

THE KING'S SCHOOL WORCESTER

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2022

**THE KING'S SCHOOL WORCESTER
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2022**

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THE KING'S SCHOOL WORCESTER

GOVERNORS, OFFICERS AND ADVISERS

YEAR ENDED 31 JULY 2022

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the King's School Worcester ("the School") are the School's charity trustees under charity law and the directors of the charitable company. The members of the Governing Body who served in office as Governors during the year and subsequently are detailed below:

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Mrs P Preston (Chair)		●	●			●			●	
The Very Rev'd P G Atkinson		●				●				
G W Ballard		●								
Mrs K Brunt								●		
D B Dale		●				●				
D L Green			●	●				●	●	
J W R Goulding			●					●		
Miss S E Hinks	Appointed 1 September 2022		●							
Ms C Hoddinott			●			●				
Mrs J H Jarvis					●		●		●	
Mrs C Pike						●			●	
Ms A A Plunkett	Appointed 1 September 2022		●						●	
R Prestidge	Appointed 24 November 2022	●								
A Reekes	Resigned 23 March 2022	●	●			●				
J Riaz	Appointed 5 October 2021		●							●
Dr L Tether	Resigned 25 March 2022		●							
R. Tomlinson *		●								
A Underwood		●								
P Walker		●				●				

During the year the activities of the Governing Body were carried out through the main board and the above committees. The membership of these committees is shown above for each Governor.

- (1) Finance and General Purposes Committee
- (2) Education Committee
- (3) Representative on School Health and Safety Committee
- (4) Safeguarding Governors
- (5) Nominations and Governance Committee
- (6) Representative of EYFS
- (7) Representatives of Prep School's
- (8) Compliance Committee
- (9) EID Governor

*Parent of pupil at the School

**THE KING'S SCHOOL WORCESTER
GOVERNORS, OFFICERS AND ADVISERS (Continued)
YEAR ENDED 31 JULY 2022**

OFFICERS

G E Doodes	Headmaster - Foundation
R A Chapman	Head – King's St Alban's Prep School
J Phillips	Head – King's Hawford Prep School (Resigned 31 August 2022)
T Butt	Head – King's Hawford Prep School (Appointed 1 November 2022)
Miss H L Jackson	Bursar and Clerk to the Governors (Resigned 31 August 2021)
Miss G M Mason	Director of Finance and Business Development
S Holden	Director of Operations (Appointed 9 August 2021) Clerk to the Governors (Appointed 1 September 2021)

Principal address and Registered Office

5 College Green, Worcester, WR1 2LL

Auditor

Crowe U.K. LLP, 4th Floor St James House, St James Square, GL50 3PR

Bankers

Lloyds Plc, 4 The Cross, Worcester, WR1 3PY

Solicitors

Harrison Clark Rickerbys Ltd, Wellington Street Cheltenham, GL50 1YD

Parkinson Wright LLP, St Nicholas Street Worcester, WR1 1UN

Surveyors

Gwilliam Darby Carr, 7 Severn Street, Worcester, WR1 2ND

Charity number

1098236

Company Number

04776324

Website

www.ksw.org.uk

THE KING'S SCHOOL WORCESTER ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 JULY 2022

The members of The King's School Worcester Governing Body present their Annual Report for the year ended 31 July 2022 under the Charities Act 2011 including the Directors' Report and Strategic Report and the Companies Act 2006, together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

The King's School Worcester ("the School") was founded in 1541. It is constituted as a company limited by guarantee registered in England, No. 04776324, and is registered with the Charity Commission under Charity No.1098236. The Charity Commissioners for England and Wales have issued a uniting direction in respect of the School and the unincorporated precursor charity that went by the same name (having the registered name of Worcester Cathedral Grammar School, charity number 527536) whereby single entity financial statements may be prepared.

The School operates one senior school and two prep schools known as King's St Alban's and King's Hawford.

There is one Governing Body for all three Schools. Details of the members of the Governing Body, together with the School's officers and principal advisers, are given on pages 3 and 4.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The School is governed by its Memorandum of Association and Articles of Association and by the Scheme of the Charity Commissioners dated 18 August 2003, amended on 3 July 2009, 30 November 2018 and 13 May 2021.

Governing Body

Under the Charity Commission Scheme the Board of Governors shall not exceed eighteen members comprising one ex-officio, eight nominative and nine co-opted Governors. Of the nominative Governors seven are appointed by the Dean and Chapter of Worcester Cathedral and one by the Bishop of Worcester. Nominative Governors serve for a term of four years. Co-opted Governors are appointed for a term of four years by resolution of the Governors. Retiring Governors may be re-appointed.

Recruitment and training of Governors

The School's elected Governors are appointed at a meeting of the Board of Governors on the basis of nominations received from the three nominating bodies specified within the Charity Commission Scheme. All nominations (including co-optative appointments) are made having regard to the Board's requirements concerning eligibility, personal competence, specialist skills, and availability.

New Governors are inducted into the workings of the School, including governing body policy and procedures, through visits to the School and the provision of a comprehensive briefing pack and by personal contact with other Governors, the Headmaster, the Director of Finance and Business Development and the Director of Operations. All Governors are offered the opportunity to attend relevant training seminars and receive briefings on current issues in the sector and regulatory requirements.

Organisational management

The Governors, as the charity trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year and on other occasions as required. The work of implementing their policies is facilitated by four sub-committees:

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- the Finance and General Purposes Committee (F&GP) has specific responsibility for financial matters including the review of budgets and finalising the audited financial statements and annual report for approval by the Board.
- the Education Committee considers strategic academic issues.
- the Nominations and Governance Committee considered the recruitment and retirement of Governors, terms of reference and committee membership.
- the Compliance Committee provides oversight of all elements of compliance and risk.

There are no other standing committees of Governors but the membership of the school's Health and Safety Committee is chaired by a Governor and there are nominated governors who have specific responsibility for liaising with the prep schools, early years and child protection. In addition, there is Governor representation on various ad hoc school management committees as may be required from time to time.

The day to day running of the schools is delegated to the Headmaster supported by the Director of Finance and Business Development, the Director of Operations, members of the Foundation Leadership Team and the three Senior Leadership Teams. Together this group represent the key management personnel. All meetings of the full Board of Governors, the F&GP, Education and Nomination Committees are attended by the Headmaster and the Director of Finance and Business Development and the Director of Operations. The pay and remuneration of the key management personnel are determined by Governors.

The Senior Deputy attends all meetings of the full Board of Governors and of the F&GP and Education Committees and the Prep School Heads attend all meetings of the full Board of Governors.

Group Structure and Relationships

The School has two related non-charitable subsidiary companies, King's School Worcester Activities Limited (Company No: 01472145) and KSW Enterprises Limited (Company No: 07141348). A minimum of one half of the number of serving directors on the Board of each subsidiary are also members of the Board of Governors. King's School Worcester Activities Limited is a company limited by guarantee and does not have a share capital. As such the liability of each member of the company is limited to an amount not exceeding £1. This company is the enterprise through which commercial activities, including the hire of general school facilities, take place. KSW Enterprises Limited is a company limited by shares and its issued share capital of £1 is wholly owned by the charity. This company administers the community lettings of the Astroturf constructed by the school on the site of Bishop Perowne Church of England College.

Employment Policy

The School is an Equal Opportunities Employer. Full and fair consideration is given to all job applications and due consideration is given to training and employment needs. Consultation with employees, or their representatives, is undertaken at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests.

The Governors recognise the importance of good communications with all employees and involve employees within the School's strategic planning procedures. In addition to communication through normal management and departmental channels employees are kept well informed of the performance, financial position and objectives of the School through personal briefings, regular meetings, e-mail and presentations throughout the year.

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ANNUAL REPORT OF THE GOVERNORS
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Promotion of the success of the organisation to benefit its members

The Governors confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider most likely to achieve the purposes of the Company. In making this assessment, the Governors consider the relevant actions of the Board as described throughout the report.

Taking the areas required for disclosure in turn:

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

The long-term sustainability of the School is detailed in the Strategic Report. Specifically, the Governors consider both operating results and financial projections and the key risks that could negatively impact the sustainability of the School. The Finance and General Purposes Committee and the full board review management information, budgets, forecasts, cashflow projections and progress against budget on a regular basis. Risk Management and the level of reserves are also discussed further in the report.

b. The interests of the company's employees

In relation to employee engagement, weekly briefings keep staff informed of school wide matters of interest. The Governors receive regular reports from management on the wellbeing of the employees and speak directly to staff during visits to the school.

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

In relation to key stakeholder engagement, the Governors worked closely with management to communicate with parents, staff and pupils. Parents receive weekly news update from the foundation via email.

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

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

The Governors have commissioned an independent review of energy use and there is a review of Greenhouse gas emissions later in this report in compliance with the Streamlined Energy and Carbon Reporting (SECR) Report.

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

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

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

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

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OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The School's Objects and principal activities, as set out in the Memorandum of Association, are to advance education and training, including physical training, by the provision and conduct, in or near Worcester, of day and/or boarding schools for boys and girls with the provision of accommodation and educational facilities for the Choristers of the Cathedral Church of Worcester and by ancillary or incidental educational activities and other associated activities for the benefit of the community.

In pursuing its charitable objects the School's mission is to help young people reach their potential at school in preparation for leading confident, fulfilled and unselfish lives as adults.

