conjunction with the Head, is to consider and provide strategic leadership and direction for the School.

**The Secretary and School Business Manager** is responsible for coordinating the work of the Governors and their committees, preparation of papers and management accounts and review of matters arising.

The day-to-day management of the Godolphin School is delegated to the Head, supported by the Head of the Prep School, the Deputy Heads, the School Business Manager, the Head of the Upper School and the Head of the Sixth Form (together the Senior Management Team). The Head undertakes the key leadership role overseeing education, pastoral and administrative functions in consultation with senior staff. The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors, as directors of the Trustee, which provide for significant expenditure decisions and major capital projects to be referred to the Governors, for prior approval.

The day-to-day management of the Prep School is delegated to the Head of the Prep School, supported by the other members of the SMT.

The Trustee considers that the board of Governors and the Senior Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All Governors give their time freely and no Governor received remuneration during the year.

The pay of senior staff is reviewed annually, along with all staff at the charity.

### **Risk management**

The Trustee is responsible for the management of risks faced by the School. Detailed consideration of risk is delegated to the appropriate Governors' committee, which is assisted by members of the Senior Management Team. A risk assessment table is maintained and School Business Manager regularly reports on potential risks and how these are currently managed by the School. Within the School risk management procedures are included child protection and safeguarding procedures, health and safety and fire assessments and regular reviews of accident reports. Risks are identified, assessed and controls established throughout the year. A formal review of the School's risk management processes is undertaken on an annual basis.

Through the risk management processes established for the School, the Trustee 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.

### **Relationships and the 'Outreach' programme**

Godolphin School actively supports the attainment of the highest standards in the Independent Schools' sector, partly through networking with other independent and maintained sector schools and partly through peer group interaction. The School also co-operates with many local charities and youth-related groups in its ongoing endeavours to widen public access to the schooling and facilities that the School can provide, to optimise the use of its cultural and sporting facilities and to ensure an awareness in its students of the context of the all-round education they receive at the School. The School also benefits from the generosity and support of the network of members of The Old Godolphin Association whose close relationship to the School is greatly appreciated and acknowledged.

The School's 'Outreach' programme seeks to widen access to our education resources, by bringing independent and state school communities together as well as sharing our expertise and perspectives with colleagues from state schools.

Although necessarily restricted by the impact of Coronavirus, the School continues to contribute to the wider Salisbury community through a range of initiatives including charitable fundraising and community work, in addition to offering facilities such as the theatre, pool and sports hall, to local clubs and also local charities for fundraising purposes. These and other School facilities are also widely available to schools in Salisbury, in both state and independent sectors, as well as members of the general public via local clubs and societies.

We regard the 'Outreach' programme as a major success. The positive feedback we have received from the regular liaison meetings held with the Heads of the schools we have worked with supports our view of the success of this programme. We believe the exchange of ideas and the opportunity for our students to mix, learn and work alongside state students is mutually beneficial.

This work also advances our broader educational aims and has an undoubted benefit when our students take their place in the working environment by developing their social and 'softer' skills. We will continue to liaise closely with the Heads of the schools we work with so that the programme continues to meet the needs of those who participate and to deliver success and many other benefits besides, both to our students and those in the state sector.

Volunteers are involved in the School as Governors, as members of the Philanthropy, Admissions and Marketing Committee's Fundraising Sub-Committee, as members of the Godolphin Foundation's Volunteer Board, as members of in connection with fundraising by the Prep School, and as members of the Parents' Association. The School acknowledges the continuing and valuable support of these individuals whose contribution greatly enriches the Godolphin community.

The School did not employ any external fundraisers during the year and the School is not registered with the Fundraising Regulator but is committed to 'good fundraising practices'. There are no instances to report of the school failing to comply with fundraising activity during the year. The School adheres to the General Data Protection Regulation (GDPR) and only contacts those for whom the communication will be relevant and of interest.

## **REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR 2020-21**

### **Academic**

Continuing the theme of unpredictable change, the year progressed through a wide range of COVID restrictions, adaptations, isolations, and closures.

The year began with significant changes to both student groupings and timetable to accommodate the guidance and restrictions imposed by the DfE. These changes meant adapting lesson times, structure, and making unplanned changes to the timetable during the summer. As part of the digital strategy all students are now equipped with their own laptops, enrolled in class Teams, and have Class NoteBooks available for use, in addition to staff making use of the new Surface devices. From September 2021 the majority of students were issued with Surface devices, and rolled out to further year groups from there. The adoption of the new technology by staff has been extremely successful following INSET training. The impact of sharing good practice between staff has been extremely effective at developing skills throughout the school. Online lesson surveys indicate the appreciation of students and parents of the effective transition to remote learning, and to the academic progress ensured. The student perception surveys highlight the excellent learning that is taking place, and the effort that staff have invested in developing new teaching techniques. Students were especially positive about how easily they were able to get the help they needed remotely, and the improvements in organisation that using Teams for prep, OneNote for work, and OneDrive for storage had brought.

In the Summer term we were able to return to slightly more normal activity in school, it was excellent to see the classrooms full, the outdoor space utilised and the joy of learning firmly back on school premises. Many assessments were undertaken by the Fifth Year and Upper sixth students to determine their School Assessed Grades. These were approached with determination and dedication by the girls, with much support academically and pastorally by the staff. The marking, grading and collating of these assessments was a significant task but continued through the processes of internal quality assurance, submission, external quality assurance, results days and appeals in August. The overall process produced a set of robust and fair grades, that were the subject of very few appeals, and only a single administrative appeal was upheld by the exam board.

