



**St Albans High School for Girls  
(limited by guarantee)**

**Report and financial statements  
for the year ended  
31 August 2021**

**Company number: 321911  
Registered charity number: 311065**

## **St Albans High School for Girls (limited by guarantee)**

### **Governors' report for the year ended 31 August 2021**

The Governors of St Albans High School for Girls present their annual report and audited accounts for the year ended 31 August 2021 and confirm that they comply with the requirements of the Charities Act 2011, the Trust Deed and the Charities SORP 2015. The Governors are also the charity trustees and directors of the company.

#### **Our aims**

The object of the School, as laid down in the Company's Articles of Association, is to advance education in accordance with the principles of the Church of England for pupils and young children of any sex.

The School's strategic aim is to deliver a transformational experience which educates young people for lives of consequence, and to provide an exceptional environment in which to work and study and make significant, positive contributions to our local community and wider society.

#### **Our objectives**

The objectives are outlined in the School's development plan, and reflect the educational aims and the ethos of the School.

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

The School's main objectives for the year were as follows:

- to promote excellent outcomes for pupils by delivering a rich and challenging curriculum and a progressive and ambitious co-curriculum which ensures engagement for all
- to develop intellectually resilient and independent pupils who leave school with the tools to help them live a fulfilling, happy and successful adult life
- to recruit and retain highly able and motivated pupils, regardless of their background
- to attract and retain outstanding staff and support them through appropriate professional development
- to ensure that the School provides a safe, sustainable and inspirational environment in which to learn and work, including seamless integration of information services and technology throughout the School
- to ensure that the School engages in meaningful and broad partnerships and provides substantial public benefit for our local and regional communities
- to ensure that forward financial and estates planning is thorough and meets the needs of the School
- to ensure that our School brand reflects the ethos and values of the School and that our marketing (including website, school films, print materials and digital marketing) is current and impactful.

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**Intended impact**

The principal beneficiaries of these aims and objectives are St Albans High School's pupils whose education is provided by the High School and funded by parents, guardians or from other charitable sources. 63% of the School's pupils are drawn from the local community. Families on lower incomes are supported through our means-tested bursary scheme, or by other concessions such as reduction in fees, access to free music lessons and access to free elite sports coaching for scholars. Through partnership links established with a number of schools, the School also contributes to, and benefits from, the sharing of good practice with other education professionals. Wherever possible, access to the School's facilities is shared with local schools, community groups and other institutions.

**Our ethos, strategies and policies**

The School is a charity which seeks to benefit the public through the pursuit of its stated aims. The fees are set by the Governors each year at a level which ensures the financial viability of the School and which is consistent with the aim of providing a first class education.

The School welcomes pupils from all backgrounds. Entrance assessments and interviews are held to ensure that potential pupils will be able to cope with the pace of learning and to benefit from the education which the School provides.

The School is an equal opportunity organisation and is committed to a working environment which is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. All reasonable adjustments are made to meet the needs of staff or pupils who are, or who become, disabled. The School's Executive Team has been working with diversity and inclusion charities to produce and implement a School-wide diversity and inclusion strategy to ensure that the School remains a welcoming and inclusive school, where diversity is celebrated and every member of our community feels comfortable, heard and represented. The School has taken account of the Equality, Diversity and Inclusion principles in the Charity Governance Code refreshed in 2020.

The Governors, staff and volunteers are fully committed to safeguarding and promoting the welfare of pupils and expect this commitment to be shared by all members of the School community. Governors receive regular updates on regulatory and statutory changes to Keeping Children Safe in Education (KCSIE) from the School's Executive Team and via regular updates from the School's lawyers and the Association of Governing Bodies of Independent Schools (AGBIS).

The house system is the main framework for pastoral care. Pupils are cared for within their houses by their house tutor and housemaster/mistress, a responsibility which is shared in years 12 and 13 with the Head of Sixth Form and sixth form tutors.

Parents are given information about their children's social and academic progress through regular parents' evenings, in addition to end of term and year reports. The School maintains regular contact with parents throughout the year through informal contacts and the publication of electronic newsletters and termly letters from the Head.

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**Access policy, including bursary policy**

The Governors are concerned that education at the School should not be restricted to those who can afford the fees. Through its means-tested bursary scheme the School is now supporting 84 pupils (2020: 85). This support, which is available on a needs basis as determined by the Head in consultation with the Bursar, following a policy determined by the Governors, reduced annual fee income by £1,321k (2020: £1,191k). The amount available for means-tested bursaries was £1,226k. For the coming year, this sum stands at £1,262k, representing 6% of gross fee income. Means-tested fees assistance can be awarded up to 100% of the tuition fees at any time from year 7 (aged 11+), and, in the year, 43 pupils received bursaries equivalent to 100% of tuition fees (2020: 33).

The Governors see bursary awards as an important means of ensuring that pupils from families who would not otherwise be able to afford the fees can access the education which the School offers. Bursaries are available to all who meet the general entry requirements and are made on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk. Such circumstances might occur, for example, in a case of redundancy or death of a parent.

**Other policies on assistance**

**Financial planning policy**

In order to assist parents with payment of fees, the School makes available a number of different schemes, including an option to pay monthly.

**Family discounts policy**

Discounts are available to families with more than two children in the School.

**Non-fee assistance policy**

Assistance can be made available in respect of the cost of "extras" including, for example, lunches, coaches and school trips as appropriate.

**Scholarship policy**

Scholarship awards are made to recognise high academic potential or ability in other activities such as art, design and technology, music, sport and drama. Such scholarships are awarded with a fixed remission of fees, and are available on entry to the Senior School at year 7, on entry into year 10 and at year 12. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. Scholarships are largely honorary, and generally include a fee remission of 10%, except in exceptional circumstances when a particularly gifted musician may be offered up to 25% fee remission. This is rare; no 25% music scholarships were awarded in 2021.

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**Investment Policy**

The Governors' investment powers are governed by the Articles of Association which permit the funds of the School to be invested as may be thought fit, subject to such conditions and consents as may be imposed or required by law.

It is the Governors' policy to mitigate risks associated with concentrating surplus funds in one institution and to generate a return on such surpluses by investing them in short to medium term cash deposits with mainstream UK financial institutions.

This process is managed internally and its operation and performance are subject to annual review by the whole governing body.

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**Governors' report**  
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**Strategic report**

**Review of activities and achievements**

**Covid-19**

Following the third national lock-down imposed in January 2021, the Governors and the Executive Team continued with the measures put in place in previous lockdowns to ensure:

- continued provision of education to all pupils
- protection of the health of all pupils and staff
- targeted and frequent communication with parents
- protection of the financial stability of the School, whilst working with parents to help them deal with any financial hardship arising from this situation.

These measures included:

- remote teaching and learning, using the latest technology platforms
- availability of a hardship fund to support parents unable to pay School fees
- the introduction of appropriate financial controls to maintain the School's liquidity.