In furtherance of these Objects for the public benefit the School, which operates three schools (one senior and two prep) known collectively as The King's School Worcester, has established and administers bursaries, grants, awards and other benefactions, and acts as the trustee and manager of property, endowments, bequests and gifts given or established in pursuance of these Objects. The Governing Body is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. In connection with this the Board has monitored closely the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

Aims

The School's aims for the public benefit are:

- to provide a first class independent education within an ethos of spiritual awareness and tolerance that is widely accessible, irrespective of family financial circumstances; and
- to establish the School as a community in which there are strong and active partnerships between parents and the three schools, and between the local community and the three schools.

Primary objectives

The primary objectives of the School to fulfil these aims are:

- to maintain the aspiration to high standards in academic performance and extra-curricular activities whilst preserving a healthy balance between the two.
- to widen access to the education provided by the school through the provision of financial support for children whose parents are unable to afford the full fees and also through a range of projects and activities with the local community, including "out of hours" access to the schools' facilities in order that they are put to good educational use when not otherwise needed.
- to provide a stimulating learning environment in which pupils can develop their academic potential to the full.
- to provide appropriate teaching resources and accommodation throughout all three schools.
- to provide a happy and secure pastoral environment which promotes and develops independent learning, supports pupils in the achievement of their individual potential and fosters a sense of community mutual respect and good citizenship.
- to provide an effective management structure and the administrative and logistic framework necessary to meet the needs of staff and pupils alike.

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The aims and objectives set for the School's subsidiaries are to facilitate the achievement of the School's aims and objectives as above.

Strategies to achieve the primary objectives

A key strategy towards the achievement of the primary objectives is the annual review and update of the School's Development Plan and its approval by the Governing Body. An important part of the review process is an assessment of performance during the year against the targets set for the period, with the results of that assessment being used to inform proposed targets and action plans for the future.

The Development Plan embodies the operational aims and future plans of the School (summarised on page 18) and, once approved by Governors, becomes a tool for use by the key management personnel to inform operational planning and decision making.

The Governing Body also keeps under review the facilities available to pupils and staff on all three sites and the extent to which additional or improved resources may facilitate the achievement of the development plan targets.

Principal activity

The School's principal activity, as specified in the Memorandum of Association, is the advancement of education and in this the School has again had a successful year.

The School roll averaged 1,238 (2021: 1,224) pupils across all year groups from Reception upwards with an additional 122 pupils (2021: 83) in Kindergarten on a full or part time basis. The School continues to maintain the high standards and ethos for which The King's School Worcester has become known.

Public benefit

The King's School Worcester remains committed to the aim of providing public benefit. In setting the School's objectives and planning its activities the Governors, as charity trustees, have given careful consideration to the Charity Commission's general guidance on public benefit requirements (under the Charities Act 2011) and in particular to its supplementary public benefit guidance on advancing education and on fee-charging. Whilst the aims of the School include maintaining and enhancing the academic success of its pupils, the School welcomes pupils from all backgrounds and it is important that access to the education offered is not restricted to those who can afford the fees.

The Governors believe that pupils benefit from learning within a diverse community and established the School's Bursary Scheme (and related Development Office fundraising function). In 2017 the Foundation launched a campaign to raise additional funds for bursaries. The Governors' policy is to award grants and bursaries on the basis of educational ability and parental means (subject to any restrictions imposed by any donor of the funds) to enable pupils to join the School, or to ensure continuity of education if this would otherwise be at risk due to unforeseen hardship or temporary difficulty.

The pupils who attend the School and who receive financial support contribute to the whole school community in a variety of ways, conferring benefit upon the whole institution and, in some cases, to the wider community. Financial support is provided not only through bursaries but also through the provision of scholarships, grants and fee concessions. This year the School provided financial support totalling £2.1m to 523 pupils (2021: £2.0m to 486 pupils). Within this, mean tested awards ranging from 10% to 100% remission totalling £0.63m were made to 82 pupils (2021: £0.67m to 82 pupils),

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with further grants to assist with the cost of extra-curricular activities, equipment and school trips. Of this total number, 12 pupils benefitted from 100% remission of fees, with a further 24 receiving awards equivalent to at least 75% fee remission. Included in these figures are 5 full bursaries granted to Ukrainian pupils in the summer term of 22.

The Governors takes the view that the provision of bursaries is important but not to the exclusion of the much wider benefit that the School provides to the community. The School engages in many other activities that provide wider public benefit. Examples range from the provision of facilities for local schools, charities and community groups public access to cultural and educational events, activities and productions and a number of well-established partnerships with local maintained senior and primary schools. Activities included inter school quizzes at primary level for local schools, math's challenges, workshops in music, sports and drama.

Pupils within all three schools are encouraged to develop an awareness of the social context of the education they receive at the School and engage in fund raising activities on behalf of a wide range of local, national and international charities. This has been particularly pertinent given the current pandemic.

The School is a member of the Rivers Teaching Alliance sharing best practices and has taken students from Gloucester and Worcester Universities, amongst others, on initial teacher training courses or PGCE.

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STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Senior School review of achievements and performance for the year

Fundraising performance

The Foundation Development fund raising initiative is a long-term programme, which is the responsibility of the Alumni and Business Development Office (ABDO). The ABDO fundraises for the benefit of the School through The King's School Worcester Development Trust, with appropriate costs borne by the Trust. This arrangement offers greater assurance to donors about the custody of their gifts, and aims to encourage a broader cross section of the constituent members of the wider school community to engage with fund raising activities.

The School has a long-term bursary fund raising strategy, the aim of which is to fulfil the original objective set by Henry VIII of supporting 40 free places at the School.

Investment policy, objectives and performance

The investments currently held by the charity are not material. They are, for the most part, invested through CCLA Management Limited in either COIF charity funds or CBF Church of England Funds and no formal investment performance review is considered necessary.

FINANCIAL REVIEW

Results for the year

The Autumn 2021 term began under the continuing threat of disruption as a result of Coronavirus, with the remote learning provision continuing to be an option for pupils and staff when the virus hit. However, overall, 2021/22 has seen a return to more normal times, with many more of our co-curricular events able to run throughout the year and a return to public exams in their conventional form.

Fees were increased for the 21/22 year following a year of fee freezes during the pandemic, and, despite rising costs from increasing interest rates and food and fuel costs, the Foundation kept close control of resources over the year and, as a result, has reported a surplus of £173,000. The Governors are pleased with this result in what has been another challenging year.

The net incoming resources of the group for the year from operations were £177,000 (2021: outgoing resources £71,000). The net increase in funds for the year was £173,000 (2021: decrease £27,000).

The net incoming resources for the year from operations of £177,000 are better than was expected for the year, and this reflects the cautious nature that the Foundation has taken to controlling costs during the year. The incoming resources, while pleasing, are still slightly below the optimum level that the School considers necessary to be able to continue to finance the future development of the School's facilities and educational programme. The School Development Plans include a number of initiatives for 2022/23 and 2023/24 intended to address the net income requirements of the School for future investment; however, the School is cautious in terms of acting against these plans while the future impact of the cost of living crisis remains uncertain.

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ACHIEVEMENTS AND PERFORMANCE

Reserves Level and Policy

The school's Reserves Policy is to maintain sufficient unrestricted income reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall and to rely upon its realisable general purposes fixed assets as adequate cover for the School's longer-term financial obligations, including the actuarially calculated but transient funding deficit of £0.74m on the School's defined benefit staff pension scheme that under FRS102 is accrued as a liability.

The School's unrestricted reserves are deployed as funds for part of the school's premises and equipment and at the year-end free reserves represented a balance of £4.7m (2021: £4.6m). The Governors consider that free reserves in the order of £4.2m, or approximately three months' expenditure, would be desirable in order to cover the risks and uncertainties of operating as an independent educational establishment.

The long-term policy objective is therefore to build up reserves out of annual operating surpluses, supplemented by Foundation Development fundraising, until that level is reached, subject to the prior demands of further capital expenditure to equip the school with the up-to-date facilities needed to maintain the standard of educational services currently provided.

The school's tangible fixed assets are all held for use by the school as disclosed in note 10 to the financial statements. Given the specialist nature of the school's land and buildings, Governors are unable to comment on the market value of such properties and whether this is materially different from that shown in the financial statements.

Review of achievements and performance for the year

The King's community has once again shown how resilient and adaptable they are when facing the ongoing challenges that COVID continued to present during the Autumn term and embracing the return to a new normal during the Summer term.

Public Exams resumed this year. There were minor adaptations in the form of Advanced Information on topics upon which questions would be set by the examination boards but, in many cases, these were illusory, and all topics needed to be covered if a candidate was to access the higher grades. There was some controversy in the press when topics had been excluded from Advanced Information and then appeared on exam papers. Teaching staff and pupils at King's were made aware that this could happen and were relatively unaffected when it did so.

An additional support for candidates was the lowering of grade boundaries. This occurred in most subjects for at least some of the grades and typically saw the boundaries of the lowest grades drop to ensure sufficient passes at A Level and GCSE. The government position was to aim for the distribution of higher grades to fall halfway between those in 2022 (Teacher Assessed Grades) and those in 2019 when public exams last took place. The grades at King's were higher than the national halfway point, reflecting the continuity of education delivered through hybrid learning and the careful COVID mitigations which reduced transmission and led to many fewer pupil absences than reported nationally.

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GCSE:

1. 76% of our pupils achieved grade 9-7 and 99.1% achieved grades 9 to 4.
2. 54 pupils (39% of the cohort) were awarded grades 9 to 7 in all their subjects, with six pupils achieving grade 9s in 11 subjects.
3. 79 pupils (58% of the cohort) were awarded 9 to 7 in 8 subjects or more.

A' Level:

1. 54.7% A*/A, 80.3% A*B, 98.4% A-C.
2. 16 pupils received A* grades in all their subjects.
3. 54 students (39%) received A* or A grades in all their subjects.