Destinations of Upper Sixth leavers included Oxford, and a large proportion of Russell Group Universities; including institutions such as Durham University, Cardiff University, University of Warwick, Oxford Brookes University and University of Bath. Popular courses this year included Medical Sciences, Architecture, Art & Design, Psychology, Biochemical Sciences, Business and Education Studies.

### **Co-Curricular and Pastoral**

In September 2020, boarding numbers had dropped due to the impact of Covid and the loss of a portion of our International market. Cooper and Walters allowed space for isolation and quarantine rooms for students returning from abroad and students who became unwell. Jerred House was also used for quarantine. The strict quarantine arrangements in Hong Kong and China mean that travelling home for many students was untenable apart from during the longer summer break, with travel rules changing at short notice. Two U6 students remained onsite during the January to March lockdown.

The School is committed to safeguarding and promoting the welfare of students, and all staff share this commitment. We ran the Mental Health First Aid England youth 2-day course again during the year for staff and continue to increase the number of trained staff. The pastoral and health centre staff continue to work with CAMHS and other local services (children and adult). There was a rise in demand for counselling and mental health services following lockdown. Godolphin ran the annual GO Parent conference online in November 2020. This was a hugely successful virtual conference with over 300 tickets sold. There were 11 speakers - Amy Forbes Robertson, Dick Moore, Dr Dominique Thompson, Lorraine Lee, Lucinda Miller, Polly Williamson, Poorna Bell, Dr Sara Kayat, Satveer Nijjar, Alicia Drummond and Deana Puccio Ferrara who spoke on all aspects of mental health and as well as sex education and nutrition. A live Q&A proved popular at the end of the day which ran via Teams.

Activities and weekend trips were mostly based onsite but Zumba, yoga and combat fit returned in person. On the first weekend of the Autumn Term, we ran a Health and Wellbeing Weekend for all boarders which included pilates, yoga, mindful craft activities and a skincare workshop run by Annabel Jardella.

### **COVID-19**

The school successfully operated the on-site COVID testing programme for students before they returned to the site and ensured that the students and staff were supplied throughout the pandemic with Lateral Flow Tests. Positive cases were reported to the school which enabled us to respond by, at peak times, enacting additional measures such as separate dining and the use of face coverings when a particular year group experienced a spike in cases. In these situations, we kept Public Health informed and passed on guidance to parents, including a weekly COVID statement in our weekly bulletin.

## **Co-Curricular**

Godolphin continued to offer an excellent co-curricular contribution even when lockdown restrictions came into effect, including online exercise routines and sporting challenges, reading club and wellbeing days. Now back in school, the Combined Cadet Force (CCF) and Duke of Edinburgh (DofE) programme remain strong; the CCF continues to grow with over 80 girls enlisted. The programme continues to offer a wide range of activities based on the military syllabus set out by the Army's Cadet Branch whilst engaging the cadets with alternative "team building" type activities.

### **Music, drama and performance**

Music, drama and performance remain a large part of the education of the girls at Godolphin, and performance is a key aspect of that. Mass participation is encouraged through a range of ensembles, orchestras, bands, theatre groups and, where possible, productions. A wide range of individual tuition in instruments is available ranging from the bassoon to bagpipes as well as Speech and Drama lessons which also serve to enhance the students' sense of self-confidence. The Music Department has held scholars' concerts and other performances this term. Three concerts were broadcast via YouTube, performed by girls aged 8-18. The Drama department were able to facilitate group workshops for a variety of co-curricular groups when working in person. The Portal Theatre Company and Drama scholars worked on monologues written and directed by a sixth form scholar which were then recorded and presented online. The Drama students also branched off into film, creating a comedy 'mock-mentary' series of webisodes all edited by a technical scholar. Students were also able to participate in Acting 101 sessions focusing on individual progress as professional performers.

Art workshops and clubs are held for all levels from the complete beginner to the top A-level students, with drama operating a similar range of clubs from those who wish to try out being on stage to our own semi-professional drama company, 'Portal Theatre'. An extensive array of other activities are offered to the students ranging from Combat Fit to badminton, from Science Club to fencing, swimming, archery, a scholars' programme, a STEM skills club and more. The programme runs Monday – Friday from 4.15pm – 6.00pm with students opting for the activities they wish to pursue.

### **Sport and Outward Bound activities**

Godolphin continues to ensure every girl has the opportunity to achieve in PE, sport and physical activity and will leave with the competence, knowledge and understanding to stay healthy and fit in their everyday life. Significant achievements are evident in lacrosse (England, Wales and Scotland national pathway players), hockey (U14 attended the national championships), skiing, cross country, athletics, swimming (regional and national champions) and netball (regional champions).

COVID restrictions meant that last year most residential trips in the UK and overseas were cancelled, including planned trips to Dorset for the Geography and Geology students, France, the Canary Islands and Italy. However, a record number of 53 cadets took part in the summer camp in Dorset, where they engaged in a multitude of adventure activities.

### **Outreach**

At Godolphin, the Community Engagement Co-ordinator oversees the three strands of Outreach, Charities, and Service, to which the whole school community contributes.

Community Engagement took place largely online until March 2021. During that time students helped children in primary schools via a mentoring scheme, MentorJr, which has since been expanded to include MentorJr Music, designed to offer supervised music practice to primary school children starting out on their instruments. This mentoring will continue into the next academic year. Godolphin partnered with Wiltshire Digital Drive and have now collected over 100 devices which have been refurbished and distributed to children in the community in need of technology. A creative writing competition for primary school children was held in partnership with Valley News, whose winning entries were judged by a team of Godolphin Sixth Form students.