Parents were given refunds for the unused proportion of coaches and lunches during the term.

The result of these actions was that the School was able to provide the best education possible under the circumstances and managed its resources prudently. The 2021-22 academic year has started as normal.

**Pupil numbers**

The principal activity continues to be the provision of a day school for 4 to 18 year-old pupils. During the year the School had an average of 778 pupils in the Senior School and 338 pupils in the Prep School (2019-20: 763 and 353 pupils respectively).

**Academic**

Due to Covid-19, no public examinations were taken in the academic year of 2020-21. Grades were determined following the Teacher-Assessed Grade process from Ofqual and JCQ whereby students were awarded the following set of results: 54.3% of all A level grades were at A\*, 87% achieved A\*- A and 99.6% at A\*- C. At GCSE, students were awarded the following set of results: 93.8% of grades were at 9-7, 98% at 9-6 and 100% at 9-5. At GCSE, 11 students achieved straight 9s.

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**Strategic report**

**Review of activities and achievements** (continued)

**Academic** (continued)

The academic profile of the School continues to rise as revealed in the annual MidYIS analysis of Year 7 pupils. The School actively supports the national education community through the employment and training of several early career teachers, and initial teacher trainees, and the provision of examiners to the major examining bodies. The School encourages teachers to share good practice and develop their own expertise through an extensive internal professional development programme and by forming cluster groups, joining professional working parties and visiting local and national schools from both sectors to share ideas.

**Co-curriculum**

The School continues to offer a wide range of enriching educational trips and visits throughout the year for pupils of all ages, including international exchanges and language immersion opportunities. Duke of Edinburgh expeditions are well-attended at all levels, and academic departments continue to offer a range of opportunities to extend the curriculum beyond the classroom with trips to universities, museums, galleries, performances and exhibitions.

**Community service**

Many pupils choose to undertake community service within the local area. This includes taking posts at senior citizens' residences, day care centres, local primary schools, nurseries, the Cathedral and Abbey Church of St Alban, Age Concern and St Albans Youth Council. In addition to these activities, the pupils and staff have organised several charitable fund-raising events for the benefit of organisations that support the local community.

**Public benefit**

The Governors have given significant consideration to the Charity Commission guidance on public benefit, including the guidance 'Public Benefit: Running a Charity' (PB2).

**Use of School facilities**

School facilities are made available for use by the local community whenever possible. The School makes its sports and other facilities available to local schools, community groups and charities and to the wider community at favourable rates (including free-of-charge use of facilities in some instances).

**School events**

The School regularly hosts eminent visiting speakers and organises a wide range of enrichment activities for the benefit of pupils. We regularly invite pupils and staff from other local schools to attend these events in order that they might benefit from our extensive programme. Unfortunately, a full programme was not possible during the year due to Covid-19, although the School did host a virtual Oxbridge conference.

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**Review of activities and achievements** (continued)

**Teaching and learning partnerships**

The School has been involved in a number of teaching and learning partnerships supporting local and regional schools, pupils and teachers over the past few years; however, due to the pandemic, partnership activities have been limited. The staff have delivered some innovative partnership activities during these difficult times including:

- A music webinar series was produced. This series featured musicians from a variety of backgrounds and specialisms who volunteered their time to present webinars which were open access to school members and the general public
- The Drama and Theatre Studies department initiated an online virtual training platform for local teachers from a variety of state schools. The group met regularly to discuss curriculum design and pedagogy in delivering the content of a very practical based subject over remote learning platforms
- The Art department maintained contact with Windermere School, St Albans throughout lockdown and was able to advise on and facilitate online Art learning to pupils of Windermere School. A Year 13 STAHS Art scholar was also involved in this initiative. Numerous resources for online learning in Art (watercolour painting and drawing with perspective) have been created and shared with the primary school throughout lockdowns and remote teaching. This successful partnership has been maintained
- STAHS partnership working activities were entered and updated on the Schools Together website to raise the profile of the work carried out
- A variety of online Partnership conferences were attended in order to gain awareness of partnership activities that were being offered by other schools during lockdown and inform virtual approaches.

**Pupil charitable activities**

- Pupils in the Preparatory and Senior School were involved, as far as was possible, in a number of programmes for the elderly, dementia sufferers and their carers from the local community
- Over 100 pupils undertook voluntary work as part of the Duke of Edinburgh Award Scheme
- More than £16,000 was donated to around 20 different charities through pupil fundraising initiatives.

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**Strategic report**

**Our finances**

The School's net income was £1,784k for the year (2020: £1,459k). The investment surplus (excluding depreciation) was £2,765k (2020: £2,353k). This was 14.6% of net tuition fee income (2020: 13.2%) which was in excess of the target for the year.

Covid-19 continued to have an impact upon the results for the year. Refunds for the unused proportion of coaches and lunches were given to parents for the Lent term and the School suffered the loss of other income streams, as well as increased costs to ensure the ongoing safety of pupils and staff. Expenditure remained tightly controlled.

Note 6 to the financial statements sets out an analysis of the assets attributable to the various funds. These assets are sufficient to meet the obligations of the School on a fund by fund basis. The School's tangible fixed assets are all held for continuing use by the School. The Governors consider that the market value on an existing use basis of School land and buildings is not less than the net book value shown in the notes to the financial statements.

The Governors' target is that the ideal level of free reserves to aim for is 5% of fee income. The Governors' policy is to continue building up the School's free reserves to the ideal level by means of annual operating surpluses with minimal reliance on bank finance. The accumulated fund at the year-end was £28,324k which was insufficient to cover the tangible fixed assets of £30,146k without recourse to bank borrowing. The School has an overdraft facility in case of unforeseen cash flow issues. The Governors consider that the investments in our Preparatory School which cost £7,098k (originally and at 31 August 2021), the sports complex which cost £3,601k (originally and at 31 August 2021), the Jubilee Centre which cost £5,465k (originally and at 31 August 2021) and the catering and sixth form development which has cost £7,554k to date (as at 31 August 2021) are of such importance as to merit the use of reserves in this manner.

During the year various initiatives from the development office and the Parents' Association raised £63k (2020: £85k).

As the School is a charity, the parents of the pupils have the assurance that all of the income of the School will be applied for educational purposes. As an educational charity the School enjoys tax exemption. Gains from this exemption are applied to help achieve the charitable aims.

**Risk management**

The Governors are responsible for the oversight of the risks faced by the school. Detailed considerations of risk are delegated to the senior leadership of the School, who present these to the Finance Committee which considers on a quarterly basis risks under the headings of financial, operational, strategic and compliance. The overall risk register is presented to Council annually. The major risks to which the School is exposed are assessed in relation to the likely damage to the financial and reputational wellbeing of the School and/or its infrastructure, within the context of its long-term strategic objectives. Risks are also assessed in respect of their potential impact, likelihood and the School's ability to tolerate the impact. Specialist external advice is taken on a regular basis to inform Governors on key issues.