All parents' evenings took place online through a dedicated platform, as feedback from parents had been very positive, with multiple requests to keep this system on an ongoing basis. The hybrid teaching arrangement continued until summer half term; this enabled pupils who were absent to join lessons from home.

A full year of normal study took place. This year saw the introduction of our Psychology A Level, which started with high numbers of approximately 40 students, showing that this was a gap that needed filling in our academic offering.

Our pupils continue to maximise the opportunities outside the classroom which form a key part of their education here at King's. After a year of a hybrid offering of clubs and activities, we were delighted to be able to return to our fuller and more regular co-curricular programme. As well as offering firm favourites in our co-curricular programme such as Eco-Club, Model United Nations, Robotics and Engineering, and World Scholars, this year has seen the introduction of a very popular Archaeology Club.

In sport, we have continued to provide before-school, lunchtime and after-school clubs and training sessions daily. We are also proud of the opportunities our pupils have had to engage in competitive team and individual sports. The achievements in three of our sports are highlighted below, with their accomplishments complimented by those from across the range of sport on offer.

We were delighted to be named, once again, as one of the top 100 schools for Cricket (The Cricketer Schools Guide, 2022). Our 1st XI enjoyed success in the National T20, progressing to the regional semi-finals, and our U17s progressed through to the semi-final of the National Plate competition. Our U14 team was crowned County Champions and their success qualifies them for the National Competition as U15s next year. The U15 girls made it through to the last 16 of the National Cup and to the regional finals of the Lady Taverners Indoor Competition.

In Athletics, 44 athletes qualified to compete for Worcester City in the County Championships, with many competing in two events; this meant that King's made up well over half of the District team. The medal haul of 8 Golds, 11 Silvers and 6 Bronzes places us as one of the most successful schools in the county. 14 pupils went on to compete for Hereford and Worcestershire in the prestigious Mason Trophy inter-counties competition. This is an opportunity to test themselves against some of the best athletes in the country. Again, the win of 6 Gold, 6 Silver and 5 Bronze medals is an apt reflection of the skills and determination of all involved.

This year, Rowing has once again enjoyed record interest from pupils in the School and continues to offer an outstanding programme. Two of our U6 rowers have represented Great Britain in highly prestigious events, one winning Gold in the Munich International Regatta and Silver in the World

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Championships in Italy, and one securing fifth place in the Coupe de la Jeunesse International Regatta. In addition, one of our L6 rowers has been selected for the Welsh Junior Women's Rowing Team.

Three other national representations are worthy of note. One of our L6 pupils was chosen for the Wales U21 Squad to compete in the Women's Euro Hockey Junior Championship in Ghent, Belgium. Another was invited to the England Rugby U18 Training Camps this summer. One of our U6 pupils was selected to represent the Great British U19 Water Polo team and play throughout Europe.

Our CCF has continued to parade weekly and engage in training on a range of skills and leadership theories and qualities. Our cadets competed in the Brigade Military Skills Competition, performing extremely well as they completed tough challenges across the weekend with sub-zero temperatures on both nights, receiving the Brigade Military Skills trophy for their outstanding achievement.

With two outstanding musical productions, one drama production, termly dance showcases and termly formal, informal and chamber music concerts, our pupils have at one and the same time been able to build confidence and stage presence as well as learn and understand the range of skills and aptitudes required for performance. Pupils have enjoyed success in their LAMDA examinations and we are delighted to have been named once again as a Trinity Arts Award Champion Centre. As in previous years, our cohorts were entered for, and succeeded in securing, one of the nationally recognised qualifications. In addition, many pupils have this year secured success in their ARRSM and Trinity Music examinations.

Our Sixth Form Charity Committee has again delivered an outstanding programme of charitable and fundraising events, one highlight being the organisation and delivery of a fun day at a local special school. As war broke out in the Ukraine, the King's Foundation of Schools responded immediately. To date it has raised a staggering £6,500 to support their chosen charity, Save the Children via the Disasters Emergency Committee (DEC). The charity days organised by the pupils saw pupils and staff across the Foundation wear yellow and blue, run popular cake sales, make flags and raise money via concerts and events. Some Sixth Formers also donated their salaries from their part-time jobs to support the fundraising efforts. Our chamber choir learned and recorded the Ukraine song *Shchedryk*, written in 1916 by Ukrainian composer Mykola Leontovych. More recognisable to a UK audience as the tune to the Carol of the Bells, it has been released as a charity single.

All of this outstanding work and achievement has only been possible because of the exceptional efforts of our teaching and support staff. The Governors are both grateful to them all and full of admiration for the work they have done in the past year.

King's Hawford

Once again, the King's Hawford children made us proud over the course of the past academic year.

Although we were reaching the tail-end of COVID, during our occasional outbreaks staff and children showed great resilience with the switch between live, virtual and hybrid lessons. With the restrictions easing, we were again allowed to bring groups of children together who had previously been bubbled apart from one another, and it was lovely to see children of various ages coming together to work, play and support each other.

Our Year 6 cohort performed well in their entrance tests, with 20 children gaining scholarships and awards to King's. Learning outside the classroom is such an integral part of how we work at King's

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Hawford; we were therefore delighted, once again, to be awarded the Learning Outside the Classroom Gold Award following the recent re-accreditation process.

It was pleasing to reinstate a full programme of educational visits and residentials this year. All year groups from Year 2 upwards had an overnight experience; Year 6 finished off the year with an amazing water sports and camping experience at Carsington.

Sport, music, dance, art and drama all continued to be an integral part of the curriculum and our extra-curricular offering. We gained tremendous success throughout the year, with our boys U11 Football team winning their IAPS regional competition. This year over 65 children took music exams and three music scholarships were awarded.

Pupils have a voice at King's Hawford and take an active role in much of the decision-making regarding development in many areas. This year we had two main charities: Project Gambia and UNICEF; we raised £5,700 through many varied events for these charities. We also donated £700 to the Emergency Ukraine Crisis Appeal.

The Hawford Sustainability Drive has been fully underway this year and we were delighted to be awarded with our award of the Eco-Schools Green Flag with Distinction as well as the Project Gambia Global Citizenship Award at the end of the year.

Finally, we have continued to focus on being mindful of and proactive with our children's mental health. We want children to know that struggle is good and normal, that we learn from our mistakes and that if we don't know something, it just means that we don't know it YET. We hope that offering the children these life skills will help them throughout their education and beyond.

King's St Alban's

2021/22 saw a return to near normality after two years dominated by COVID. The year started with some hybrid learning and it was not until January that whole school assemblies and large gatherings took place. There was significant pupil and staff absence due to COVID, so lessons were delivered normally in class and to isolating children through Showbie. Digital provision has remained in some areas post-COVID and this has enhanced the learning provision.

The school's Nursery continued to grow and thrive in its third year and picked up its second national award. It is now an integral and established part of the school. An outdoor classroom has been added to augment the already well-resourced site.

18 Year 6 children received a scholarship or other award to King's Senior School and 43 children made this move. The focus on mindfulness and Growth Mindset continued apace and we made significant progress with pupil voice and pupil leadership.

Significant development of our already strong art provision led to the award of Artsmark Gold; this is a most pleasing achievement. We were also awarded our Green Flag for continued good work by our Eco Club. We trained 30 Pupil Mindful Ambassadors, who led classes in regular meditations. The return of live concerts with audiences was greatly appreciated. Sport continues to be popular and successful and our Under 11 Girls' Medley Relay Swimming Team were national champions at both IAPS and ESSA. Clubs continue to be very popular, with a wide range of activities

THE KING'S SCHOOL WORCESTER ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 JULY 2022

on offer at both key stages. Links with Worcester Cathedral remain strong through boy and girl choristers and in other ways.

The School continues to enjoy an enviable reputation for both its academic and pastoral provision.

Alumni Relations

There is an active Old Vigornian (OV) network, which is very much engaged with the School; this engagement is underpinned by the work of the Alumni and Business Development Team. During the year we welcomed many OVs back on school visits, as well as receiving their support in various careers and mentoring activities.

In May we hosted our London Drinks Event and it was lovely to see many OVs in person after so many COVID-cancelled events. As we head into the new academic year we will rebuild on our strong calendar of events which are so important to the King's Community.

Social Media continues to be a valuable tool for engaging with OVs and the wider King's family and there has been an increase in social media engagement throughout the year, via the bespoke Old Vigornians channels of Facebook, Twitter and LinkedIn. Similarly, there has been an increase in subscriptions to the OV newsletters, which contain a wide and varied selection of articles on OV and King's School news.

The principal fundraising activity for the School and the King's School Worcester Development Trust has been and continues to be for pupil bursaries, and the Trust supported 12 bursaries during the year to July 2022. The Trust funds come from external donations from individuals and are so important to our ongoing bursary programme. The Development Office launched The King's Ukrainian Fund, which aims to raise funds to support the five pupils who have been offered places within the School.

The Trust is also very grateful to the Kildare Trust for their generous donations, which will support two fully funded places from September 2022.

The School remains very grateful for the support provided by OVs, parents and other members of the local community, both in terms of volunteering, advice, time and financial contributions.

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ANNUAL REPORT OF THE GOVERNORS

FOR THE YEAR ENDED 31 JULY 2022

Streamlined Energy and Carbon Reporting (SECR) Disclosure

a. Emissions Summary

The SECR disclosure presents our carbon footprint emissions; an appropriate intensity metric; the total energy use of electricity, gas and transport fuel; and an energy efficiency actions summary.