As the country began to open up, volunteers were able to resume going into the nearest local primary school (St Martin's) to offer regular one-to-one reading. Godolphin students have also led some fun sporting activities to encourage the children to enjoy being active. On a larger scale, Godolphin welcomed 90 children from 6 local primaries (Sarum St Paul's, Bemerton St John, St Martin's, Winterslow, Wilton, Winterbourne Earls) for an Athletics Festival. Some of the Lower Sixth went to visit Longparish Primary to deliver a PEP mental health afternoon to their Year 6s.

Staff continue to be Governors at local schools, and to give presentations drawing on their subject expertise such as a TeachMeet presentation.

### **Charities**

Over twenty different charities (local, national and international) have been helped by Godolphin. Having had many opportunities to fundraise curtailed, it was good to begin the autumn term with a community walk raising funds for the Wiltshire Air Ambulance. There is always something special when a whole community unites in a common goal, especially if that goal is to help others less fortunate or with particular needs.

Once the Covid restrictions were lifted, we were able to contribute by volunteering once more at centres focussed on adult mental health support, with young people requiring special needs support, riding for the disabled, in charity shops, as reading helpers in local primary schools and assisting with local sports coaching. Some have also helped with cooking at a local homeless shelter. Some of the younger students have volunteered to take elderly neighbours' dogs out for a walk and checked that they were safe and had what they needed.

The actual fund-raising was severely affected by the Covid restrictions and lockdowns but over £6k raised.

## **STUDENT NUMBERS, FEES AND BURSARY AND SCHOLARSHIP AWARDS**

### **Student numbers and fees**

The School's educational activities are carried out through the Senior School and the Prep School. Student numbers during the year were 386 in the Senior School and 63 in the Prep School.

The School welcomes students from all backgrounds. Entrance assessments and interviews are therefore conducted to satisfy both the School and parents that potential students can cope with the pace of learning and benefit from the education provided, developing the student to the best of her potential and in line with the achievements of her peers. Economic status, ethnicity, race, religion or disability do not form part of the assessment process. The School's fees are intended to be set at a level that both ensures its financial viability and is consistent with its aim to provide a first class education to girls.

The Trustee is committed to ensuring that as many girls as practicable have access to the education offered by the School. As an element of its commitment, the School makes awards of scholarships and means-tested bursaries. The aim is to maintain the amount of these awards at approximately 12% of fee income and by this means to help to support many students who could not otherwise benefit from the educational provision provided by the School. The School is very conscious of the fact that it does not have a large endowment and in funding scholarships and bursaries it is mindful of the balance to be struck between fee-paying parents and those whose daughters benefit from awards. Details of scholarships and bursaries are advertised through the School's website, in its admissions literature and in its marketing material.

The School also recognises its family ethos through discounts for parents with more than one child in the School. In addition, and as part of its strategy to attract and retain high calibre and committed staff, the School offers a discount scheme to those staff members who choose to educate their children at the School.

Fee increases for the year ended 31 August 2021 were restricted to 3.9%, effective from 1 January 2021. The fees for the year ended 31<sup>st</sup> August 2021, before the deduction of any means assisted bursaries and scholarships, were:

### **Senior School (per term):**

International	£13,055
Full Boarding	£11,310
5-day Boarding	£10,985
3-Day Boarding	£10,585
Day	£7,445

### **Junior School (per term):**

International	£12,650
Full Boarding	£9,640
5-day Boarding	£9,360
3-Day Boarding	£9,015
Day	£6,700

### **Prep School (per term):**

Reception	£2,520
Years 1-2	£2,530
Year 3	£3,910
Years 4-6	£4,910
3-Day Boarding	£6,615
5-Day Boarding	£7,610
Full Boarding	£8,915
International	£5,590

Senior School is defined as years 3 to Upper Sixth inclusive; Junior School is defined as years 1 and 2.

### **Bursaries**

This year, the value of means tested bursaries totalled £910,000 and represented 8.5% of the School's gross fees. They provided assistance to 166 students.

### **Scholarships**

In addition, the School awarded scholarships to 94 students, based on their educational merit and potential, totalling £276,000 and representing 2.6% of gross fees. The School's policy on scholarships has changed with those granted from September 2021 carrying no financial benefit.

### **Review**

The Governors continue to review the Bursary and Scholarship Awards policies to ensure that able children can accept offers of places at the School through the availability of means tested fee assistance. The policy is designed to widen access to the School. It is anticipated that this review will help inform the development of the policy and help ensure that the objective of wider access continues to be achieved.

### **FINANCIAL REVIEW**

The School's activities for the year 2020-21 produced an operating deficit of £384k in the Statement of Financial Activities (2020- operating deficit of £54k). Further information on the result for the year is included in the 'Impact of Covid-19' section of this report on page 3.

Responsibility for the stewardship of the School's finances and facilities is taken very seriously by the Senior Management Team and the Trustee. Whilst the School is fortunate to own the valuable freehold property on which it is located, there is always the need for continued investment in the fabric and facilities of the School. Investment and increased operating costs cannot merely be passed on to parents through higher fees, and consequently all areas of the School's operations are under constant review to ensure that the best value for money is achieved in terms of the student experience offered. The School maintains an Investment Fund and has appointed Rathbones Capital Management Limited as investment manager. A long-term 10-year investment time horizon is applied with capital gains and income being generally re-invested. The portfolio comprises equities, fixed income and cash, with a high allocation to equities: the investment manager has advised that this is a prudent balance, given the value of the School's freehold property, and is in line with the investment policies of other independent schools in a similar situation.

The School's principal funding source remains the school fees, with secondary income being derived from the letting and annual giving programmes. Other useful income comes from legacies and donations.