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**Strategic report**

**Our finances (continued)**

**Risk management (continued)**

The main areas of risk are considered to be:

- external factors – sector, economic, political
- Covid-19
- business interruption arising from non pandemic critical incidents
- staffing – recruitment and retention
- financial – cost pressures, external and internal
- children's welfare – safeguarding
- regulatory compliance.

Safeguarding and health and safety are always significant areas for risk management and they are standing agenda items at full Council meetings. Through the risk management processes established for the School, the Governors are 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.

**Principal risks and uncertainties**

The Governors consider the principal risk to be externally-imposed change and continued health and safety and compliance requirements as a result of Covid-19. The possibility of the associated impact on the ability of parents to afford fees; the ability of the School to cope with the economic impact of other potential changes to education and economic policy including the loss of business rates relief, or other as yet undefined levy; the ability of the School to retain a market share in a highly competitive region; and the increase to operating costs caused by changes to the pension obligations and tax status of the School. As a result, working with senior school leaders, the Governors continue to monitor the education sector closely, both nationally and locally, in order to react responsively to changes in market conditions. Likewise, Governors monitor the controls and processes adopted by the School to recruit staff and ensure that the highest standards are maintained in all areas of the School. Through the risk management processes established across the School, the Governors are satisfied that the major risks identified have been adequately mitigated, in so far as is possible.

**Directors' duties**

**Section 172 of the Companies Act**

In summary, as required by Section 172 of the Companies Act, the directors (Governors) must act in a way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole and, in doing so, have regard (amongst other matters) to:

- the likely consequences of any decision in the long term
- the interests of the company's employees
- the need to foster the company's business relationships with suppliers, customers and others
- the impact of the company's operations on the community and environment

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**Directors' duties (continued)**

**Section 172 of the Companies Act (continued)**

- the desirability of the company maintaining a reputation for high standards of business conduct and
- the need to act fairly as between members of the company.

**Overview of how the Board of Governors performed its duties**

**Shareholders**

The company is limited by guarantee and has no shareholders.

**Employees**

The School operates a framework for employee engagement. Meetings are held between local management and employees providing employee voice. The ability for employees to express their views, get involved in decision making and provide feedback is through consultation groups, committees and, formally, through voluntary union recognition. Meetings are held at least once per term between the Executive Team, Governors and the union representatives.

**Stakeholders, pupils and parents**

The School exists to provide excellent standards of teaching within a stimulating and challenging environment in order that pupils can reach their full potential academically, in co-curricular activities and personally. The Head provides regular feedback to the Governors at termly Education Committee meetings. The Governors regularly attend School events and are visible in the School community to parents and pupils. Parents receive continual progress updates on pupils' performance throughout the year plus regular communication from the Head.

**Suppliers**

We value all of our suppliers, fostering long term, mutually beneficial relationships with those critical to the School's success. Suppliers are generally paid on 30 day terms. Key procurement decisions are presented to the Governors by the Executive Team prior to final decisions being made. The Board reviews the procurement policy regularly to ensure the School continues to receive the best value for money.

**Community and environment, culture and values**

As a charity, the School seeks to benefit the public through the pursuit of its aims. Safeguarding underpins all operations and the Governors receive regular updates on regulatory and statutory changes to safeguarding legislation. The Governors set the bursary policy and receive regular information as to its implementation in order to maximise the support available to families who could otherwise not afford the fees. Public benefit is at the heart of the School's activities, evidenced by wider usage of the School's facilities, events in the community, partnership work and fundraising activities undertaken by pupils and staff. The School is continuing to develop a sustainability plan.

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**Diversity and inclusion**

The School encourages the development of an environment in which diversity is valued. An important part of putting this into practice is a commitment to prohibit discrimination on any grounds including disability, gender or racial background in all employment matters. The School aims to increase employment opportunities for people who have a disability and to ensure that its recruitment and selection processes are fully accessible. All School staff, students, visitors and contractors are expected to treat people from all backgrounds with respect. If, however, an individual feels they have been discriminated against or harassed, they are encouraged to report the incident. Line managers, as part of their managerial responsibilities, must ensure there is no discrimination. Discrimination in recruitment, selection or employment is treated seriously and could provide grounds for disciplinary action.

**Employees with disabilities**

Recruitment: applicants are not asked about their disabilities until they are offered the job, at which point workplace adjustments they require are discussed. Job adverts are accessible. The School is prepared to make reasonable adjustments for candidates who are invited to interview, to enable them to attend.

Employment: When an existing employee becomes disabled, we make reasonable adjustments to help them return to work. This means ensuring disabled people can overcome any substantial disadvantages they may have undertaking their jobs and progressing in work, making physical changes to the workplace. We support disabled employees to apply for an Access to Work grant, which can help to fund any necessary adjustments or support. We risk assess for the workplace and identify specific risks associated with a disability.

**Employee engagement**

The School operates a framework for employee engagement which includes information, consultation which complies with the requirements of the Information and Consultation of Employees Regulation 2004. Regular meetings are held between local management and employees providing employee voice. Employees are able to express their views, get involved in decision making and provide feedback through consultation groups, committees and, formally, through JNCC. Effective internal communication exists at all levels; there is clarity of job expectations, career advancement and learning opportunities. During the year a benchmarking exercise was carried out resulting in an updated Teachers' Pay Scale and all teaching contracts were reissued.

**Energy and carbon report**

**Environmental impact**

The School seeks to reduce its environmental impact whilst working to deliver the full School curriculum. Total carbon dioxide emissions for the calendar year 2020 were 606 metric tonnes, of which 35% is related to the consumption of purchased electricity, 64% natural gas and the balance from use of the school van and staff business mileage.

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**Strategic report**

**Energy and carbon report (continued)**

**Environmental impact (continued)**

This figure has decreased by nearly 60% over the 2019 figures. This reflects the effect of the near total closure during the March to July 2020 lockdown, particularly at the Senior School. Even after the September restart, many evening and weekend events and lettings did not take place. Overall Covid-19 related savings accounted for about 40% of the difference. The balance was due to a number of projects completed over the summer months which improved energy performance and, significantly, the high energy-consumption temporary building was removed during lockdown as the new catering and sixth form block was completed in March 2020. Improvements to the building management system meant the School was better able to fine-tune heating settings to match external temperatures and usage. In particular, the pool temperature was reduced from 30c to 25c (the minimum recommended temperature for the chemicals to remain effective) for over five months, and the kitchen, another heavy use location, was closed throughout lockdown. The reduction in the electricity CO2 conversion rate, reflecting an increase in the generation from renewables, accounted for 45 tonnes of CO2 or about 5% of the overall reduction.

**Intensity ratio**

Based on the average pupil roll for the year of 1,117, the carbon dioxide per pupil per year is 542kg, 41% of the previous year's figure.