Energy consumption used to calculate emissions (kWh)	4,536,332
Emissions from consumption of gas (Scope 1) tCO ₂ e	532
Emissions from combustion of fuel for transport purposes (Scope 1) tCO ₂ e	37
Emissions from the generation of bioenergy (Scope 1) tCO ₂ e	3
Emissions from combustion of oil for heating purposes (Scope 1) tCO ₂ e	46
Emissions from purchased electricity (Scope 2, location based) tCO ₂ e	208
Emissions from business travel in employee owned vehicles (Scope 3) tCO ₂ e	2
Emissions from consumption of bioenergy (Out of Scope) tCO ₂ e	103
Total Gross tCO ₂ e based on above	934
Intensity Ratio (tCO ₂ e/total pupils)	0.6868

SECR Methodology notes

Reporting period	1 st August 2021 to 31 st July 2022
Boundary (consolidation approach)	Operational approach
Alignment with financial reporting	SECR disclosure is prepared in line with King's School annual accounts made up to 31 st July 2022
Emission and conversion factor source	UK Government GHG Conversion Factors for Company Reporting
Calculation method	Activity data x Emission Factor = GHG emissions Activity data x Conversion factor = kWh consumption
Rounding	The results in the table are expressed in tons CO ₂ and may not add up precisely due to rounding
Other relevant information	Diesel, petrol and EV split not available for business mileage, therefore factor for "Unknown" used from conversion table
Reason for intensity metric choice	King's School is an independent day school, therefore, the appropriate intensity metric is pupil numbers

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FOR THE YEAR ENDED 31 JULY 2022

b. Energy Efficiency Action Summary

The School continues to achieve direct savings in energy and associated carbon emissions, by placing sustainability at the heart of its strategy, and delivering through business as usual tasks and new projects.

- A phased programme to replace existing lighting with energy efficient LED lighting continues.
- New buildings and refurbishments use natural ventilation, and where possible, Part L BC standards are applied to old buildings to increase thermal efficiency.
- The Keyes Building at the senior school uses bio-mass boilers. Alternate renewable sources are being looked at across the Foundation.
- Building management systems have been extended throughout the Foundation to reduce energy costs.
- Sensor controlled lighting is installed in new buildings and refurbishments.
- A programme is in place to replace all single glazed windows with energy efficient double-glazed units. An elevation of the main house at King's Hawford was completed in summer 2022 and remaining elevations planned for Easter 2023. The school continues to look at replacing boilers with more energy efficient units.

FUTURE PLANS

The School's Development Plan is subject to annual review alongside the approval each year of the medium-term Strategic Plan for the charity. However, this year has seen the completion of the long-term Foundation Strategic Plan, *Shaped By King's*, which aims to celebrate who we are and what makes us great but also acknowledges the need to ensure the Foundation evolves to suit the needs of the 21st century over the next fifteen years and as we look further forwards towards our 500th anniversary year in 2041.

The vision of the Foundation has been identified in three imperatives for all staff and pupils: **be curious, be caring, be confident**. These will enable us to achieve the mission of our Foundation, which is to seek excellence in all we do and provide an outstanding preparation for life. Underpinning this are the five key values which are at the heart of everything we do: ambition, resilience, humility, creativity and kindness.

Shaped By King's is founded on the broadest consultations possible. Pupils, governors, staff, parents, and alumni were all involved. We have aspired to reinforce and enhance our reputation as one of the West Midlands' leading independent schools. The Strategic Plan will inform the Foundation's Development and Implementation Plans, led by the Foundation Leadership Team and the Senior Leadership Teams of the Foundation's three schools.

Within the plan, four strategic pillars encapsulate what we will focus upon to achieve excellence in all areas, with pupil success at the centre of everything we do. **Foundation** is the heart of our school. It celebrates the importance of being confident but not arrogant in who we are as we build for the future. **Futures** outlines how we will strengthen each aspect of our pupils' educational experience, so they are fully prepared and ready for the world beyond King's. **Sustainability** captures how we will invest sustainably in our future from both an environmental and financial perspective. **Community and Outreach** underscores the role each of us plays in celebrating equality, inclusion, and diversity, supporting our pupils and our school through to 2036 and beyond in addition to our work with the wider Worcester community.

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The key aims and objectives which continue to underpin planning are:

- To maintain and enhance the current high standards of academic achievement and excellence, by means of careful monitoring of the progress of each pupil, setting appropriate targets and by providing effective feedback; these can be measured by external examinations and independent value-added criteria.
- To continue to focus on the development in pupils of self-esteem, resilience and independent learning skills.
- To continue to review staff development and related matters in order to be an outstanding school at which to be an employee, strengthening staff recruitment and retention as a result.
- To maintain and develop further existing local partnerships, and to ensure that the School both plays a significant part in the life of and shares facilities with the local community.
- To promote widely the availability of 100% fee remission places to academically able pupils and at least maintain the existing level of funding for means tested bursaries.
- To promote recruitment of pupils into the Foundation and to generate additional income sources to support the educational offer.
- To promote wider community use of the sports, dance and drama facilities available within the Foundation.
- To fundraise for a bursary fund capable of supporting the equivalent of 40 free places in perpetuity.
- To continue to establish build relationships with our alumni, cementing their place in our Foundation community.

RISK MANAGEMENT

The Board of Governors is responsible for the management of the risks faced by the charity. Risks are identified, assessed and controlled throughout the year. The School employs a Health and Safety adviser and engages professional advisers as required.

A formal review of the charity's Risk Register is undertaken by the Senior Leadership Team and the Board on a termly basis.

The key controls used by the School to minimise and manage risk include:

- Formal agendas for all Committee and Board meetings.
- Advance circulation of detailed briefing papers prior to Committee and Board meetings.
- Comprehensive strategic planning, budgeting and cash flow forecasting.
- Established organisational structure and lines of reporting.
- Formal written policies and procedures.
- Vetting procedures as required by law for the protection of the vulnerable.
- Circulation of all minutes of the standing Health and Safety Committee to all Governors.

The Governors have reviewed and endorsed the Risk Register as a summary of the principal areas of the schools' operations and the major risks faced in each of these areas, examples of which include:

- Parents' ability to pay fees during times of economic uncertainty.

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- The effect of legislative changes relating to compliance, staff costs including the employers' pension provision, and charitable status.
- The impact of demographic changes and the development and expansion of local schools upon pupil numbers.

The impact of Covid-19 has had a significant impact on the School. The School took out a Continuing Business Interruption Loan to safeguard against short term cashflow impacts, however the School has maintained strong cash reserves during the time. With the war in Ukraine and the ongoing economic uncertainty which has come with the current cost of living crisis, the Governors have reviewed the School's cash flow for the next eighteen months and have considered a number of scenarios and consider that the School has sufficient funds to manage the cash position during this period.

In the opinion of the Governors, the resources and management processes within the schools should, under normal conditions, allow these risks to be mitigated to an acceptable level in their day to day operations. Indeed, given the lessons learned during this pandemic the School is in a much stronger position to adapt to future challenges. The Governors are mindful of the forever changing landscape and continue to monitor the pandemic and the cost of living crisis and its impact on the School. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

The Governors (who are also the directors of The King's School Worcester for the purposes of company law) are responsible for preparing the Governors' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's and the group's transactions, and disclose with reasonable accuracy at any time the financial position of the charitable company and the group, enabling them

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to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the

charity's constitution. They are also responsible for safeguarding the assets of the charitable company and the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

In so far as each of the Directors of the charitable company, as members of the Governing Body, at the date of approval of this report is aware, there is no relevant audit information (information needed by the School's auditor in connection with preparing the audit report) of which the School's and group auditor is unaware. Each member of the Governing Body has taken all the steps that ought to be taken as a Governor in order to make themselves aware of any relevant audit information and to establish that the School's auditor is aware of that information.

AUDITOR

The Board of Governors has decided to recommend Crowe UK LLP for re-appointment as statutory auditor to the company. Crowe UK LLP have expressed their willingness to continue to act and a resolution proposing their re-appointment will be submitted to the forthcoming Annual General Meeting.

This Governors' Annual Report, prepared under the Charities Act 2011 and Companies Act 2006, was approved by the Board of Governors of The King's School Worcester on the 2 December 2022 including in their capacity as company directors approving the Strategic Report contained therein, and is signed as authorised on its behalf by:



Mrs P Preston
Chair of Governors

THE KING'S SCHOOL WORCESTER

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF KING'S SCHOOL WORCESTER

Opinion

We have audited the financial statements of The King's School Worcester for the year ended 31 July 2022 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governor'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 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 governors with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this

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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF KING'S SCHOOL WORCESTER

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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

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

Responsibilities of governors

As explained more fully in the Governors' responsibilities statement on page 20 the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the governors 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 governors 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 governors 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

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TO THE MEMBERS OF KING'S SCHOOL WORCESTER**

misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not

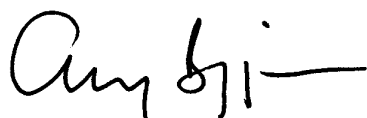
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responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

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



Guy Biggin

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Carrick House

Lypiatt Road

Cheltenham

GL50 2QJ

Date: 07 December 2022

THE KING'S SCHOOL WORCESTER
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2022

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2022 Total £'000	2021 Total £'000
Income and endowments from:						
Charitable activities						
School fees receivable	2	16,828	-	-	16,828	15,717
Ancillary trading income	3	808	-	-	808	397
Other trading activities						
Non-ancillary trading income	4	192	-	-	192	82
Other activities	4	42	-	-	42	71
Investments						
Interest and investment income	5	12	3	1	16	9
Voluntary sources						
Grants and donations	6	-	300	-	300	315
Total incoming resources		17,882	303	1	18,186	16,591
Expenditure on:						
Raising funds						
Non-ancillary trading	7	183	-	-	183	90
Financing costs	8	62	-	-	62	51
Fundraising and development	7	129	-	-	129	130
Total		374	-	-	374	271
Charitable activities						
Education and grant making	7	17,178	300	-	17,478	16,397
Pension scheme re-measurement of the estimate of past service costs	22	157	-	-	157	(6)
Total expenditure		17,709	300	-	18,009	16,662
Net incoming/(outgoing) funds from operations before transfers & investment gains						
		173	3	1	177	(71)
(Losses)/gains on investments	11	-	(3)	(1)	(4)	44
Net surplus/(deficit)		173	-	-	173	(27)
Transfers between funds	21	-	-	-	-	-
Net movement in funds for the year		173	-	-	173	(27)
Fund balances brought forward at 1 August 2021						
		23,159	361	58	23,578	23,605
Fund balances carried forward at 31 July 2022						
	21	23,332	361	58	23,751	23,578

The notes on pages 30 to 55 form part of these financial statements.