As a charity, the parents of the School's students have the assurance that the vast majority of all expenditure is directly related to the charity's key objective of providing independent education. The charity enjoys tax exemption on its educational activities and on investment income and gains, provided that these are applied for its charitable aims. As a charity the School is also entitled to an 80% reduction on business rates on the property occupied for its charitable purposes. The financial benefits derived from these are all applied for educational purposes and indirectly help the School to maintain its bursary and scholarship policies. However, as an educational charity, the School pays VAT, which it cannot reclaim, on many of its costs and also pays full tax as an employer through national insurance contributions.

The principal financial management procedures are implemented by regular reports to the Finance Committee and the full Governing Body, supported by comprehensive management accounts. Annually these are reinforced by the audit carried out by the School's auditors.

### **Reserves policy**

The School does not carry free funds other than the Investment Fund. Its policy is to invest in capital assets to keep the School at the forefront of the independent schools' market. This is partly financed by current borrowing combined with internally generated funds: this is seen as the most cost effective method of funding fixed assets consistent with the School's cash flow profile.

The School's total reserves of £4,873k at the period end include £383k of restricted funds and £4,419k unrestricted funds.

## STATEMENT OF TRUSTEE'S RESPONSIBILITIES

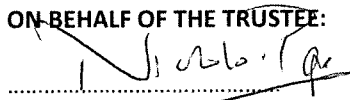
The Trustees are responsible for preparing the Report of the Trustee and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ON BEHALF OF THE TRUSTEE:

  
.....  
N Pope - Chairman

Dated: 25 March 22  
.....

## THE GODOLPHIN SCHOOL

### REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEE OF THE GODOLPHIN SCHOOL

#### Opinion

We have audited the financial statements of The Godolphin School ('the charity') for the year ended 31 August 2021 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2021 and of the 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 Charities Act 2011.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

The Trustee is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially

misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustee is inconsistent in any material respect with the financial statements; or
- sufficient and proper accounting records have not been kept by the charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of Trustee**

As explained more fully in the trustees' responsibilities statement set out on page 10, the Trustee is 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 Trustee determines 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 Trustee is responsible for assessing the charity'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 Trustee either intends to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material

penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income from non-fee income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over non-fee income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted, and reading minutes of meetings of those charged with governance.

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

#### **Use of our report**

This report is made solely to the charity's trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP  
Statutory Auditor  
Fourth Floor  
St James House  
St James Square  
Cheltenham  
GL50 3PR  
Date: 31 March 2022

THE GODOLPHIN SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 August 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
<b>INCOME AND ENDOWMENTS FROM:</b>					
<b>Charitable activities</b>					
Fees receivable	2	8,629,498	-	8,629,498	8,877,884
Sundry and other income	3	626,089	-	626,089	668,432
<b>Donations and legacies</b>		-	17,553	17,553	8,953
<b>Investments</b>					
Investment income		8,022	101	8,123	8,457
Bank and other interest		-	-	-	-
<b>Total income</b>		<u>9,263,609</u>	<u>17,654</u>	<u>9,281,263</u>	<u>9,563,726</u>
<b>EXPENDITURE ON:</b>					
<b>Charitable activities</b>					
School operating costs	6	9,794,029	8,864	9,802,893	9,449,430
<b>Other</b>					
Finance and other costs	6	44,107	-	44,107	182,060
<b>Total expenditure</b>	6	<u>9,838,136</u>	<u>8,864</u>	<u>9,847,000</u>	<u>9,631,490</u>
<b>NET INCOME/(EXPENDITURE) BEFORE GAINS AND LOSSES ON INVESTMENTS AND TRANSFERS</b>					
		(574,527)	8,790	(565,737)	(67,764)
Gains on investments	8	112,698	68,789	181,487	13,528
Transfers between funds	13	5,973	(5,973)	-	-
<b>NET MOVEMENTS IN FUNDS</b>		<u>(455,856)</u>	<u>71,606</u>	<u>(384,250)</u>	<u>(54,236)</u>
Fund balances brought forward at 1 September 2020		<u>4,874,776</u>	<u>382,561</u>	<u>5,257,337</u>	<u>5,311,573</u>
<b>FUND BALANCES CARRIED FORWARD AT 31 AUGUST 2021</b>		<u>4,418,920</u>	<u>454,167</u>	<u>4,873,087</u>	<u>5,257,337</u>

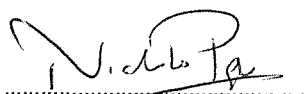
The notes on pages 17 to 29 form part of these financial statements.

THE GODOLPHIN SCHOOL

BALANCE SHEET  
31 August 2021

	Notes	2021 £	2020 £
<b>FIXED ASSETS:</b>			
Tangible assets	7	7,639,535	7,784,726
Investments	8	<u>891,126</u>	<u>701,711</u>
		<u>8,530,661</u>	<u>8,486,437</u>
<b>CURRENT ASSETS:</b>			
Debtors	9	314,938	276,441
Cash at bank and in hand		<u>309,348</u>	<u>22,237</u>
		624,286	298,678
<b>CREDITORS:</b> Amounts falling due within one year	10	<u>(2,977,322)</u>	<u>(2,658,510)</u>
<b>NET CURRENT LIABILITIES:</b>		<u>(2,353,036)</u>	<u>(2,359,832)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES:</b>		6,177,625	6,126,605
<b>CREDITORS:</b> Amounts falling due after more than one year	10	<u>(1,304,538)</u>	<u>(869,268)</u>
		<u>4,873,087</u>	<u>5,257,337</u>
<b>FUNDS:</b>			
Restricted funds	13	454,167	382,561
Unrestricted funds		<u>4,418,920</u>	<u>4,874,776</u>
		<u>4,873,087</u>	<u>5,257,337</u>

ON BEHALF OF THE TRUSTEE:



N Pope - Chairman

Approved by the Trustee and authorised for issue on 25 March 22

The notes on pages 17 to 29 form part of these financial statements.