**Total energy consumed (calendar year 2020)**

Scope 1	Kilo watt hour (KWh)	CO2 conversion rate (Kg/KWh)	Total CO2 Kgs	%
Electricity	923,578	0.23314	215,323	35.5
Gas	1,816,251	0.21448	389,550	64.3
Fuels (LTR)	550	2.62	1,441	0.2
			<b>606,314</b>	

**Energy improvements**

Boilers in Michael House and the Science Block were upgraded to more modern and energy efficient models; the LED lighting upgrade continued with the Jubilee Centre and Michael House. During summer of 2021 five older and inefficient boilers at the Prep School were replaced with modern equipment.

The School's electricity contract was reviewed to take advantage of some favourable pricing in March 2020 for the period October 2020 to October 2022. The replacement, which will be effective October 2022, is based on a 100% renewable supply for electricity.

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**Strategic report** (continued)

**Future plans**

The strategic objectives of the School are encapsulated in its mission – by fostering scholarship and integrity, the High School provides inspirational and adventurous opportunities and strong support to develop a lifelong love of learning and respect for others.

The School's vision is to deliver a transformational experience that educates young people to lead lives of consequence. We will provide an exceptional environment in which to work and study and make significant, positive contributions to our local community and wider society through:

- The provision of an innovative, engaging, challenging and relevant curriculum
- The provision of an inspiring and extensive co-curriculum that is both adventurous and accessible
- The creation of a supportive partnership between the School, our students, parents, friends and alumnae
- The provision of opportunities for social and charitable activism
- Creating a network of strategic educational, charitable and social partnerships
- Recruiting and retaining high calibre staff and providing a happy, people-centred workplace that values individual and team development
- Operating an ethical and environmentally sustainable business
- Maintaining and enhancing our local and national reputation.

This vision is underpinned by the School's values:

The School is ambitious:

- We pursue bold ideas in an environment where creativity, innovation and success are encouraged and celebrated
- We nurture and value relationships and partnerships that foster a global outlook
- We inspire and support students and staff to achieve their potential and meet the challenges of society
- We challenge ourselves and each other to strive for excellence in all we do.

The School is open:

- We work in consultation and collaboration to benefit from new perspectives
- We share ideas and maintain transparency
- We are trustworthy and do what we say we will do
- We listen and respond to the needs of our students and staff
- We value open communication with parents.

The School is responsible:

- We act with integrity for the greater good
- We insist on upholding the highest academic and professional standards and take personal accountability for our individual and collective performance against those standards
- We respect and celebrate diversity and equal opportunity through fostering inclusivity
- We aim for all our activities to be sustainable and ethically sound.

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**Strategic report** (continued)

**Future plans** (continued)

The Governors intend to continue to upgrade and improve the facilities of the School to ensure that pupils are able to achieve their full potential academically and in all their other activities in the School. It is intended that the School should generate sufficient financial surplus to facilitate an ongoing programme of investment in facilities for the benefit of pupils and other young people.

Having completed the Catering and Sixth Form block in 2020, the School has started a project to replace much of the existing grass surface of the sports field with an Astroturf surface, to enable more extensive use of the facility throughout the year.

The Governors also plan to consolidate all student pastoral and other support services into one building. This will provide an improved service for students and will also enable other space in the School to be re-purposed as teaching space, mainly to accommodate additional sixth form classes as students will now be sitting four A-levels.

These developments will all be funded from accumulated cash reserves, a proportion of which was generated during the year.

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## **St Albans High School for Girls (limited by guarantee)**

### **Governors' report For the year ended 31 August 2021**

#### **Strategic report**

##### **Structure, governance and management**

St Albans High School for Girls ("The High School") was founded by Trust Deed. The High School was incorporated in 1936 and is a company limited by guarantee.

There were no specific restrictions to the charity's operations imposed by the governing document in the period.

The charity can lend and borrow funds on such terms that may seem expedient as directed by the Articles of Association.

All Governors, as trustees, give of their time freely. Expenses totalling £1,109 were reimbursed in the year (2020: £2,887).

There were related party transactions of £1,455 in the year (2020: £nil) – see note 14.

In accordance with normal commercial practice, the School has provided insurance to protect Governors and Officers from claims arising due to negligent acts, errors or omissions occurring whilst on school business. This insurance provides cover of up to £5 million for any one claim. The premium paid for this insurance is included within administration costs and for 2021 stood at £2k (2020: £2k).

##### **Organisational management**

The Council is the governing body of the School. The Articles of Association were amended by a written resolution of members passed in July 2020 to reduce maximum and minimum numbers of Governors in post to 18 and 12 respectively, to limit the maximum time period a Governor may serve to 7 years (except in certain limited circumstances) and to remove an age restriction.

The Council consists of a minimum of 12 Governors and a maximum of 18 Governors of whom, when the Council is complete: -

- one is ex-officio (The Dean of St Albans)
- 17 are elected Governors

The Council delegates some of its work to the following Committees: Finance, Estates, Education, Governance, Strategy and the High School Association (disbanded June 2021). The Remuneration sub-committee reports to the Finance Committee. All six Committees report to Council. The Finance Committee and Council meet four times a year. The remaining Committees usually meet once a term.

##### **Governor recruitment and training**

Governors are appointed so as to cover the many disciplines and experience required by the Governing Body and to ensure diversity in all aspects including gender, disability and racial background. The Governors have a commitment to prohibit discrimination on any grounds. Succession planning and recruitment to fill vacancies are considered by the Governance Committee and candidates are seen by other Governors before their appointment is recommended to and approved by Council.

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**Strategic report**

**Structure, governance and management** (continued)

**Governor recruitment and training** (continued)

New Governors are inducted into the workings of the School and the responsibilities of being a trustee of a registered charity by the allocation of a governor mentor and an induction session. New Governors are required to attend the AGBIS new governor seminar or complete the AGBIS e-learning course as soon as possible after appointment.

All Governors are encouraged to attend seminars run by AGBIS and other providers, such as firms of accountants, throughout the year and are committed to attending the annual in-house training session. Members of the senior leadership team deliver educational training sessions to Governors at Council meetings when appropriate.

**Governors' responsibilities**

Company and charity law requires the Governors, as trustees of the charity, 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 its financial activities for that period. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- observe the methods and principles in the Charities SORP 2015 (FRS 102)
- state whether the policies adopted are in accordance with applicable accounting standards, 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 assume that the charity will continue in business.

The Governors are responsible for keeping proper accounting records which 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 and The Companies Act 2006.

They are responsible for safeguarding the assets of the charity and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

(continued)

**St Albans High School for Girls  
(limited by guarantee)**

**Governors' report  
For the year ended 31 August 2021**

**Strategic report**

**Structure, governance and management** (continued)

**Statement of disclosure to auditor**

(a) so far as the Governors are aware, there is no relevant audit information of which the charity's auditors are unaware, and

(b) they have taken all the steps that they ought to have taken as Governors in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

Messrs Moore Kingston Smith, Chartered Accountants, will offer themselves for re-appointment as Auditors at the General Meeting in December 2021.