THE KING'S SCHOOL WORCESTER
CONSOLIDATED SUMMARY INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 JULY 2022

	2022	2021
	Unrestricted and Restricted Funds	<i>Unrestricted and Restricted Funds</i>
	Total	Total
	£'000	£'000
INCOME FROM:		
Charitable activities		
School fees	16,828	15,717
Ancillary trading	808	397
Other trading activities		
Fundraising trading	192	82
Other income	42	71
Investments		
Dividends, bank and other interest	16	9
Voluntary sources		
Grants and donations	-Unrestricted -Restricted	86 229
	300	229
Total income	18,186	16,591
Expenditure on:		
Raising funds		
Trading costs	183	90
Financing costs	62	51
Development costs	129	130
Charitable activities		
Education and grant-making	17,478	16,397
Pension scheme re-measurement	157	(6)
Total expenditure	18,009	16,662
Net funds/(deficit) before investment gains and inter-fund transfers	177	(71)
Net investment (losses)/gains for the year	(4)	44
Net income/(deficit) for the year	173	(27)

The above Summary Income and Expenditure Account represents the total unrestricted and restricted income and expenditure as shown in the consolidated Statement of Financial Activities on page 26 and its presentation is required under the Companies Act 2006.

The notes on pages 30 to 55 form part of these financial statements.

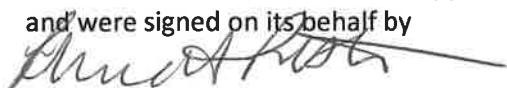
THE KING'S SCHOOL WORCESTER
CONSOLIDATED AND SCHOOL BALANCE SHEETS
AS AT 31 JULY 2022

Company Registered No:
04776324

04776324		Consolidated		School	
		2022	2021	2022	2021
	Notes	£'000	£'000	£'000	£'000
FIXED ASSETS					
Tangible assets	10	21,740	22,390	21,740	22,390
Securities investments	11	304	308	304	308
		22,044	22,698	22,044	22,698
CURRENT ASSETS					
Stock		1	17	1	1
Debtors	12	606	563	775	590
Cash and deposits		7,175	6,961	6,960	6,896
		7,782	7,541	7,736	7,487
CURRENT LIABILITIES					
Creditors payable within one year	13	(2,551)	(2,646)	(2,523)	(2,602)
		5,231	4,895	5,213	4,885
NET CURRENT ASSETS					
		27,275	27,593	27,257	27,583
TOTAL ASSETS LESS CURRENT LIABILITIES					
LONG TERM LIABILITIES					
Creditors payable after one year	14	(2,782)	(3,367)	(2,782)	(3,367)
Pension Scheme funding deficit	22	(742)	(648)	(742)	(648)
		23,751	23,578	23,733	23,568
NET ASSETS					
REPRESENTED BY:					
ENDOWED FUNDS	21	58	58	58	58
RESTRICTED FUNDS	21	361	361	361	361
UNRESTRICTED FUNDS					
General reserve	21	23,332	23,159	23,314	23,149
		23,751	23,578	23,733	23,568

The net movement in funds for the School in the year is a surplus of £165,000 (2021: £28,000).

These financial statements were approved by the Governing Body on the 2 December 2022 and were signed on its behalf by



P Preston
Chair of Governors



D B Dale
Chairman of the Finance and General Purposes Committee

The notes on pages 30 to 55 form part of these financial statements.

THE KING'S SCHOOL WORCESTER
CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 JULY 2022

		2022		2021	
	Note	£'000	£'000	£'000	£'000
Net cash inflow from operations					
Net cash provided by operating activities	24		1,335		1,148
 Cash flows from investing activities:					
Payments for tangible fixed assets		(283)		(16)	
Proceeds on sale of fixed assets		-		6	
Investment income and bank interest received		16		9	
Net cash (used in) investing activities			(267)		(1)
 Cash flows from financing activities:					
Loan advances (net of repayments)		-		1,000	
Loan repayments		(729)		(552)	
Pension deficit payments		(69)		(67)	
Finance costs paid		(56)		(57)	
 Net cash (used)/generated by financing activities			(854)		324
Change in cash and cash equivalents in the reporting period			214		1,471
 Cash and cash equivalents at 1 August 2021			6,961		5,490
 Cash and cash equivalents at 31 July 2022	24		7,175		6,961

The notes on pages 30 to 55 form part of these financial statements.

THE KING'S SCHOOL WORCESTER
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

1. ACCOUNTING POLICIES

Charity information

The School is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 23 May 2003 (company number: 04776324) and registered as a charity (with charity number: 1098236), the registered office address being 5 College Green, Worcester, WR1 2LL.

Basis of accounting

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

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

The financial statements are drawn up on the historical cost basis of accounting, as modified by the revaluation of investments.

The financial statements present the consolidated statement of financial activities (SOFA), the consolidated cash flow statement and the consolidated and Charity balance sheets comprising the consolidation of the School and its wholly owned subsidiaries King's School Worcester Activities Limited and KSW Enterprises Limited. The net movement in funds for the year of the group was a surplus of £177,000 for the year ended 31 July 2022 (2021: deficit £71,000).

No separate Statement of Financial Activities has been presented for the School alone, as permitted by Section 408 of the Companies Act 2006. The net results of the School are disclosed within the Balance Sheet.

The School has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a School only Cash Flow Statement with the consolidated financial statements.

Going concern

Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the School's future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future, particularly in reference to the statement under Risk Management and Covid-19 as set out in the Governors' report. The Governors consider that there were no material uncertainties over the School's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, 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

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recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

1.1 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

1.2 Investment income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

1.3 Non-ancillary trading income

Income comprises the value of sales (excluding VAT and similar taxes and trade discounts) of goods and services made by the School's trading subsidiaries in the normal course of business.

1.4 Donations, legacies, grants 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.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the School in the case of donated services or facilities.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. Irrecoverable VAT is included with the item of expenditure to which it relates.

Grants awarded are expensed as soon as they become legal or operational commitments.

Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the School and its subsidiaries are excluded from consolidated trading income and expenditure.

Redundancy and termination costs only occur where absolutely necessary and are accounted for on an accruals basis when the commitment to terminate a post on the grounds of redundancy or terminate an employee's contract has been made.

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FOR THE YEAR ENDED 31 JULY 2022

1.6 Tangible fixed assets

Buildings erected before 1947 are not included in these financial statements. There is no expenditure incurred in the improvement of these properties capitalised in the financial statements as all amounts of expenditure were of a revenue nature.

Fixtures, fittings, equipment purchased for direct use with pupils (academic and extra- curricular) and ICT equipment costs are written off as an expense as acquired. Expenditure on the acquisition of land, construction of new buildings, motor vehicles and other non ICT assets intended to be used for more than two years are capitalised on acquisition and depreciated over their estimated useful life.

Other expenditure on equipment incurred in the normal day-to-day running of the School and its subsidiaries is charged to the Statement of Financial Activities as incurred.

1.7 Depreciation

Depreciation is provided on all tangible fixed assets on a straight-line basis at rates calculated to write off the cost of the assets over its estimated useful life as follows:

Freehold and long leasehold buildings	- over 40 years (or the lease term if shorter)
Freehold and leasehold buildings repairs and refurbishment –	over 5 to 10 years
Fixtures, fittings and equipment	- over 3 to 10 years
Motor vehicles	- over 5 years
Assets in the course of construction	- not depreciated

1.8 Investments

Investment assets are carried at their market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets.

1.9 Stock

Stock is carried at the lower of cost and net realisable value.