**THE GODOLPHIN SCHOOL**

**CASH FLOW STATEMENT  
for the year ended 31 August 2021**

	Notes	2021 £	2020 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
<b>Net cash provided by operating activities</b>	15	92,925	(239,423)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		8,123	8,457
Purchase of tangible fixed assets		(264,836)	(140,442)
Sale of tangible fixed assets		-	-
Proceeds from sale of investments		113,926	69,479
Purchase of investments		<u>(121,857)</u>	<u>(63,431)</u>
Net cash used in investing activities		<u>(264,644)</u>	<u>(125,937)</u>
<b>Cash flows from financing activities:</b>			
Repayments of borrowings		(194,490)	(186,246)
Cash inflows from new borrowings		<u>700,000</u>	<u>-</u>
Net cash provided by/(used in) financing activities		<u>505,510</u>	<u>(186,246)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		333,791	(551,606)
Cash and cash equivalents at 1 September 2020		<u>(24,443)</u>	<u>527,163</u>
<b>Cash and cash equivalents at 31 August 2021</b>	16	<u><u>309,348</u></u>	<u><u>(24,443)</u></u>

## THE GODOLPHIN SCHOOL

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 August 2021

#### 1. ACCOUNTING POLICIES

##### **Basis of accounting**

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) (issued October 2019). The school meets the definition of a public benefit entity under FRS 102. The financial statements are prepared in Sterling (£) which is the functional currency of the charity.

##### **Going concern**

The Governors have considered the financial position of the School and expected future pupil numbers, together with the consequences of the Coronavirus (COVID-19) pandemic and confirm that the School remains a going concern. The financial statements, therefore, continue to be prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value.

##### **Fees**

Fee income credited to the income and expenditure account represents fees in respect of the terms falling wholly within the accounting period after deduction of bursaries, grants and allowances.

##### **Donations, legacies and other voluntary incoming resources**

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

##### **Resources expended**

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure is allocated to activity headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates.

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

##### **Tangible fixed assets**

Expenditure on fixed assets is capitalised except for expenditure incurred on the replacement of assets of low value with a short life. Repair, renovation and replacement expenditure is written off as expenditure in the statement of financial activities. The cost of fixed assets is their purchase cost, together with any incidental costs of acquisition. Depreciation is calculated to write off the cost of tangible fixed assets, less their estimated residual values, over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are:

- Land is not depreciated.
- Buildings are depreciated at 2% per annum on cost.
- Property improvements, included within freehold land and buildings, are depreciated at rates of 2% or 10% per annum on cost.
- Motor vehicles and equipment are depreciated at rates of between 10% and 33% per annum on cost.

##### **Investments**

Listed investments are stated at market value. Unlisted investments are stated at cost.

##### **Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling to the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction.

##### **Debtors**

Debtors are measured at their recoverable amount.

## THE GODOLPHIN SCHOOL

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 August 2021

#### 1. ACCOUNTING POLICIES (continued)

##### **Creditors and provisions**

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

##### **Pensions**

The School contributes to the Teachers' Pension scheme. This is a multi-employer pension scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the scheme on a consistent and reliable basis and therefore, as required by FRS 102, the school accounts for the scheme as if it were a defined contribution scheme. Contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The School contributes to individual defined contribution personal pension schemes for non-teaching staff. Contributions are charged in the period in which the salaries to which they relate are payable

##### **Funds**

The School's funds consist of unrestricted and restricted amounts. The school may use unrestricted amounts at its discretion. Restricted funds can only be used for a particular purpose as specified by the donor.

##### **Leasing commitments**

Rentals paid under operating leases are charged to the statement of financial activities on a straight line basis over the period of the lease.

##### **Financial instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to Sterling (£) at the balance sheet date at the year-end exchange rate.

##### **Government grants and COVID-19**

The school has received support from the UK Government as part of a package of measures introduced to support businesses during the coronavirus pandemic. Government grants are recognised in the financial statements in the period in which they become receivable.

##### **Estimates and Judgements**

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

##### **Useful economic life**

The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual value of assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of assets. See note 7 for the carrying amount and the accounting policies for the useful economic life of each class of asset.

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

1. ACCOUNTING POLICIES (continued)

Recoverable value of fee debtors

The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the aging profile and historical experience. See note 9 for the carrying value of debtors.

2 FEES RECEIVABLE

	2021	2020
	£	£
Fees receivable consist of:		
Gross fees	10,723,010	10,440,678
Less: Bursaries, grants and allowances	<u>(2,072,158)</u>	<u>(1,506,649)</u>
	8,650,852	8,934,029
Less: Introductory commissions	<u>(21,354)</u>	<u>(56,145)</u>
	<u>8,629,498</u>	<u>8,877,884</u>

3. SUNDRY AND OTHER INCOME

	2021	2020
	£	£
Insurance commissions	(2,148)	-
Use of facilities	71,709	99,185
Sundry income	474,716	335,642
Coronavirus job retention scheme income	<u>81,812</u>	<u>233,605</u>
	<u>626,089</u>	<u>668,432</u>

4. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	5,101,065	5,152,416
Social security costs	792,200	427,948
Other pension costs	<u>951,269</u>	<u>944,514</u>
	<u>6,844,534</u>	<u>6,524,878</u>

The average number of employees, both full and part-time, on the School payroll during the year was as follows:

	2021	2020
Teachers	102	109
Others	<u>75</u>	<u>81</u>
	<u>177</u>	<u>190</u>

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

£60,001 - £70,000	3	3
£70,001 - £80,000	1	1
£80,001 - £90,000	1	1
£140,001 - £150,000	-	1
£150,001 - £160,000	<u>1</u>	<u>-</u>

The number with retirement benefits accruing in:

- Defined benefit schemes was	<u>5</u>	<u>5</u>
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THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

4. STAFF COSTS continued

The number with retirement benefits accruing in:

- Money Purchase schemes was	1	1
- for which the contributions amounted to	£10,500	£9,600

During the year no governors received travelling expenses (2020 Nil). With the exception of the above, neither the governors nor persons connected with them received any remuneration or other material benefits from the School or any connected organisation.