Approved by the Council on 06 December 2021.

Signed on its behalf by



Mrs H Greatrex  
Chair

**St Albans High School for Girls  
(limited by guarantee)**

**Governors' report  
For the year ended 31 August 2021**

**Governors and charity trustees**

The Directors of the company, who are also the Governors of St Albans High School for Girls, and trustees of the charity, and who served throughout the year were:

Mrs H J Greatrex BA MSc (Hons) ACA	1, 4, 6, 7 (Chair)
Mr D Alterman MA (Oxon) (resigned December 2020)	2, 7
Mrs A J Arnold BSc (Hons) (appointed November 2020)	2, 7
Mr P Brewster	3, 5
Dr M Carradice BSc MA PhD (Cantab) CIO	1
Mr D Cotter FCAI (appointed June 2020)	1
Mr N Enright MA (Oxon) MBA NPQH FRSA	1, 2, 6
Ms E A de Galleani BA (Hons)	2, 5
Mr T D Gardam MA (Cantab)	7
Mrs N Gosrani OBE FRSA	2, 7
Mrs C Jewell BA PGCE (Cantab)	2
The Very Reverend Dr Jeffrey John MA (Oxon) DPhil (Oxon) (resigned February 2021)	
Mr K M Keen MA (Oxon) MBA	2, 6, 7
Mrs K Kolmar MA (Cantab) ACA (appointed September 2021)	1
Mr S R Martin MA (Oxon)	1, 4, 6
Mr C Murray	5
Mr D Roe BSc (Hons) MRICS	1, 5
Mr R H Ward	1, 4, 6 (Vice-Chair)

1	Finance Committee	5	Estates Committee
2	Education Committee	6	Governance Committee
3	High School Association	7	Strategy Committee
4	Remuneration sub-committee		

The following Governors retire from the Council at the General Meeting in December 2021 and all are eligible for re-election: Mr K M Keen having completed his second three-year term, Mr P Brewster having completed his second three-year term, Mrs H J Greatrex will stand for re-election under special consideration by Council as she has completed over her three-year terms; and Mrs A J Arnold will stand for re-election following her probationary year.

Mr R H Ward and Mr T D Gardam retire from the Council at the General Meeting in December 2021.

**St Albans High School for Girls  
(limited by guarantee)**

**Governors' report  
For the year ended 31 August 2021**

**Governors and charity trustees (continued)**

**Officers**

The Head	Mrs A Waite BSc (Rutgers), MSc (Oxon)
The Bursar & Clerk to the Governors	Mr P Daly FCG

**Contact details**

School Address & Registered Office	Townsend Avenue, St Albans Hertfordshire AL1 3SJ
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**Advisers**

Bankers	Clydesdale Bank PLC, 5 Lockley House, St Peter's Street Albans, Hertfordshire AL1 5HE
Auditors	Messrs Moore Kingston Smith Devonshire House, 60 Goswell Road London EC1M 7AD

**St Albans High School for Girls  
(limited by guarantee)**

**Independent Auditor's report to the members of  
St Albans High School for Girls**

**Opinion**

We have audited the financial statements of St Albans High School for Girls ('the company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

(continued)

**St Albans High School for Girls  
(limited by guarantee)**

**Independent Auditor's report to the members of  
St Albans High School for Girls**

**Other information**

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

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 course of 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

(continued)

**St Albans High School for Girls**  
**(limited by guarantee)**

**Independent auditor's report to the members of**  
**St Albans High School for Girls**

**Responsibilities of trustees**

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

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

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

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

(continued)

**St Albans High School for Girls  
(limited by guarantee)**

**Independent auditor's report to the members of  
St Albans High School for Girls**

**Auditor's responsibilities for the audit of the financial statements** (continued)

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Explanation as to what extent 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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

(continued)

**St Albans High School for Girls  
(limited by guarantee)**

**Independent auditor's report to the members of  
St Albans High School for Girls**

**Explanation as to what extent the audit was considered capable of detecting irregularities,  
including fraud (continued)**

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

**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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Shivani Kothari (Senior Statutory Auditor)

Date *10/12/2021*

for and on behalf of  
Moore Kingston Smith LLP  
Statutory Auditor  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**St Albans High School for Girls**  
(limited by guarantee)

**Statement of financial activities**  
(including income and expenditure account)  
for the year ended 31 August 2021

Note 17

	Notes	Restricted Funds £'000	Unrestricted Funds £'000	2021 Total £'000	2020 Total £'000
<b>Income</b>					
<b>Donations and grants</b>	11	<u>29</u>	<u>41</u>	<u>70</u>	<u>377</u>
<b>Income from charitable activities</b>	12				
Tuition fees receivable		-	18,887	18,887	17,799
Non-tuition fees income		-	<u>1,407</u>	<u>1,407</u>	<u>1,627</u>
		-	<u>20,294</u>	<u>20,294</u>	<u>19,426</u>
<b>Total income</b>		<u>29</u>	<u>20,335</u>	<u>20,364</u>	<u>19,803</u>
<b>Expenditure</b>					
<b>Expenditure on charitable activities</b>					
Teaching costs		(14)	(10,598)	(10,612)	(9,946)
Welfare costs		-	(1,456)	(1,456)	(1,611)
Premises costs		(1)	(2,737)	(2,738)	(3,161)
Administration of the School		-	(3,068)	(3,068)	(2,903)
Governance costs		-	(37)	(37)	(39)
Coach hire		-	(476)	(476)	(473)
Interest paid		-	<u>(193)</u>	<u>(193)</u>	<u>(211)</u>
<b>Total expenditure</b>	15	<u>(15)</u>	<u>(18,565)</u>	<u>(18,580)</u>	<u>(18,344)</u>
<b>Net income and net movement in funds for the year</b>		14	1,770	1,784	1,459
<b>Reconciliation of funds</b>					
Total funds brought forward	7	<u>13</u>	<u>26,677</u>	<u>26,690</u>	<u>25,231</u>
Total funds carried forward	7	<u>27</u>	<u>28,447</u>	<u>28,474</u>	<u>26,690</u>
Represented by:					
Restricted funds	6b	27	-	27	13
Designated funds	6b	-	123	123	179
Unrestricted funds	6b	-	<u>28,324</u>	<u>28,324</u>	<u>26,498</u>
		<u>27</u>	<u>28,447</u>	<u>28,474</u>	<u>26,690</u>

None of the company's activities were acquired or discontinued during the above two financial periods.  
The company has no other recognised gains or losses in the year.