1.10 Fund accounting

The charitable trust funds of the School and its subsidiaries are accounted for as unrestricted or restricted income, or as endowment capital, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the School's corporate reserves, spendable at the discretion of the Governors either to further the School's Objects or to benefit the School itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

The endowed funds comprise a number of individual trust funds established by specific donors, the capital of which may not be expended.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Pension costs

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

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NOTES TO THE FINANCIAL STATEMENTS
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- (a) The Teachers' Pension Scheme - This scheme is an unfunded multi-employer defined benefit pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's 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.
- (b) The King's School Worcester Personal Pension Plan - This is a defined contribution group personal pension plan with The Pensions Trust. Employer's pensions costs are charged in the period in which the salaries to which they relate are payable.
- (c) The Support Staff Pension Scheme administered by The Pensions Trust. This is an occupational defined benefit scheme. The Independent Schools' Pension Scheme (ISPEN) is a multi-employer scheme. As such it is not possible in the normal course of events to identify the share of the underlying assets belonging to the individual participating employers, and accordingly, in accordance with section 28 of FRS 102 it is accounted for as a defined contributions scheme with contributions being recorded as they become payable. A liability is recognised on the balance sheet however equal to the present value of contributions payable under the agreement to fund a deficit. The present value is calculated using the discount rate of 3.24% (2021: 1.04%). The unwinding of the discount rate is recognised as a finance cost.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 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 and accrued income. 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 fees in advance, social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

THE KING'S SCHOOL WORCESTER
NOTES TO THE FINANCIAL STATEMENTS
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2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

	2022	2021
	£'000	£'000
Fees receivable consist of:		
School fees	18,788	17,523
Less: total bursaries, grants, scholarships and allowances	(2,200)	(2,228)
	16,588	15,295
Add back: Bursaries and other awards paid for by restricted funds	183	229
Add back: Fee remission under salary sacrifice scheme	57	193
	16,828	15,717

Scholarships, bursaries and other remission awards were paid to 518 pupils (2021: 486). Within this means tested bursaries totalling £625,306 were paid to 77 pupils (2021: £645,176 to 82 pupils).

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2022	2021
	£'000	£'000
Pupils extras charges	598	206
Registration fees	13	13
Break service	28	-
Holiday clubs	145	150
Training income	2	1
Commission, events and other income	1	8
Letting of property	21	13
Profit on sale of fixed assets	-	6
	808	397

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NOTES TO THE FINANCIAL STATEMENTS
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4. OTHER TRADING ACTIVITIES

	2022 £'000	2021 £'000
Non-ancillary trading income		
King's School Worcester Activities Ltd	179	82
KSW Enterprises Ltd	13	-
	<u>192</u>	<u>82</u>
	2022 £'000	2021 £'000
Other activities		
Late payment administration charges	1	-
Renewable energy and other income	41	71
	<u>42</u>	<u>71</u>

5. BANK INTEREST AND INVESTMENT INCOME

	Unrestricted £'000	Restricted £'000	Endowed £'000	2022 £'000	2021 £'000
Investment Income:					
Equities	2	3	1	6	6
Bank interest	10	-	-	10	3

6. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted £'000	Restricted £'000	Endowed £'000	2022 £'000	2021 £'000
Received from King's School Worcester Development Trust for:					
Bursaries	-	183	-	183	197
Other donations	-	117	-	117	32
Government grants CJRS Scheme	-	-	-	-	86
	<u>-</u>	<u>300</u>	<u>-</u>	<u>300</u>	<u>315</u>

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7. ANALYSIS OF EXPENDITURE

a) Expenditure

	Staff costs (note 9) £'000	Deprec'n (note 10) £'000	Other £'000	Total 2022 £'000	Total 2021 £'000
Costs of generating funds					
Trading costs	-	-	183	183	90
Cost of other activities	-	-	-	-	-
Financing costs (note 8)	-	-	62	62	51
Foundation Development costs	98	-	31	129	130
Total costs of generating funds	98	-	276	374	271
Charitable expenditure					
<i>Education and grant making</i>					
Teaching	9,451	36	1,721	11,208	10,401
Welfare	520	5	443	968	873
Premises	618	892	1,671	3,181	3,250
Support costs and governance	1,298	-	523	1,821	1,644
Grants, awards and prizes (note 7b)	-	-	300	300	229
Total charitable expenditure	11,887	933	4,658	17,478	16,397
Total expended	11,985	933	4,934	17,852	16,668

b) Grants awards and prizes

	2022 £'000	2021 £'000
From Restricted Funds:		
Bursaries	183	222
Other grants and awards	117	7
	300	229

c) Governance included in support costs:

	2022 £'000	2021 £'000
Remuneration paid to auditor for audit services	18	19
Reimbursement of personal expenses to Governors – travel costs	-	-
	18	19

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Travel expenses were claimed by 1 member (2021: 0) of the Governing body. No Governor received any remuneration during the year ended 31 July 2022 (2021: nil) and no retirement benefits are accruing.

In addition to the above audit remuneration the financial statements include amounts payable to the auditor in respect of taxation and Teachers' Pension compliance services and advice totalling £1,110 (2021: £8,052).

8. FINANCE AND OTHER COSTS

	2022 £'000	2021 £'000
Fees in advance financing cost	3	2
Loan financing cost	72	63
Impairment losses charged to financial assets	(19)	(20)
Pension Scheme financing cost	6	6
	62	51

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9. STAFF COSTS

The aggregate payroll costs for the year were as follows:

	2022	<i>Restated</i> 2021
	£'000	£'000
Wages and salaries	8,954	8,440
Social Security costs	887	805
Pension cost	1,583	1,498
	11,424	10,743
Staff non-salary benefits	43	56
Contract catering and agency staff costs	431	420
Apprenticeship levy	30	28
Fee Remission under Salary Sacrifice scheme and benefits	57	193
	11,985	11,440
Aggregate employee benefits of key management personnel:	865	808
	2022	2021
Number of higher paid employees in bands of:		
£60,000 to £70,000	3	3
£70,001 to £80,000	4	1
£80,001 to £90,000	1	1
£90,001 to £100,000	-	1
£110,001 to £120,000	-	1
£130,001 to £140,000	1	-
	2022	2021
The number of staff with retirement benefits accruing:		
in Defined Contribution schemes was	130	124
of which the contributions amounted to	£176,448	£172,023
in Defined Benefit schemes was	150	148

The average number of staff employed during the year was 348 (2021: 333).

The average number of full-time equivalent staff during the year was:

	2022	2021
Teaching	191.5	187.9
Domestic	3.7	3.3
Premises	25.1	26.4
Administration	34.9	32.8
Fundraising	2.3	3.3
	257.5	253.7

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During the year redundancy and termination payments (or otherwise relating to compromise agreements) were due of £20,894 (2021: £33,000). The amounts outstanding at the year end were £4,000 (2021: £28,000).

10. TANGIBLE FIXED ASSETS

Group and School	Freehold Property £'000	Long leasehold property £'000	Assets in course of construction £'000	Fixtures, fittings & equip't £'000	Motor Vehicles £'000	Total £'000
Cost						
At 1 August 2021	33,501	3,811	-	1,269	215	38,796
Additions	190	-	25	-	68	283
Disposals	-	-	-	(199)	(38)	(237)
At 31 July 2022	33,691	3,811	25	1,070	245	38,842
Depreciation						
At 1 August 2021	11,402	3,675	-	1,163	166	16,406
Charge for year	813	59	-	36	25	933
Disposals	-	-	-	(199)	(38)	(237)
At 31 July 2022	12,215	3,734	-	1,000	153	17,102
Net book value						
At 31 July 2022	21,476	77	25	70	92	21,740
At 31 July 2021	22,099	136	-	106	49	23,390

The School has a number of long-held historic assets, which are used in the course of the School's educational activities in accordance with the Charity Commissioners Approved Scheme (under which transfer of a major interest in such property by the School would require the consent of the charity Commission). These comprise listed buildings on the school site together with manuscripts and other artefacts within the school archive. Given the age, nature and restricted use of the buildings and the unique nature of other archive items, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

Capital Commitments

	Group and School	
	2022	2021
	£'000	£'000
Future capital expenditure		
Authorised and contracted for but not yet completed	265	29

Capital Commitments

The School has been granted an option to purchase the freehold interest of one of its leasehold properties, exercisable at a future date and has security of tenure until that date. In respect of the same property, the School has granted the lessor, (and successors in title), an option to require the School to purchase the freehold interest on the death of the lessor or if the lease is forfeited. In the

THE KING'S SCHOOL WORCESTER
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event that either option is exercised the purchase price of the freehold interest will be based upon a valuation of the property on the date of the exercise of the option.

Tangible fixed assets include two properties with a net book value of £5.5m (2021: £5.6m) which are charged as security for a proportion of the School's bank loans.

11. INVESTMENTS

Group and School	Unrestricted £'000	Restricted £'000	Endowed £'000	Total £'000
Equity investments				
At 1 August 2021	164	107	37	308
Unrealised losses in year	-	(3)	(1)	(4)
At 31 July 2022	164	104	36	304

All investments are listed on the UK stock exchange and are held by the School.

Subsidiary undertakings

By virtue of common control King's School Worcester Activities Limited (Company No: 01472145), a company limited by guarantee and registered in England and Wales, is recognised as a wholly owned subsidiary undertaking of the School. KSW Enterprises Limited (Company No: 07141348) is a company registered in England with an issue share capital of £1, which is wholly owned by the School. The results of these subsidiaries are reported in note 23 to the financial statements.

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FOR THE YEAR ENDED 31 JULY 2022

12. DEBTORS

	Group		School	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Fees and extras receivable	159	204	159	205
Trade debtors	3	3	-	-
Due from subsidiary companies	-	-	172	29
Sundry debtors	80	17	80	17
Prepayments and accrued income	364	339	364	339
	606	563	775	590

All debtors are due within one year.