Staff costs include redundancy and termination payments totalling £38,760 (2020 £50,915).

The Key Management Personnel of the School comprise the Governors and the Senior Management Team. The Senior Management Team consists of the Head, School Business Manager, Deputy Head, Academic Deputy, Pastoral Deputy, Prep School Head, Head of Sixth Form and Head of Upper School. Key management personnel received total remuneration of £681,698 (2020 £706,310) and pension contributions of £132,510 (2020 £133,254) for eight employees (2020 eight).

5. EXPENDITURE

Expenditure includes:

	2021 £	2020 £
Depreciation of owned assets	410,031	461,266
Auditors' remuneration- audit	19,800	15,000
Operating lease rentals- equipment	<u>173,497</u>	<u>140,050</u>

6. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff salaries and costs £	Support costs £	Depreciation £	2021 Total £
<b>Charitable activities:</b>				
School operating costs:				
Teaching costs	5,362,060	607,626	-	5,969,686
Welfare	321,261	773,677	-	1,094,938
Premises	372,098	638,610	410,031	1,420,739
Management and administration	789,115	499,031	-	1,288,146
Grants, awards and prizes	-	8,864	-	8,864
Governance costs	-	20,520	-	20,520
	<u>6,844,534</u>	<u>2,548,328</u>	<u>410,031</u>	<u>9,802,893</u>
<b>Other:</b>				
Finance and other costs	-	44,107	-	44,107
Total resources expended	<u>6,844,534</u>	<u>2,592,435</u>	<u>410,031</u>	<u>9,847,000</u>

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

6. ANALYSIS OF TOTAL RESOURCES EXPENDED continued

Analysis for comparative period:

	Staff salaries and costs £	Support costs £	Depreciation £	2020 Total £
<b>Charitable activities:</b>				
School operating costs:				
Teaching costs	4,857,546	220,664	-	5,078,210
Welfare	307,903	776,083	-	1,083,986
Premises	458,552	588,383	461,266	1,508,201
Management and administration	900,877	839,985	-	1,740,862
Grants, awards and prizes	-	24,311	-	24,311
Governance costs	-	13,860	-	13,860
	<u>6,524,878</u>	<u>2,463,286</u>	<u>461,266</u>	<u>9,449,430</u>
<b>Other:</b>				
Finance and other costs	-	182,060	-	182,060
	<u>-</u>	<u>182,060</u>	<u>-</u>	<u>182,060</u>
Total resources expended	<u>6,524,878</u>	<u>2,645,346</u>	<u>461,266</u>	<u>9,631,490</u>

7. TANGIBLE FIXED ASSETS

	Freehold land and buildings £	Motor vehicles and equipment £	Totals £
<b>COST OR VALUATION:</b>			
At 1 September 2020	11,676,748	1,936,611	13,613,359
Additions	-	264,835	264,835
Disposals	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>11,676,748</u>	<u>2,201,446</u>	<u>13,878,194</u>
<b>DEPRECIATION:</b>			
At 1 September 2020	4,684,815	1,143,818	5,828,633
Charge for year	272,927	137,099	410,026
Eliminated on disposals	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>4,957,742</u>	<u>1,280,917</u>	<u>6,238,659</u>
<b>NET BOOK VALUE:</b>			
At 31 August 2021	<u>6,719,006</u>	<u>920,529</u>	<u>7,639,535</u>
At 31 August 2020	<u>6,991,933</u>	<u>792,793</u>	<u>7,784,726</u>

The School elected, in accordance with Section 35.10(d) of FRS102, to use the carrying value on 1 September 2014, the date of transition to FRS102, of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost.

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
For the year ended 31 August 2021

8. **FIXED ASSET INVESTMENTS**

	2021	2020
	£	£
UK quoted investments		
Market value at 1 September 2020	699,754	692,273
Additions	121,854	63,431
Disposals at opening market value	(113,926)	(69,478)
Investment gains	<u>181,487</u>	<u>13,528</u>
Market value at 31 August 2021	889,169	699,754
Unlisted investments	<u>1,957</u>	<u>1,957</u>
	<u>891,126</u>	<u>701,711</u>
Historical cost as at 31 August 2021	<u>393,794</u>	<u>358,493</u>

9. **DEBTORS**

Amounts falling due within one year:

	2021	2020
	£	£
Trade debtors	137,377	103,994
Other debtors	46,269	36,381
Prepayments and accrued income	<u>131,292</u>	<u>136,066</u>
	<u>314,938</u>	<u>276,441</u>

10. **CREDITORS**

Amounts falling due within one year:

	2021	2020
	£	£
Bank loans and overdrafts	264,730	241,169
Trade creditors	337,886	83,345
Other creditors	189,362	241,942
Taxation and social security	120,350	118,912
Accruals	415,863	159,519
Fees received in advance	1,426,100	1,532,855
Entry deposits repayable	<u>223,031</u>	<u>280,768</u>
	<u>2,977,322</u>	<u>2,658,510</u>

Amounts falling due after more than one year:

Bank loan	<u>1,304,538</u>	<u>869,268</u>
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The bank loan and overdraft are secured by a charge over the freehold property of the school. The continued impact of the pandemic as noted in the Report of the Trustee resulted in the breach of one banking covenant at the year end. The bank has waived the breach and has confirmed its continued support for the School.