The notes on pages 28 to 41 form part of these financial statements

**St Albans High School for Girls**  
**(limited by guarantee)**

**Balance sheet**  
**as at 31 August 2021**

	Notes	2021		2020	
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible fixed assets	2		30,146		31,034
<b>Current assets</b>					
Stock	3	8		9	
Debtors	4	361		323	
Cash at bank and in hand		<u>7,111</u>		<u>5,822</u>	
		7,480		6,154	
<b>Creditors: amounts falling due within one year</b>					
	5a	<u>(5,265)</u>		<u>(5,622)</u>	
<b>Net current assets</b>			<u>2,215</u>		<u>532</u>
<b>Total assets less current liabilities</b>			32,361		31,566
<b>Creditors: amounts falling due after more than one year</b>					
	5b		<u>(3,887)</u>		<u>(4,876)</u>
<b>Total net assets</b>	6a		<u>28,474</u>		<u>26,690</u>
<b>Funds of the charity</b>					
<b>Restricted fund</b>					
<b>Unrestricted fund</b>					
Designated fund	6b		123		179
Accumulated fund			<u>28,324</u>		<u>26,498</u>
<b>Total charity funds</b>	7		<u>28,474</u>		<u>26,690</u>

Approved by the Governors on 06 December 2021



H Greatrex Chair



R Ward Vice-Chair

Company Number: 321911

The notes on pages 28 to 41 form part of these financial statements

**St Albans High School for Girls  
(limited by guarantee)**

**Cash flow statement  
for the year ended 31 August 2021**

	Note	2021	2020
		£'000	£'000
<b>Cash generated by operating activities</b>	A	<u>3,089</u>	<u>2,106</u>
<b>Cash flows from investing activities</b>			
Interest income		18	33
Finance costs		(193)	(211)
Payments to acquire tangible assets		<u>(135)</u>	<u>(2,999)</u>
<b>Cash used in investing activities</b>		<u>(310)</u>	<u>(3,177)</u>
<b>Cash flows from financing activities</b>			
Loan drawn		-	2,400
Repayment of borrowing		<u>(1,490)</u>	<u>(745)</u>
<b>Cash (absorbed) / generated by financing activities</b>		<u>(1,490)</u>	<u>1,655</u>
Increase in cash and cash equivalents in the year		1,289	584
Cash and cash equivalents at the beginning of the year		<u>5,822</u>	<u>5,238</u>
Cash and cash equivalents at the end of the year		<u>7,111</u>	<u>5,822</u>

**Notes to the cash flow statement**

**A. Reconciliation of net movement in funds to net cash flow from operating activities**

	2021	2020
	£'000	£'000
Net movement in funds	1,784	1,459
Non-operating cash flows eliminated:		
- Financing costs	193	211
- Depreciation	981	894
- Loss on fixed asset disposal	42	296
- Interest income	(18)	(33)
Decrease in stock	1	23
(Increase) in debtors	(38)	(104)
Increase/ (decrease) in creditors	<u>144</u>	<u>(640)</u>
Net cash generated by operating activities	<u>3,089</u>	<u>2,106</u>

The notes on pages 28 to 41 form part of these financial statements

**Notes to the financial statements**  
**for the year ended 31 August 2021**

**1 Accounting policies**

**a) Basis of preparation**

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 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in sterling, which is the functional currency of the School. Monetary amounts in these accounts are rounded to the nearest £1,000.

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

**b) Going concern**

These financial statements have been prepared on the basis the School is a going concern. The School recorded a net surplus of income over expenditure and net cash inflows in the year ended 31 August 2021 and has net assets at that year end of £28.5m. The Governors are of the opinion that the School has adequate resources to continue to operate for the foreseeable future, being not less than one year from the approval of these financial statements. For that reason, the Governors believe it is appropriate to prepare the financial statements on a going concern basis.

Income and expenditure and cash flows for the current trading year are reforecast each month. A budget or a forecast (income and expenditure and cash flow) is also maintained for the following year as well as longer term high level financial plans. Scenario planning and sensitivity analyses around potential future and ongoing events is a key part of this process. These controls enabled the School to react quickly to the Covid-19 pandemic and are pivotal to allowing proactive ongoing financial planning during any further periods of uncertainty.

**c) Critical estimates and judgements**

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

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

**Critical judgments**

The annual depreciation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates.

(continued)

**Notes to the financial statements**  
**for the year ended 31 August 2021**

**1 Accounting policies (continued)**

**d) 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.

For legacies, entitlement is taken when a distribution is received from the estate.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships, bursaries and other remissions allowed by the school of £1,909k (2020: £1,924k).

**e) 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.

**f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g) 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.

**h) Operating leases**

The charity classifies the lease of photocopying and certain IT equipment as operating leases. Rental charges are charged on a straight line basis over the term of the lease.

**i) Tangible fixed assets**

Individual fixed assets costing £50,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Buildings and development projects including associated project costs - straight line method over their estimated useful life

Furniture and equipment - 10-20% straight line method

Assets are only depreciated once they are ready for use

Expenditure on IT infrastructure and replacement furniture and equipment is written off in full in the period in which it is incurred.

**j) Stocks**

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

(continued)

**Notes to the financial statements**  
**for the year ended 31 August 2021**

**1 Accounting policies (continued)**

**k) Debtors**

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

**l) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**m) Creditors and provisions**

Creditors and provisions are recognised where the company 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.

**n) Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of accruals, prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

**o) Pension schemes**

The School contributes to the Teachers' Pension Scheme at rates set by the Scheme Actuary and as advised by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme attributable to the School. In accordance with FRS17 therefore, the scheme is accounted for as a defined contribution scheme. The School also contributes to other schemes for non-teaching staff. The pension schemes are externally funded. Payments made to the schemes are charged to the income and expenditure account as incurred.

**St Albans High School for Girls**  
(limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 August 2021**

**2 Tangible fixed assets**

	<b>Land</b>	<b>Buildings</b>	<b>Furniture &amp; equipment</b>	<b>Total</b>
	£'000	£'000	£'000	£'000
<b>Cost</b>				
As at 1 September 2020	5,461	34,749	353	40,563
Additions	-	135	-	135
Disposals	-	(72)	-	(72)
As at 31 August 2021	<u>5,461</u>	<u>34,812</u>	<u>353</u>	<u>40,626</u>
<b>Depreciation</b>				
As at 1 September 2020	-	9,222	307	9,529
Charged in year	-	959	22	981
Eliminated on disposals	-	(30)	-	(30)
As at 31 August 2021	<u>-</u>	<u>10,151</u>	<u>329</u>	<u>10,480</u>
<b>Net book value</b>				
At 31 August 2021	<u>5,461</u>	<u>24,661</u>	<u>24</u>	<u>30,146</u>
At 31 August 2020	<u>5,461</u>	<u>25,527</u>	<u>46</u>	<u>31,034</u>

Additions to buildings include £135k relating to the catering and sixth form development.

Clydesdale Bank PLC has a legal charge over the freehold land and buildings at Wheathampstead House, Codicote Road, Wheathampstead AL4 8DJ.

Clydesdale Bank PLC has a legal charge over the freehold land and buildings at The Lodge (formerly 1-4 Lodge Cottages), Codicote Road, Wheathampstead AL4 8DS.