13. CREDITORS: amounts falling due within one year

	Group		School	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Bank loan (note 15)	568	715	568	715
Trade creditors	492	433	475	399
Registration deposits	221	211	221	211
Taxation and social security	223	208	223	208
Due to subsidiary companies	-	-	-	-
Other creditors	295	268	293	266
Fees in advance scheme (note 16)	173	128	173	128
Accruals and deferred income	579	683	570	675
	2,551	2,646	2,523	2,602

14. CREDITORS: amounts falling due after more than one year

	Group		School	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Bank loan (note 15)	2,728	3,309	2,728	3,309
Fees in advance scheme (note 16)	54	58	54	58
	2,782	3,367	2,782	3,367

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15. BANK LOANS

	Group and School	
	2022	2021
	£'000	£'000
The bank loans are repayable by instalments:		
Due after more than 5 years	628	1,065
Due within 2 – 5 years	2,100	2,244
Due after more than one year	2,728	3,309
Due within 1 year	568	715
	3,296	4,024

The bank loans are secured by way of a fixed charge dated 4 September 2009 over two of the company's freehold properties (the site known as King's Hawford and the new pre-preparatory school located at Mill Street Worcester). The loans, which are repayable over a period of up to 20 years from July 2009, 13 years from June 2014 and 15 years from January 2016, are mainly variable rate borrowings at interest rates ranging from 1.31% to 2.6% above Bank of England base rate. The CBIL loan taken out in the year is a fixed rate loan at 1.96% repayable over 5 years from August 2021.

In November 2022 one loan has been repaid early in agreement with the bank, this will have a positive impact on the future interest rate costs of the School with no impact on the associated covenants.

16. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay to the School tuition fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils will remain in the School advance fees will be applied as follows:

	Group and School	
	2022	2021
	£'000	£'000
Within 2 - 5 years	-	-
Within 1-2 years	54	58
After more than one year	54	58
Within 1 year	173	128
	227	186

Summary of movements in liability

	£'000
Balance at 1 August 2021	186
New contracts	670
Amounts accrued to contracts as debt financing cost	3
Amounts used to pay fees	(632)
Balance at 31 July 2022	227

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17. FINANCIAL INSTRUMENTS

	Group	
	2022	2021
	£'000	£'000
Financial assets measured at fair value	304	308

Financial assets held at fair value include assets held as investments.

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil (2021: £nil).

18. OPERATING LEASES

Commitments

The total remaining operating lease commitment in respect of the unexpired period of current operating leases is as follows:

Group and School	2022			2021		
	<i>Land and buildings</i>	<i>Other</i>	<i>Total</i>	<i>Land and buildings</i>	<i>Other</i>	<i>Total</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
On leases						
Within 1 year	115	11	126	136	16	152
Between 1-2 years	108	6	114	88	11	99
Between 2-5 years	310	9	319	265	11	276
After 5 years	1,146	-	1,146	1,012	-	1,012
	1,679	26	1,705	1,502	38	1,539

Charge for the year

The amounts payable under operating leases and charged as expenditure during the year are as follows:

Group and School	2022	2021
	£'000	£'000
Leases in respect of:		
Land and buildings	109	132
Plant and equipment	8	28
	117	160

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19. FUNDS OF THE SCHOOL

The School's funds are analysed under the following headings.

a) Endowed Funds

The endowed fund comprises an individual trust set up by an individual donor to support specific scholarships. A distinguishing feature of the special trust is the donor's express requirement or implicit intention that the funds shall not be spent immediately but should be retained. The trust is not pooled for investment and is credited with the relevant investment income and bears its own expenses.

The Dean Forrest Fund	to support a scholarship, with preference for former choristers intending to take Holy Orders or who are sons of clergy.
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b) Restricted Funds

Over a number of years the School has received donations where the donors have placed restrictions on the uses to which the gifts may be put. The Funds thus restricted under charity law, and which are partly invested in separate investment securities and partly in the School's pooled deposits, are:

The Canon Catley Scholarship and Bursary Fund	to provide bursaries to pupils.
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The Specific Small School Projects Fund	to provide resources for specific named projects and pupils.
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The Annual Fund	donations solicited from parents of pupils each year to be expended in the short term upon a range of additional pupil resources.
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The Reeves Maths Prize Fund	to award prizes for excellence in mathematics.
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The Astroturf Fund	to provide resources for the future resurfacing of the pitch.
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The M Stevens Fund	to provide bursaries in respect of the cost of trips and extracurricular activities.
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The Foundation Development Funds represent donations received from external donors through the charity The King's School Worcester Development Trust charity where the sums received are for specific purposes but where there is no requirement to preserve capital. Expenditure directly financed by such donations is shown under restricted funds.

The Foundation Development Bursary Fund	to provide bursary support to pupils
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The Keyes Building	to provide a contribution to the total capital cost (circa £9m) of the new building
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The Foundation Development Sundry Special funds	represent funds received to support a number of small projects the balances on each individual fund being below £10,000
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Foundation Development Sundry Special funds

At 31 July 2022 these were:

	£
School Flag Fund	320
Cricket Pavilion Fund	1,369
Annual Fund	7,746
Reeves Maths Prize Fund	1,000
M Stevens Fund	6,584
	<u>17,019</u>

Donations received through the Foundation Development Office for the general benefit of the School without any restriction are accumulated within unrestricted funds.

Although expenses may be apportioned across all the individual funds arising as a result of the fund-raising activities of the Foundation Development Office this policy has not been adopted in order that the financial statements give a clear indication of the total value of donations made to specific projects.

c) Unrestricted Funds

Unrestricted funds represent accumulated income from the School's activities and other sources and are available for the general purposes of the School.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022	Unrestricted £'000	Restricted £'000	Endowed £' 000	Total £'000
Tangible fixed assets	21,740	-	-	21,740
Investments- securities	164	104	36	304
Net current assets	4,952	257	22	5,231
Long term liabilities	(3,524)	-	-	(3,524)
	23,332	361	58	23,751
<hr/>				
2021	Unrestricted £'000	Restricted £'000	Endowed £' 000	Total £'000
Tangible fixed assets	22,390	-	-	22,390
Investments- securities	165	106	37	308
Net current assets	4,619	255	21	4,895
Long term liabilities	(4,015)	-	-	(4,015)
	23,159	361	58	23,578

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21. GROUP SUMMARY OF MOVEMENT ON FUNDS

a) Year to 31 July 2022

	At 1 August 2021 £'000	Incoming resources £'000	Resources expended £'000	Transfers between funds £'000	Unrealised gains /(losses) £'000	At 31 July 2022 £'000
Unrestricted funds						
General reserve	23,149	17,690	(17,526)	-	-	23,313
Trading subsidiary reserves	10	192	(183)	-	-	19
	23,159	17,882	(17,709)	-	-	23,332
Restricted funds						
Canon Catley fund	168	3	-	-	(3)	168
Astroturf fund	99	-	-	-	-	99
Specific Small School Projects fund	4	117	(117)	-	-	4
Foundation Development restricted funds						
Bursary fund	80	183	(183)	-	-	80
Sundry Specific funds	10	-	-	-	-	10
	361	303	(300)	-	(3)	361
Permanent Endowed funds						
Dean Forrest	58	1	-	-	(1)	58
	58	1	-	-	(1)	58
Total Funds	23,578	18,186	(18,009)	-	(4)	23,751

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21. GROUP SUMMARY OF MOVEMENT ON MAJOR FUNDS

b) Year to 31 July 2021

	At 1 August 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers between funds £'000	Unrealised gains /(losses) £'000	At 31 July 2021 £'000
Unrestricted funds						
General reserve	23,192	16,276	(16,350)	7	24	23,149
Trading subsidiary reserves	18	82	(90)	-	-	10
	23,210	16,358	(16,440)	7	24	23,159
Restricted funds						
Canon Catley fund	150	3	-	-	15	168
Astroturf fund	99	-	-	-	-	99
Specific Small School Projects fund	4	32	(25)	(7)	-	4
Foundation Development restricted funds						
Bursary fund	80	197	(197)	-	-	80
Sundry Specific funds	10	-	-	-	-	10
	343	232	(222)	(7)	15	361
Permanent Endowed funds						
Dean Forrest	52	1	-	-	5	58
	52	1	-	-	5	58
Total Funds	23,605	16,591	(16,662)	-	44	23,578

The transfers between funds shown above represent the following:

- Transfer to unrestricted school funds of the donations of £25,000 received in respect of Covid 19 bursaries and £6,792 received in respect of equipment for the boat club.

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22. PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined benefit schemes and one defined contribution scheme, which are funded by the School's and employees' contributions.

DEFINED BENEFIT SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,935,677 (2021: £1,859,881) and at the year-end £Nil (2021 - £Nil) was accrued in respect of contributions to this scheme.

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

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

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

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

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

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the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

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

Independent School's Pension Scheme

Defined Benefit

Until April 2020 the School operated a defined benefit scheme for support staff, through its participation in the Independent School's Pension Scheme administered by the Pensions Trust (ISPEN). ISPEN is a multi-employer scheme which provides benefits to approximately 66 non-associated employers. It is not possible for the School to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as it would a defined contribution scheme and has charged to the Statement of Financial Activities the employers' contributions payable for the year. The scheme was closed to new members of staff with effect from 31 March 2017 and was closed to future benefit accrual for all members with effect from April 2020.

The scheme is subject to the funding legislation outlined in the Pension act 2004 which came into force on 30 December 2005. This together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the United Kingdom.

The scheme is classified as a "last man standing" arrangement. Therefore, the School is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

With effect from 1 April 2015 the School operated only one benefit structure – a career average revaluated earnings (CARE) structure with a 1/80th accrual rate. Contributions have been made to the scheme in accordance with the recommendations of the scheme's Actuary.

The pension charge for the year includes contributions payable to the ISPEN of £nil (2021: £nil). At the balance sheet date there were no (2021: nil) active members of the Scheme employed by the School. In addition, the School paid contributions totalling £66,923 (2021: £66,923) in respect of the past service deficit.