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

11. OBLIGATIONS UNDER LEASING AGREEMENTS

The total future minimum payments due on leases expiring:

	Operating leases	
	2021	2020
	£	£
Within one year – Equipment	41,916	16,119
Between one and five years – Equipment	<u>431,717</u>	<u>293,405</u>

12. ALLOCATION OF THE CHARITY NET ASSETS

	Fixed assets and investments £	Net current assets/ liabilities £	Long term liabilities £	Total £
Restricted funds	415,050	39,117	-	454,167
Unrestricted funds	<u>8,115,611</u>	<u>(2,392,153)</u>	<u>(1,304,538)</u>	<u>4,418,920</u>
	<u>8,530,661</u>	<u>(2,353,036)</u>	<u>(1,304,538)</u>	<u>4,873,087</u>

Analysis for comparative period:

	Fixed assets and investments £	Net current assets/ liabilities £	Long term liabilities £	Total £
Restricted funds	348,517	34,044	-	382,561
Unrestricted funds	<u>8,137,920</u>	<u>(2,359,832)</u>	<u>(869,268)</u>	<u>4,874,776</u>
	<u>8,486,437</u>	<u>(2,359,832)</u>	<u>(869,268)</u>	<u>5,257,337</u>

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

13. RESTRICTED FUNDS

	At 1.9.20 £	Income £	Transfers Between Funds £	Expenditure £	Realised/ unrealised Gains/(Losses) £	At 31.8.21 £
Recoupment Fund	287,334	-	-	-	60,809	348,143
Prize Fund	56,924	101	-	(3,559)	7,980	61,446
Fitness Centre Fund	6,868	-	(227)	-	-	6,641
Development Fund	649	710	-	(178)	-	1,181
Modern Languages Fund	4,803	-	-	-	-	4,803
Thrift Shop	7,747	-	(1,515)	-	-	6,232
Big Lottery Fund	4,606	-	(995)	-	-	3,611
Prep Chaplaincy Fund	1,500	-	-	-	-	1,500
Fitness Centre Equipment	3,580	-	(1,789)	-	-	1,791
Prep Playground	8,100	-	(900)	(77)	-	7,123
Drama Fund	300	556	-	-	-	856
Hardship Fund	150	2,400	-	(2,550)	-	-
Senior School Fund	-	13,887	(547)	(2,500)	-	10,840
	<u>382,561</u>	<u>17,654</u>	<u>(5,973)</u>	<u>(8,864)</u>	<u>68,789</u>	<u>454,167</u>

Analysis for comparative period:

	At 1.9.19 £	Income £	Transfers Between Funds £	Expenditure £	Realised/ unrealised Gains/(Losses) £	At 31.8.20 £
Recoupment Fund	272,160	-	482	-	14,692	287,334
Prize Fund	78,530	157	-	(23,484)	1,721	56,924
Fitness Centre Fund	7,095	-	(227)	-	-	6,868
Development Fund	556	920	-	(827)	-	649
Modern Languages Fund	4,803	-	-	-	-	4,803
Thrift Shop	9,262	-	(1,515)	-	-	7,747
Big Lottery Fund	5,601	-	(995)	-	-	4,606
Prep Chaplaincy Fund	1,500	-	-	-	-	1,500
Fitness Centre Equipment	5,369	-	(1,789)	-	-	3,580
Prep Playground	9,000	-	(900)	-	-	8,100
Drama Fund	-	300	-	-	-	300
Hardship Fund	-	6,425	(6,275)	-	-	150
	<u>393,876</u>	<u>7,802</u>	<u>(11,219)</u>	<u>(24,311)</u>	<u>16,413</u>	<u>382,561</u>

## THE GODOLPHIN SCHOOL

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 August 2021

#### 13. RESTRICTED FUNDS continued

There are three recoupment accounts invested in Charities Official Investment Fund (COIF). Two of these are to recoup to the charity out of current income the assessed value of land sold at the time of respective sales.

1. Holmwood land 9 June 1972  
£483.40 invested to accumulate to £2,417 after 40 years.
2. Methuen and Hamilton land 29 April 1975  
£187 per annum invested to accumulate to £214,930 after 90 years.

The third is to recoup the sale proceeds of Jerred House expended on the building of the Sports Hall.

3. Jerred House sale proceeds 7 August 1981  
£294.70 per annum invested to accumulate to £84,200 after 60 years.

These recoupment accounts are not realisable by the school before the expiry of the periods specified.

The Prize Funds represent donations made to the school for the purpose of rewarding pupil achievement.

The Fitness Centre Funds comprise donations received towards capital expenditure on the fitness centre. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against that expenditure.

The Development Fund represents income received as part of the School's Annual Giving Programme. Expenditure is made in line with the donors' wishes.

The Modern Languages Fund represents a legacy left to the School by Mrs V Ferguson which is to be used to facilitate the learning of modern languages.

The Thrift Shop Fund represents a donation received from the Godolphin Parents Association for the capital expenditure on a cabin to be used as the new thrift shop. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against that expenditure.

The Big Lottery Fund grant was for the new long jump pit and runway. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against that expenditure.

The Prep Chaplaincy Fund represents a legacy left to the school by the Reverend Mary Macvicar to benefit the work of the school chaplaincy with the Prep School.