**3 Stocks**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Consumables	<u>8</u>	<u>9</u>

**4 Debtors**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Fees in arrears and recoverable costs	100	16
Other debtors	89	88
Prepayments	<u>172</u>	<u>219</u>
	<u>361</u>	<u>323</u>

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**5a Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Bank loans and overdrafts	354	893
Deferred income	2,538	2,129
Trade creditors	271	572
Other creditors	1,321	1,123
Taxation and social security costs	242	223
Accruals	<u>539</u>	<u>682</u>
	<u>5,265</u>	<u>5,622</u>

**5b Creditors: amounts falling due after more than one year**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Bank loans	3,111	4,062
Deferred income	<u>776</u>	<u>814</u>
	<u>3,887</u>	<u>4,876</u>

**Analysis of loans**

Bank loans	3,465	4,955
Included in current liabilities	<u>(354)</u>	<u>(893)</u>
	<u>3,111</u>	<u>4,062</u>

**Loan maturity analysis**

Within one year	354	893
In more than one year but less than two years	367	951
In more than two years but not more than five	1,186	1,144
Over five years	<u>1,558</u>	<u>1,967</u>
	<u>3,465</u>	<u>4,955</u>

The bank loan is to part-finance the catering and sixth form development (repayable by monthly instalments over 10 years from February 2020 with a fixed interest rate of 3.9%).

The loan to part-finance the construction of the new Jubilee Centre (which was repayable by monthly instalments over 10 years from September 2012 with a fixed interest rate of 5.75%) was repaid early in full during the year.

The loan is secured by way of a charge over freehold land and buildings.

(continued)

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**5b Creditors: amounts falling due after more than one year** (continued)

**Analysis of deferred income**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Due within one year	2,538	2,129
Due after more than one year	<u>776</u>	<u>814</u>
	<u>3,314</u>	<u>2,943</u>

**Deferred income movement**

Brought forward	2,943	3,307
Released in year	(2,147)	(2,334)
Deferred in year	<u>2,518</u>	<u>1,970</u>
Carried forward	<u>3,314</u>	<u>2,943</u>

Deferred Income comprises fees paid in advance.

**6 Financial instruments**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
<b>Carrying amount of financial assets</b>		
Measured at amortised cost	<u>189</u>	<u>104</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>5,299</u>	<u>6,873</u>

**6a Allocation of the charity's net assets**

The net assets are held for various funds as follows:-

	<b>Fixed assets</b>	<b>Net current assets</b>	<b>Creditors due after more than one year</b>	<b>Total 2021</b>	<b>Total 2020</b>
	£'000	£'000	£'000	£'000	£'000
Restricted fund	-	27	-	27	13
Designated fund	-	123	-	123	179
Accumulated fund	<u>30,146</u>	<u>2,065</u>	<u>(3,887)</u>	<u>28,324</u>	<u>26,498</u>
	<u>30,146</u>	<u>2,215</u>	<u>(3,887)</u>	<u>28,474</u>	<u>26,690</u>

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**6b Funds analysis**

	<b>Opening</b>	<b>Income</b>	<b>Expenditure</b>	<b>Closing</b>
<b>2021</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Accumulated unrestricted fund</b>	26,498	20,328	(18,502)	28,324
<b>Designated fund:</b>				
Preparatory School	105	-	(53)	52
Sixth form	39	-	-	39
Musical instruments	9	3	(3)	9
Concerts	12	-	-	12
The Duke of Edinburgh Award Scheme	14	4	(7)	11
Total designated fund	<u>179</u>	<u>7</u>	<u>(63)</u>	<u>123</u>
<b>Total unrestricted fund</b>	<u>26,677</u>	<u>20,335</u>	<u>(18,565)</u>	<u>28,447</u>
<b>Restricted fund</b>				
Annual fund	<u>13</u>	<u>29</u>	<u>(15)</u>	<u>27</u>
<b>Total restricted fund</b>	<u>13</u>	<u>29</u>	<u>(15)</u>	<u>27</u>
<b>Total funds</b>	<u>26,690</u>	<u>20,364</u>	<u>(18,580)</u>	<u>28,474</u>
<b>2020</b>	<b>Opening</b>	<b>Income</b>	<b>Expenditure</b>	<b>Closing</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Accumulated unrestricted fund</b>	25,010	19,783	(18,295)	26,498
<b>Designated fund:</b>				
Preparatory School	104	-	1	105
Sixth form	40	-	(1)	39
Musical instruments	18	6	(15)	9
Concerts	15	3	(6)	12
The Duke of Edinburgh Award Scheme	<u>20</u>	<u>2</u>	<u>(8)</u>	<u>14</u>
Total designated fund	<u>197</u>	<u>11</u>	<u>(29)</u>	<u>179</u>
<b>Total unrestricted fund</b>	<u>25,207</u>	<u>19,794</u>	<u>(18,324)</u>	<u>26,677</u>
<b>Restricted fund</b>				
Annual fund	<u>24</u>	<u>9</u>	<u>(20)</u>	<u>13</u>
<b>Total restricted fund</b>	<u>24</u>	<u>9</u>	<u>(20)</u>	<u>13</u>
<b>Total funds</b>	<u>25,231</u>	<u>19,803</u>	<u>(18,344)</u>	<u>26,690</u>

(continued)

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**6b Funds analysis (continued)**

**Designated funds**

The Prep School fund is for the purchase of equipment for the Prep School. No further income is expected to be received into this fund. This fund is expected to be fully spent by August 2022.

The Sixth Form fund is to provide furnishings and small items for the sixth form and is funded by donations to the School and contributions from parents. This fund is expected to be fully spent within 2-3 years of the balance sheet date.

The Musical Instruments fund is to cover the upkeep of the School's instrument stock. It is funded by income from the hire of instruments and certain concert surpluses. The current balance in this fund is expected to be spent within 1-2 years of the balance sheet date; however, further income is likely to be received during that period.

The Concerts account is to fund special concerts and is funded by certain concert surpluses. The current balance in this fund is expected to be spent within 1-2 years of the balance sheet date; however, further income is likely to be received during that period.

The Duke of Edinburgh Award Scheme fund is to cover the cost of pupils achieving these awards and is funded by contributions from parents. The current balance in this fund is expected to be spent within 1-2 years of the balance sheet date; however, further income is likely to be received during that period.

**Restricted funds**

The Annual fund is a scheme designed to raise money to fund bursaries, prizes and educational lectures. The income comprises donations to the School.

**7 Reconciliation of movements in School funds**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Opening funds	26,690	25,231
Main fund surplus for the financial year	<u>1,784</u>	<u>1,459</u>
Closing funds	<u>28,474</u>	<u>26,690</u>

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**Notes to the financial statements**  
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**8a Operating lease commitments**

At the reporting end date, the School had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which all fall due as follows:-

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Within one year	70	56
Between two and five years	52	74
Over five years	<u>-</u>	<u>-</u>
	<u>122</u>	<u>130</u>

**8b Capital commitments**

Capital commitments at the year-end amounted to £nil (2020: £22k, relating to the new catering and sixth form development).