A full actuarial valuation for the scheme was carried out with an effective date of 30 September 2020. This actuarial valuation was certified on 22 December 2021 and showed assets of £201.1m, liabilities of £256.3m and a deficit of £55.2m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid, in combination from all employers, to the scheme as follows:

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Deficit contributions

From 1 September 2022 to 30 April 2032 £2,687,00 per annum (payable monthly and increasing by 3% on each 1 September)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £149.4m, liabilities of £187.6m and a deficit of £38.2m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 September 2019 to 31 August 2020 £2,387,357 per annum (payable monthly and increasing by 3% on each 1 September)

The recovery plan contributions are allocated to each participating employer in line with they estimated share of the scheme liabilities.

Where the scheme is in deficit and where the employer has agreed to a deficit funding arrangement the employer recognises a liability for this obligation. The amount recognised is the net present value of the deficit contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in this note. The unwinding of the discount rate is recognised as a finance cost.

Present Value of Provision for School's deficit funding obligations:

	31 July 2022 £'000	31 July 2021 £'000	31 July 2020 £'000
Present value of provision	742	648	715

Reconciliation of opening and closing provisions

	Group and School	
	2022 £'000	2021 £'000
Provision at start of period	648	715
Unwinding of discount factor (interest expense)	6	6
Deficit contribution paid	(69)	(67)
Remeasurements- impact of any change in assumptions	(84)	(6)
Remeasurements- amendments to the contribution schedule	241	-
Provision at end of period	742	648

Income and expenditure impact

	2021 £'000	2020 £'000
Interest expense	6	6
Remeasurements- impact of any change in assumptions	(84)	(6)
Remeasurements- amendments to the contribution schedule	241	-
	163	-

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Assumptions	Year to 31 July 2022	Year to 31 July 2021	Year to 31 July 2020
Rate of discount % per annum	3.24	1.04	0.84

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Defined contribution scheme

The School operates a defined contribution pension scheme in connection with its auto-enrolment obligations. The assets of the scheme are held separately from those of the School in a fund independently administered by The Pensions Trust. The pension cost charge includes contributions payable by the School to the fund amounting to £176,448 (2021: £172,023). As at the balance sheet date there were £nil (2021: £nil) contributions outstanding payable to the pension fund.

23. SUBSIDIARIES AND BASIS OF CONSOLIDATION

The School has two connected trading companies, King's School Worcester Activities Limited registered number 01472145 (a company limited by guarantee) and KSW Enterprises Limited registered number 07141348 (a company limited by shares, of which all of the issued share capital is owned by the School). The results of both are consolidated with those of the school and in the case of King's School Worcester Activities Limited are included within the unrestricted funds shown in the financial statements and in restricted funds in the case of KSW Enterprises Limited.

King's School Worcester Activities Limited (KSWA Ltd), a company limited by guarantee, carries out various trading activities on behalf of the School and accounts for including vending machine sales, the lettings to third parties of school facilities other than the school AstroTurf pitch and sundry other non-charitable trading items. The letting of the AstroTurf pitch is administered and accounted for by KSW Enterprises Limited (KSW Ent Ltd).

For over ten years the school has had a long term fundraising initiative to create a Foundation Development fund. Donations to this fund are made to The King's School Worcester Development Trust, (formerly The King's School Development Trust) which then makes grants to the School. This Trust is a separate registered charity which is not controlled by the school and its results are not included within the consolidated financial statements but it is recognised as a related party (see note 25).

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Trading results extracted from the financial statements of the trading subsidiaries are shown below:

	KSWA Ltd	KSW	Total	KSWA Ltd	KSW	Total
	£'000	Ent Ltd	2022	£'000	Ent Ltd	2021
		£'000	£'000		£'000	£'000
Turnover	179	13	192	82	-	82
Interest receivable and sundry income	-	-	-	4	-	4
Cost of sales	(155)	-	(155)	(84)	-	(84)
Administrative costs	(5)	(24)	(29)	(5)	(5)	(10)
Operating profit	19	(11)	8	(3)	(5)	(8)
Gift aid donation	-	-	-	-	-	-
Retained profit	19	(11)	8	(3)	(5)	(8)
Net assets	35	(16)	19	15	(5)	10
Balance owed to/(by) the School at 31 July	(150)	(22)	(172)	29	-	29

The trading companies make gift aid donations of all taxable profits to the School with the result that both trading subsidiary companies have a nil annual corporation tax liability. The King's School Worcester, as a registered charity, has no liability to UK corporation tax in respect of its income and gains properly applied for its charitable purposes.

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24. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£'000	£'000
Net income resources	173	(27)
Elimination of non-operating cash flows:		
Losses/(gains) on investments	4	(44)
Investment income	(16)	(9)
Finance costs	56	57
Defined benefit pension scheme finance cost	6	(6)
Defined benefit pension scheme re-measurement	157	6
Depreciation charge	933	915
Profit on sale of fixed assets	-	(6)
Decrease/(increase) in stock	16	(16)
(Increase)/decrease in debtors	(11)	121
(Decrease)/increase in creditors (excluding fees in advance scheme and deposits)	(13)	285
(Increase)/decrease in fees in advance scheme creditors	41	(146)
Increase/(decrease) in parents' deposits	(11)	18
	1,162	1,175
Net cash inflow	1,335	1,148
Analysis of cash and cash equivalents		
	2022	2021
Cash	2	2
Bank	7,173	6,959
	7,175	6,961

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25. RELATED PARTY TRANSACTIONS

As stated in note 1 to the financial statements, the School has two connected trading companies, King's School Worcester Activities Limited and KSW Enterprises Limited. A set off agreement exists between The King's School Worcester and King's School Worcester Activities Limited with Lloyds Bank plc for interest purposes only. The gift aid transactions between the School and these companies together with details of the year end balances are reported in note 23 to the financial statements.

In the course of its ordinary activities the school conducted business with the Dean and Chapter of Worcester Cathedral including their related Enterprise company in respect of rent, events and staffing, all negotiated at arm's length on normal commercial terms, totalling £217,479 (2021: £103,175) and totalling £92,735 (2021: £77,470) in respect of choral scholarships.

The School Governors include a partner in Fisher German LLP, who administer Worcester Cathedral's property lets to the School. The value of rental services provided to the School during the year, all of which were negotiated at arm's length and supplied on normal commercial terms, amounted to £153,317 (2021: £104,079). The balance due to Fisher German LLP at the year end was £nil (2021: £nil).

The Dean is an ex officio member of the school's Governing body, and six of the school's nominative Governors are appointed by the Dean and Chapter of Worcester Cathedral. The balance due from the Dean and Chapter of Worcester Cathedral and its trading entities at the year end was £nil (2021: £180). The Dean is also a Director of the Worcester Literacy Festival Limited the School spent £150 on advertising with them in the year (2021: nil). The balance due to Worcester Literacy Festival Limited at the year end was £nil (2021: £nil).

The School Governors include a director of the Worcestershire Cricket Board Limited who have supported the School with their cricket academy during the year the School spent £1,740 (2021: nil). The balance due to Worcestershire Cricket Board Limited at the year end was £nil (2021: £nil).

The School Governors include a Trustee of The Rivers CofE Multi Academy Trust. During the year the School engaged their services and spent £85 (2021:nil). The balance due to The Rivers CofE Multi Academy Trust at the year end was £nil (2021: £nil).

A number of school Governors are trustees of The King's School Worcester Development Trust, a separate registered charity (see note 23). In the course of its ordinary activities the school conducted business with the King's School Worcester Development Trust in respect of events and fundraising activities. The school received from the Trust £1,326 (2021: £nil) in respect of events income and expenses due to the School on normal commercial terms and grant funding, totalling £183,448 (2021: £204,619) for the year was due to the School at the year end. During the year the school received net donations of £4,972 (2021: £6,100) on behalf of the Trust and the net balance due to the School by the Trust at the year end was £59,235 (2021: £8,530). In addition at the year end the School held cash balances as agent for The Development Trust amounting to £5 (2021: £5).

The School Governors includes a parent of the School, in addition three members of key management personnel are also parents during the year they were charged School fees on commercial terms and no balances were outstanding at the year end.

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26. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

Year to 31 July 2021		Unrestricted Funds	Restricted Funds	Endowed Funds	2021 Total	2020 Total
	Notes	£'000	£'000	£'000	£'000	£'000
Income and endowments from:						
Charitable activities						
School fees receivable	2	15,717	-	-	15,717	15,280
Ancillary trading income	3	397	-	-	397	743
Other trading activities						
Non-ancillary trading income	4	82	-	-	82	115
Other activities	4	71	-	-	71	32
Investments						
Interest and investment income	5	5	3	1	9	26
Voluntary sources						
Grants and donations	6	86	229	-	315	572
Total incoming resources		16,358	232	1	16,591	16,768
Expenditure on:						
Raising funds						
Non-ancillary trading	7	90	-	-	90	62
Financing costs	8	51	-	-	51	161
Fundraising and development	7	130	-	-	130	134
Total		271	-	-	271	357
Charitable activities						
Education and grant making	7	16,175	222	-	16,397	16,562
Pension scheme re-measurement of the estimate of past service costs	22	(6)	-	-	(6)	14
Total expenditure		16,440	222	-	16,662	16,933
Net (outgoing)/incoming funds from operations before transfers and investment gains		(82)	10	1	(71)	(165)
Gains on investments	11	24	15	5	44	3
Net income		(58)	25	6	(27)	(162)
Transfers between funds	21	7	(7)	-	-	-
Net movement in funds for the year		(51)	18	6	(27)	(162)
Fund balances brought forward at 1 August 2020		23,210	343	52	23,605	23,767
Fund balances carried forward at 31 July 2021	21	23,159	361	58	23,578	23,605