The Fitness Centre Equipment Fund represents two treadmills that were donated by the Godolphin Parents Association. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against the assets.

The Prep Playground Fund represents playground equipment donated to the Prep School. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against the asset.

The Drama Fund represents a legacy left to benefit the Drama Department.

The Hardship Fund was set up initially for donations to support emergency bursaries for families impacted financially by covid-19 and was fully utilised during the year. It will continue to accept donations for general bursarial support.

## THE GODOLPHIN SCHOOL

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 August 2021

#### 13. RESTRICTED FUNDS continued

The senior school fund represents equipment donated to the School. The amount transferred to unrestricted funds each year is equivalent to the amount of depreciation charged against the asset.

#### 14. PENSION COMMITMENTS

The teaching staff have the option to be members of a defined benefit pension scheme operated by the Teachers' Pension Agency. For other employees, the School contributes to individuals' defined contribution personal pension schemes or The National Employment Savings Trust (NEST) workplace pension scheme set up by the government. The total pension cost for the School was £951,269 (2020 £944,514) of which £39,913 (2020 £44,137) were contributions to personal pension schemes and £131,225 (2020 £121,128) were contributions to the NEST scheme. There were outstanding contributions at the balance sheet date of £106,074 (2020 £114,013) in respect of contributions due for the month of August paid over to the pension scheme administrators in September.

##### Teachers' Superannuation Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £780,603 (2020: £779,249) and at the year-end £83,881 (2020 - £92,041) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

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

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

14. PENSION COMMITMENTS (CONTINUED)

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

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

15. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO  
NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net (expenditure)/income for the year as per the Statement of Financial Activities	(384,250)	(54,236)
Adjusted for:		
Depreciation	410,031	461,266
Gains on investments	(181,487)	(13,528)
Income from investments	(8,123)	(8,457)
(Increase)/decrease in debtors	(38,497)	185,203
(Decrease)/increase in creditors	<u>295,251</u>	<u>(809,671)</u>
Net cash provided by operating activities	<u>92,925</u>	<u>(239,423)</u>

16. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank and in hand	309,348	22,237
Overdraft facility repayable on demand	-	<u>(46,680)</u>
	<u>309,348</u>	<u>(24,443)</u>

17. ANALYSIS OF CHANGES IN NET DEBT

	At 1.9.20 £	Cash flow £	At 31.8.21 £
<b>Net cash and cash equivalents</b>			
Cash at bank and in hand	22,237	287,111	309,348
Overdraft facility repayable on demand	<u>(46,680)</u>	<u>46,680</u>	-
	<u>(24,443)</u>	<u>333,791</u>	<u>309,348</u>
<b>Debt</b>			
Loans falling due within 1 year	(194,489)	(70,241)	(264,730)
Loans falling due after 1 year	<u>(869,268)</u>	<u>(435,270)</u>	<u>(1,304,538)</u>
	<u>(1,063,757)</u>	<u>(505,511)</u>	<u>(1,569,268)</u>
<b>Total</b>	<u>(1,088,200)</u>	<u>(171,720)</u>	<u>(1,259,920)</u>

**THE GODOLPHIN SCHOOL**

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021**

**18. RELATED PARTY TRANSACTIONS**

Two (2020 - one) Trustees pay for children at the School. School fees incurred by the Trustees are paid on a commercial arms' length basis.

Rebecca Tear, a Trustee, is a Director of The BSA Group Services Limited. During the year £2,230 was paid to The BSA Group Services Limited for services.

Jeremy Brooker, a Trustee, is also a Trustee of Winchester Science Centre. In 2020, £287 was paid to Winchester Science Centre for a school trip.

THE GODOLPHIN SCHOOL

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 August 2021

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
<b>INCOME AND ENDOWMENTS FROM:</b>				
<b>Charitable activities</b>				
Fees receivable	8,877,884	-	8,877,884	9,232,753
Sundry and other income	668,432	-	668,432	717,512
<b>Donations and legacies</b>	1,308	7,645	8,953	14,959
<b>Investments</b>				
Investment income	8,300	157	8,457	13,103
Bank and other interest	-	-	-	-
<b>Total income</b>	<u>9,555,924</u>	<u>7,802</u>	<u>9,563,726</u>	<u>9,978,327</u>
<b>EXPENDITURE ON:</b>				
<b>Charitable activities</b>				
School operating costs	9,425,119	24,311	9,449,430	9,672,274
<b>Other</b>				
Finance and other costs	182,060	-	182,060	106,569
<b>Total expenditure</b>	<u>9,607,179</u>	<u>24,311</u>	<u>9,631,490</u>	<u>9,778,843</u>
<b>NET INCOME/(EXPENDITURE) BEFORE GAINS AND LOSSES ON INVESTMENTS AND TRANSFERS</b>				
	(51,255)	(16,509)	(67,764)	199,484
<b>Gains on investments</b>				
Realised on disposal	(11,425)	-	(11,425)	(257)
Unrealised on revaluation	8,540	16,413	24,953	20,007
<b>Transfers between funds</b>	<u>11,219</u>	<u>(11,219)</u>	<u>-</u>	<u>-</u>
<b>NET MOVEMENTS IN FUNDS</b>	<u>(42,921)</u>	<u>(11,315)</u>	<u>(54,236)</u>	<u>219,234</u>
Fund balances brought forward at 1 September 2019	<u>4,917,697</u>	<u>393,876</u>	<u>5,311,573</u>	<u>5,092,339</u>
<b>FUND BALANCES CARRIED FORWARD AT 31 AUGUST 2020</b>	<u>4,874,776</u>	<u>382,561</u>	<u>5,257,337</u>	<u>5,311,573</u>