**9 Legal status of the Trust**

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**10 Pension schemes**

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 £1,435k (2020: £1,368k) and at the year-end £169k (2020 - £163k) 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%.

(continued)

**Notes to the financial statements**  
**for the year ended 31 August 2021**

**10 Pension schemes (continued)**

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 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 School also runs a scheme for its non-teaching staff, which is a defined contribution scheme. The cost for the year represents the School's contributions to the scheme of £305k (2020: £308k).

**11 Income from grants and donations**

	<b>Restricted</b>	<b>Unrestricted</b>	<b>2021</b>	<b>2020</b>
	£'000	£'000	<b>Total</b>	<b>Total</b>
			£'000	£'000
Donations	29	41	70	85
Grants	—	—	—	<u>292</u>
	<u>29</u>	<u>41</u>	<u>70</u>	<u>377</u>

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**Notes to the financial statements**  
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**12 Income from charitable activities**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Tuition fees receivable consist of:		
Gross tuition fees	<u>20,796</u>	<u>19,723</u>
Less:		
Bursaries	(1,321)	(1,191)
Grants and allowances	<u>(588)</u>	<u>(733)</u>
	<u>(1,909)</u>	<u>(1,924)</u>
	<u>18,887</u>	<u>17,799</u>
Non-tuition fees income consists of:		
Coaches	548	508
Lunches	385	432
Other	<u>474</u>	<u>687</u>
	<u>1,407</u>	<u>1,627</u>
	<u>20,294</u>	<u>19,426</u>

**13 Net income is stated after charging**

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Auditors' remuneration	16	16
Non-audit remuneration paid to auditors	1	2
Depreciation	981	894
Hire of equipment	71	48
IT infrastructure	<u>612</u>	<u>413</u>
	<b>2021</b>	<b>2020</b>
	£'000	£'000
<b>Staff costs</b>		
Wages and salaries	9,539	9,375
Social security	970	928
Pension contributions	1,739	1,677
Insurance	<u>34</u>	<u>34</u>
	<u>12,282</u>	<u>12,014</u>

Staff costs include £4k (2020 - £108k) in respect of redundancy / termination payments. These costs are recognised as expenditure when approved by Governors and are funded from net income.

(continued)

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**13 Net income is stated after charging (continued)**

**Staff costs**

The number of employees whose emoluments exceeded £60,000 is stated below:-

	<b>2021</b>	<b>2020</b>
£60,001 - £70,000	20	16
£70,001 - £80,000	3	3
£80,001 - £90,000	2	2
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-
£120,001 - £130,000	-	1
£150,001 - £160,000	<u>1</u>	<u>-</u>
	<u>27</u>	<u>23</u>

The employer pension contributions for the above employees were £376k (2020: £339k).

The average number of full-time equivalent employees during the year was as follows:-

	<b>2021</b> <b>(number)</b>	<b>2020</b> <b>(number)</b>
Teaching and technicians	140	134
Welfare	25	31
Premises	7	8
Administration	<u>47</u>	<u>43</u>
	<u>219</u>	<u>216</u>

The key management personnel of the School are listed on page 18 and 19, comprising the Governors, Head and Bursar.

The total remuneration (including pension contributions and employers' national insurance) of the key management personnel of the School for the year totalled £308k (2020: £328k).

**14 Related party transactions**

The related party transactions in the year of £1,455 (2020: £nil) were arms-length transactions with a local charity for the supply of services and relate to one party who acted as a Trustee for both charities. The individual concerned was not involved in the agreement of the terms of the supply of services.

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**Notes to the financial statements**  
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**15 Analysis of total expenditure**

<b>2021</b>	<b>Staff Costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>Total 2021</b>
	£'000	£'000	£'000	£'000
<b>Charitable expenditure</b>				
Teaching costs	9,102	1,510	-	10,612
Welfare costs	711	745	-	1,456
Premises costs	250	1,507	981	2,738
Administration of the School	2,219	849	-	3,068
Governance costs	-	37	-	37
Coach hire	-	476	-	476
Interest paid	-	193	-	193
	<u>12,282</u>	<u>5,317</u>	<u>981</u>	<u>18,580</u>

<b>2020</b>	<b>Staff Costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>Total 2020</b>
	£'000	£'000	£'000	£'000
<b>Charitable expenditure</b>				
Teaching costs	8,671	1,275	-	9,946
Welfare costs	905	706	-	1,611
Premises costs	351	1,916	894	3,161
Administration of the School	2,087	816	-	2,903
Governance costs	-	39	-	39
Coach hire	-	473	-	473
Interest paid	-	211	-	211
	<u>12,014</u>	<u>5,436</u>	<u>894</u>	<u>18,344</u>

Notes to the financial statements  
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**16 Interest payable and similar charges**

	<b>2021</b> £'000	<b>2020</b> £'000
Bank loans and overdrafts	<u>193</u>	<u>211</u>

**17 Corporation tax**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**18 Statement of financial activities - prior year fund split**

	<b>2021</b> <b>Total</b> £'000	<b>2020</b> <b>Restricted</b> <b>Funds</b> £'000	<b>2020</b> <b>Unrestricted</b> <b>Funds</b> £'000	<b>2020</b> <b>Total</b> £'000
<b>Income</b>				
<b>Donations and grants</b>	<u>70</u>	<u>35</u>	<u>342</u>	<u>377</u>
<b>Income from charitable activities</b>				
Tuition fees receivable	18,887	(26)	17,825	17,799
Non-tuition fees income	<u>1,407</u>	<u>-</u>	<u>1,627</u>	<u>1,627</u>
	<u>20,294</u>	<u>(26)</u>	<u>19,452</u>	<u>19,426</u>
<b>Total income</b>	<u>20,364</u>	<u>9</u>	<u>19,794</u>	<u>19,803</u>
<b>Expenditure</b>				
<b>Expenditure on charitable activities</b>				
Teaching costs	(10,612)	-	(9,946)	(9,946)
Welfare costs	(1,456)	-	(1,611)	(1,611)
Premises costs	(2,738)	(20)	(3,141)	(3,161)
Administration of the School	(3,068)	-	(2,903)	(2,903)
Governance costs	(37)	-	(39)	(39)
Coach hire	(476)	-	(473)	(473)
Interest paid	<u>(193)</u>	<u>-</u>	<u>(211)</u>	<u>(211)</u>
<b>Total expenditure</b>	<u>(18,580)</u>	<u>(20)</u>	<u>(18,324)</u>	<u>(18,344)</u>
<b>Net income and net movement in funds for the year</b>	<u>1,784</u>	<u>(11)</u>	<u>1,470</u>	<u>1,459</u>